

1.2 Founding Group and School Leadership

14 Del. C. § 512(1)

Founding Group Membership [14 Del. C. § 512(1)]

- a. **Identify the key members of the Founding Group for the proposed school. Identify *only* those individuals who will play a substantial ongoing role in school development, governance, and/or management, and will thus share responsibility for the school. These may include proposed Board members, school leaders/management, staff members, or other essential partners.**

Explain what role each individual will play, and note which Founding Group members are certified educators, parents, and members of the community as required by 14 Del. C. § 512(1).

The founding group of Sussex Montessori School is equivalent to the Sussex Montessori School Founding Board (SMS Founding Board). The history of Sussex Montessori School began with another board, the Montessori Works, Inc. Board (MW Board). In 2014, Montessori Works applied to and received from the Longwood Foundation a grant, with conditions on matching funds, to explore the creation of a Montessori school in western Sussex County. The Longwood Foundation expressed interest in providing greater accessibility and opportunity for educational choices in an area of the state which has experienced significant economic and social impacts.

The SMS Founding Board will be made up of members of the MW Board, as follows:

Chair: Linda Zankowsky, Ed.D.

Dr. Zankowsky is the Interim Director of the Early Learning Center at the University of Delaware and Assistant Professor in the College of Education and Human Development, Department of Human Development and Family studies. Prior to her current position, Dr. Zankowsky provided leadership to the Office of Clinical Studies at the University of Delaware, which annually places approximately 1600 students in field placements in area schools. Dr. Zankowsky has 33 years of experience as a Reading Specialist, classroom teacher, and leader in Delaware public and independent schools. Dr. Zankowsky has the following Delaware certifications: Certified Central Office Personnel, Elementary Teacher, Teacher of Middle School English/Language Arts, Principal/Assistant Principal, Reading Specialist, Superintendent or Assistant Superintendent. In the 1990s she served as principal at Townsend Elementary School in the Appoquinimink School District and at Mt. Pleasant Elementary School in the Brandywine school District. In 2000, Dr. Zankowsky became the Head of Wilmington Montessori School. Dr. Zankowsky's focus has been on leadership development, literacy and assessment, social curriculum in schools, and building professional learning communities. Her Doctoral Position Paper focuses on classroom-based assessment in literacy. She has served as an adjunct instructor at the University, has consulted with schools and presented nationally on assessment in literacy. Dr. Zankowsky has served on various state committees focused on early childhood education and

curriculum development. In addition to her role as board chair, Dr. Zankowsky will provide guidance in hiring Montessori teachers and leadership for the school and in curriculum and instructional practices.

Co-Vice Chair: Christine Carrino Gorowara, Ph.D.

Dr. Gorowara is the interim director of the Delaware Center for Teacher Education at the University of Delaware. She was previously a vice president at the Council for the Accreditation of Educator Preparation and at the Teacher Education Accreditation Council. Her children attended Elementary Workshop Montessori School. Dr. Gorowara provides support for the teacher pipeline work of Montessori Works and is involved in development of a Montessori Training program. Her experience with certification and accreditation will ensure that SMS has well-qualified Montessori certified teachers.

Co-Vice Chair: Patricia Hermance

Ms. Hermance is currently the director of an educator professional development program at the University of Delaware. Previously, she served as the Head of School for Campus Community Charter School for seven years. Her experience in this role brings strength to our founding board around the charter application process and the charter school operations. Ms. Hermance is certified in Delaware as a teacher of Elementary K-8, teacher of Middle Level English and Social Studies, and a teacher of Nursery/Kindergarten.

Treasurer: Mark Conces

Mr. Conces is a senior vice president at Santander Bank and former treasurer of the board of Wilmington Montessori School, which his children attended. Mr. Conces has had senior management roles in Finance, Marketing and General Management at a number of large companies, including JP Morgan Chase, Honeywell and Citizens Bank.

Secretary: E. McCrae Harrison

E. McCrae Harrison has been a Montessori educator since the mid-1980s when she completed her Montessori 6 – 9 (1st, 2nd, 3rd grade) certification at the Center for Montessori Teacher Education in New Rochelle, NY. She began her career at the Elementary Workshop Montessori School in Wilmington, DE, where she worked for 29 years, and now works at the Montessori Academy at Christina, the first public Montessori program in the state of Delaware. Ms. Harrison is active in the local and national Montessori communities. She is the board secretary for both the Montessori Teachers' Association of Delaware, an organization tasked with providing professional development opportunities for teachers and connections into the Montessori community for parents and others, and for Montessori Works, the organization providing the founding support to Sussex Montessori School. Ms. Harrison is also the chair of the American Montessori Society's (AMS) School Accreditation Commission and is the commission's representative board member to the AMS Board. Certified Teacher of Elementary, Principal/Assistant Principal, Teacher of Middle Level English and Social Studies. Ms. Harrison will provide leadership related to the implementation of the Montessori approach and curriculum in a public school.

Jessica Crampton Bradley

A native Delawarean with a Masters in Elementary Education, Bradley was born in Lewes, grew up in Centreville, and has resided in western Sussex County for over 20 years, where she raised her two sons. Now back in Lewes, her southern Delaware roots run deep as her mother and father were, respectively, from Roxana and Dagsboro, and many members of her family are still scattered throughout the county. Currently she works as a full-time realtor for Jack Lingo, but maintains a strong community focus, particularly regarding children in Sussex. In addition to her strong community engagement ties, Ms. Crampton-Bradley provides leadership on identifying and negotiating for a school site.

Jesse Reeves

Jesse Reeves serves as Director of Legal Recruiting at Barnes & Thornburg, where he oversees the recruiting of lateral partners, of counsel, associates, staff attorneys, and patent agents. He provides leadership and vision in the development and implementation of recruiting priorities and strategies. With more than 25 years of legal recruiting experience, Mr. Reeves works to enhance the firm's lateral recruiting initiatives by attracting talented partners, associates and other legal professionals to the firm. He works with firm leadership and office managing partners in firmwide recruiting and retention efforts to support our focus on client needs and strategic national growth. Active in the community, Mr. Reeves is the board member of Montessori Works and is the board president of SmartDrive, which focuses on prevention of teen driving accidents. Mr. Reeves is a graduate of Virginia Polytechnic Institute and State University, where he earned a B.A. in 1987. Mr. Reeves brings strengths in community relationships and in human resources to the school.

Scott Richardson, Ph.D.

Dr. Richardson, Ph.D. has dual Pennsylvania certification in Elementary (K-6) and Special Education (K-12), and a Ph.D. in Education from the University of Delaware. He has held leadership positions as the Assistant Director of Education at New Story of Lancaster (serving students with autism and emotional/behavioral disorders who have been underserved/unsuccessful in their home school districts), and Director of Education at The Stone Independent School. He has expertise in special education, diversity, and alternative/various pedagogical models. Among his many experiences, he has:

- taught nearly all levels of schooling (K-12 special education and higher/adult education) in the U.S./abroad
- served as an administrator/supervisor of special and regular education faculty
- supervised approximately 1,100 pre-service and 350 in-service teachers in elementary/middle/high school general and special education classrooms
- designed and taught undergraduate/graduate/doctoral seminars
- published two books, two invited book chapters, and eight scholarly articles
- served on the journal review board for the Journal of the American Association for the Advancement of Curriculum Studies
- presented at more than thirty international academic conferences

- built relationships between school districts, service providers, and external non/for-profit organizations resulting in dynamic community programs for student and their families
- served on the boards of Montessori Works of Delaware and Pennsylvania Montessori Alliance, and as a task force member for the Montessori Inclusion Endorsement Task Force for the American Montessori Society

Mr. Richardson's special education background will assist the school leader in addressing the legal requirements of serving special education children.

Sean Steward

Mr. Steward is a licensed Realtor with Home Team Realty and co-owner of Infiniti Transportation LLC in Bridgeville. He also serves as a board member of the Sussex County Association of Realtors and is past director of Delaware Association of Realtors. Mr. Steward was instrumental in securing Board members and helping Montessori Works build relationships in Sussex County in support of Sussex Montessori School. He will assist with locating the site for the school.

b. Explain the Founding Group's collective qualifications for establishing a high-quality charter school in Delaware and in assuming stewardship of public funds. Address the following in your response.

- **Experience and/or involvement in K -12 public education system;**

Three of the Sussex Montessori School board members have significant experience in the K-12 public education system and are certified as school/district leaders or teachers:

- Linda Zankowsky has served as a teacher, reading specialist, and principal
- Trish Hermance also served as a teacher and has led a Delaware charter school
- McCrae Harrison has teaching experience, including in the first public Montessori program in Delaware, has served as an independent school leader and has provided public school administrative support.

In addition, Scott Richardson is a current teacher of special education, and Christine Carrino Gorowara leads the center at the University of Delaware that partners with school districts and has served on Delaware Department of Education committees focusing on K-12 public education, including the Licensure and Certification Criteria Committee and Excellent Educators for All.

- **Experience in the design and operation of a charter school (if the school has closed or is slated for closure, non-renewal, or dissolution, describe the circumstances that led to such closure, non-renewal, or dissolution);**

Founding board member, Trish Hermance, led a successful Delaware charter school for seven years. In addition, several of the founding board members, Linda Zankowsky and

McCrae Harrison, were active in the writing and development of the charter application for First State Montessori Academy.

Montessori Works, the organization providing the founding support to Sussex Montessori School, has networked with other Delaware charter school leaders to receive guidance on various aspects of the charter application particularly related to governance and finances. Specifically, Montessori Works has retained Brett Taylor of Delaware STEM Academy as a consultant on the application process. Mr. Taylor's knowledge of the state financial system and his understanding of the challenges involved in establishing a charter school have helped the founding board of Sussex Montessori School to plan for and potentially avoid various challenges experienced by other charter schools. Kendall Massett of the Delaware Charter School Network and several Delaware charter school officials have provided guidance and given feedback on the Sussex Montessori School application. In addition, Montessori Works has several advisory board members from First State Montessori Academy, including Yvonne Nass, FSMA Board Chair. This strong and growing network will continue to be resource for Sussex Montessori School's founding and future operating board.

- **School leadership, administration, and governance;**

All Sussex Montessori School founding board members have non-profit governance experience on various boards as outlined above.

Linda Zankowsky has experience as a public-school principal in the Appoquinimink and Brandywine School Districts as well as the school leader of Wilmington Montessori School a non-profit independent school. Trish Hermance served as a Delaware charter school leader and McCrae Harrison served as the Head of School for the Elementary Workshop Montessori School, a non-profit independent school. In all three circumstances, these founding board members have worked in leadership positions with governing boards and understand the distinct roles that the school administration, founding board, and operating board hold to ensure that the mission of Sussex Montessori School is fulfilled and that the school is financially sound.

- **Research based curriculum and instructional strategies that will ensure that all students meet or exceed the expectations of the Delaware Content Standards (Common Core State Standards in English language arts and mathematics-and Next Generation Science Standards);**

Linda Zankowsky, Trish Hermance, and McCrae Harrison have planned and developed delivered research-based curriculum and instructional strategies, including the Montessori educational approach, social constructivist education, best practices in literacy, and the Responsive Classroom program. Dr. Zankowsky and Ms. Harrison have had a particular focus on the integration of the Montessori curriculum and approach with the Delaware Content Standards.

- **Business management, including but not limited to Delaware financial and accounting systems and the funding procedures for Delaware charter schools;**

Jesse Reeves, Mark Conces, and Sean Stewart have run small businesses and/or provided financial oversight to independent school boards. Mark Conces is a financial professional and has served as board treasurer for Wilmington Montessori School. Additionally, as noted above, Montessori Works has contracted with Brett Taylor who worked with the Delaware STEM Academy application to consult on financial matters and to provide expertise on the state of Delaware financial and accounting systems.

- **Personnel management;**

As noted above, many board members have managed small businesses, run recruiting businesses, or managed school personnel issues. While school personnel management will be the domain of the school leader; these board members will provide support and guidance in the planning year with personnel related issues. In particular, Jesse Reeves is a staffing professional with extensive experience in recruitment. Linda Zankowsky, Trish Hermance, and McCrae Harrison are experienced with public school personnel matters.

- **Diversity issues, including but not limited to outreach, student enrollment, and instruction;**

- Christine Carrino Gorowara currently chairs a committee at the University of Delaware whose charge is to both recruit and support more diverse teacher candidates and to support the preparation of all UD teacher candidates to increase their competence in working with diverse students. Dr. Gorowara also serves on the Delaware Department of Education's Excellent Educators for All committee as well as the Educator Equity Public Reporting Work Group.

- Jesse Reeves has served on and led groups committed to diversity issues.

- The three board members with school leadership experience provide expertise in meeting the needs of school communities dealing with cultural and economic diversity related to instruction, enrollment, and marketing schools.

- **At-risk populations and children with disabilities, including but not limited to students eligible for special education and related services; English language learners; migrant/homeless students; and other at-risk populations that the school intends to serve;**

- Scott Richardson currently works with students with autism and emotional/behavioral disorders.

- Additionally, as school administrators, Trish Hermance, Linda Zankowsky, and McCrae Harrison have all had experience in serving children with these needs. They understand the regulations and legalities involved in serving a diverse population.

- **School operations, including but not limited to charter school funding/finance, school bus transportation, facilities management, and school lunch/breakfast programs, and health and safety; and**

Again, as school administrators, Trish Hermance, Linda Zankowsky, and McCrae Harrison have all had experience dealing with these issues. In particular, as previously noted, Ms. Hermance has the most direct experience with these issues as related to a public charter school.

- **Parent and community engagement.**

The board members have all been involved in some way in parent and community engagement, particularly over the past year. Sean Steward, a Seaford native, business man, and father of three children and Jessica Campton-Bradley, a longtime resident of Sussex County with family roots there, have a strong network in Sussex County. Montessori Works has also engaged Jim Purcell, a Milford native, to provide support to the Sussex Montessori School founding board with community engagement activities. The Sussex County members of Montessori Works, led by Jessica Crampton-Bradley, have connected with civic and community associations, written newspaper articles and editorials, and met with school and community leaders in Sussex County.

c. Describe the Founding Group’s ties to and knowledge of the proposed school community.

- **Summarize each person’s experience, qualifications, and affiliations that will be directly relevant to developing a high-quality charter school that reflects the school’s mission and vision. Explain why each individual was chosen to participate in this Founding Group.**

Linda Zankowsky (Board Chair) brings expertise in school leadership, curriculum design and implementation, Montessori education, and the public-school world. She is affiliated with the Montessori Public Policy Initiative, National Association for Montessori in the Public Sector, the American Montessori Society, the Montessori Accreditation Council for Teacher Education, and the University of Delaware, and is an advisory board member for First State Montessori School. These affiliations and Dr. Zankowsky's knowledge of Montessori and traditional education in Delaware will support the curriculum development, identification of a school leader, and development of a Montessori teacher pipeline in development with the College of Education and Human Development at the University of Delaware.

Christine Carrino Gorowara (Board Co-Vice Chair) is committed to quality education beginning at the earliest levels and has guided this board's work all along. Her affiliation with the University of Delaware, experience as a vice president of the Council for the Accreditation of Educator Preparation, and commitment to Montessori education will facilitate the

development of a Montessori teacher training program to support the school with future teachers.

Patricia Stiller Hermance (Board Co-Vice Chair) brings seven years of experience leading a Delaware charter school, which brings strength to the founding board around the charter application process and the charter school operations. Ms. Hermance is certified in Delaware as a teacher of Elementary K-8, teacher of Middle Level English and Social Studies, and a teacher of Nursery/Kindergarten. Her experience as a charter school leader will be especially useful in selecting the Sussex Montessori Head of School.

Mark Conces (Board Treasurer) served for many years as a board member at a large, private Montessori school. This experience has been helpful to this board as it works through founding a new Montessori school in Sussex County. His knowledge of finance and small business structures will ensure the fiscal stability of the school during the founding year.

E. McCrae Harrison (Board Secretary) has been involved in Montessori education as a teacher and administrator for over 30 years in first private and now public Montessori schools in Delaware. Ms. Harrison was a founding board member for First State Montessori Academy and is a current advisory board member for First State Montessori Academy. In addition to her board role for Montessori Works, Ms. Harrison is a Board Member for the Montessori Teachers' Association of Delaware and a commissioner on the American Montessori Society's School Accreditation Commission. Ms. Harrison's Montessori knowledge of Montessori education and its implementation in many schools across the country will support the curriculum and instructional leadership of the school.

Jessica Crampton Bradley is a realtor with deep roots in Sussex County. She has led the community engagement effort, connecting with civic associations, parent groups, and community organizations. Her continuing leadership in this area will expand awareness of Montessori education and the opportunity for a Montessori choice to Sussex families. Ms. Bradley will be leading the search for a school site in Sussex County.

Jesse Reeves will directly serve Sussex Montessori through his experience in staffing, business operations, and board work. These together with his commitment to quality Montessori for under-served populations make him crucial to this board's endeavor.

Scott Richardson is deeply interested in quality education for all types of learners, particularly those with special needs, and his experience in many facets of education make him an integral member of this charter team. He is a member of the American Montessori Society and a former board member of the New School of Lancaster, an AMS accredited Montessori school. He currently works directly with students with autism and emotional/behavioral disorders and provides guidance regarding children with special needs in a Montessori classroom.

Sean Steward has deep roots in Sussex County. He brings these connections and his real estate expertise to this work. He provides direct connections to business leaders and potential

fundere in Sussex County. Mr. Steward will be working with Ms. Bradley to locate a facility and to continue to garner community support for the school.

- **Explain how and why the Founding Group decided to form a school in Delaware.**

Montessori Works started as an idea grounded in fairness. Parents whose children had attended independent Montessori schools in Delaware and Delaware Montessori leaders felt impassioned to start an organization to make Montessori education available for all children in Delaware, at no cost. Started in 2012, Montessori Works is a school development organization founded to increase accessible, authentic, quality Montessori education in Delaware. The board includes Montessori experts, educators, parents, and others who are working to make Montessori programs a more broadly available option in the public arena.

Montessori Works supports the replication of a proven model of education that currently serves children in over 400 public schools in the United States. Montessori Works has close ties to the Montessori Academies at Christina (MAC), which operate on a Montessori school-within-a-school model in two buildings in the Christina School District, as well as to the public charter school First State Montessori Academy (FSMA), with many of the Montessori Works Board members having participated as advisors to the development of the FSMA charter application and curriculum. As educators, parents, and community leaders who are aware of the benefits of the Montessori approach and how it prepares children to be innovative, creative, leaders in the world community, we believe that Montessori education should be accessible to all children in Delaware whose families seek it. As indicated by the two existing public Montessori options in Delaware, Montessori education may be offered within the district structure as well as by independent charter schools.

Montessori Works has led the initiative to start Sussex Montessori School. The founding board of Sussex Montessori School will provide the specific leadership and expertise needed to establish the school.

- d. Provide, as Attachment 1 (Founding Group Résumés and Biographies). Include full résumés (including contact information) and professional biographies (brief narratives) for the individuals named. Label each document with the individual’s affiliation with the proposed school**

We have included the biographies and resumes of all of the SMS Founding Board members in Attachment 1.

Principal/Founding Group, School Leader, and School Leadership Team [14 Del. C. § 512(1)]

Background [14 Del. C. § 512(1)]

Explain the circumstances and motivations that brought the Founding Group together to propose this school.

Motivated to expand Montessori learning in the public domain, Montessori Works applied to and received from the Longwood Foundation a two-year grant, with conditions on matching funds, to explore the creation of a Montessori school that would serve the children of western Sussex County. The Longwood Foundation expressed interest in providing greater accessibility and opportunity for educational choices in an area of the state that has experienced significant economic and social challenges. Western Sussex has a lower income population than the rest of the county, and is demographically more diverse. Achievement scores are demonstrably lower than in the rest of the county. Sussex County also has only one charter school, which is a middle/high school.

Montessori schools across the country (in South Carolina, North Carolina, Ohio, Colorado, Arizona, Minnesota, Wisconsin, to name a few) have demonstrated success working with populations similar to those in western Sussex County. Initially, Montessori Works board members met with interested school district leaders in western Sussex County about their interest in a district-authorized charter. Upon determining that this was not a viable alternative, Montessori Works chose to apply for a state-authorized charter.

Principal/School Leader, Founding Group, and School Leadership Team [14 Del. C. §512 (1)]

1. If the Principal/School Leader candidate has been identified:

- a. Explain why this individual is well qualified to lead the proposed school in achieving its mission and goals. Summarize the proposed leader's academic and organizational track-record. Provide specific evidence that demonstrates the leader's capacity to design, launch, and manage a high performing school. If the School Leader has never run a school, describe any principal leadership training programs that the proposed leader has completed or is currently participating in. (Note! Also provide, as Attachment 2, the qualifications, résumé and professional biography for this individual).**

Sussex Montessori School has not yet identified a school leader, although several individuals have expressed interest (see response in part b. below). The SMS Founding Board includes several experienced school leaders who will be able to provide guidance on choosing a qualified leader. We have included the duties and qualifications of the school leader in Attachment 2.

- b. Provide specific data that demonstrates strong evidence of the school leader's ability to effectively serve the proposed target population.**

The Sussex Montessori School board has identified several possible school leaders, including school leaders with principal and district-level experience in Delaware public schools who have agreed to work with the Sussex Montessori School Board on activities to establish and promote the school. We anticipate that at least one, and possibly all, of these school leaders will apply for the Sussex Montessori School leader position upon approval of the school. Each of the

potential school leaders has roots in Sussex County with a passion for the communities targeted by Sussex Montessori School.

In addition, the Sussex Montessori School Board has established a partnership with Lead Delaware (letter attachment 15), the Delaware Academy for School Leadership at the University of Delaware, the National Center for Montessori in the Public Sector and the American Montessori Society all of which will be accessed to identify a highly qualified school leader.

2. If the candidate is not yet identified, summarize the Board and/or other Founding Group members' academic and organizational performance record and provide specific evidence that demonstrates the Board's ability to effectively serve the proposed target population.

Sussex Montessori School has funding from the Longwood Foundation upon approval for the charter application (attachment 15) that will allow us to hire a school leader for the planning year of 2018-2019. As noted above, we have begun to identify potential school leaders and are prepared to begin the search for a school leader as soon as our charter application is approved.

The founding board knows that the School Leader will need support with the many details and tasks to be completed in the planning year. The Sussex Montessori School founding board has specific areas of expertise to support the school leader:

Governance, Financials, Operating Board:

Jesse Reeves – Coordination of governance issues, such as formulation of the Operating Board, fundraising, consultant arrangements, and non-profit governance and management. Mr. Reeves has been a small business owner, served on the boards of non-profit organizations (see resume), and brings expertise in business management and human resources.

Mark Conces - Provides guidance on financial management, support for fundraising. Mark is a senior vice president at Citizens Bank and former treasurer of the board of Wilmington Montessori School, which his children attended.

Educational Program:

E. McCrae Harrison – Responsible for reviewing all information pertaining to the State standards, curriculum and educational programming for the SMS. Ms. Harrison was the former Head of the Elementary Workshop Montessori School, provided advisement to FSMA on their charter application, and is currently a teacher leader in the Montessori Academy at Christina. As a Delaware certified and Montessori credentialed teacher in the public schools, Ms. Harrison brings a wealth of knowledge of Montessori practice, Common Core Standards, and assessment.

Scott Richardson, PhD, Board Member – Responsible for reviewing program decisions pertaining to special education, ELL, and gifted students. Dr. Richardson is a past Board

member of the New School of Lancaster which is an independent Montessori School. Dr. Richardson's work experience in is school curriculum development, particularly special education.

Trish Hermance - Coordination of all academic information, school structure, teacher and administrative evaluation, and assessment data. Ms. Hermance's background as a leader of a successful Delaware Charter School provides a strong foundation for this work. In addition, her current role at the University of Delaware places her in a position to stay abreast of educational change in Delaware and to maintain important relationships to support this work.

Teacher and Leadership Recruitment:

Linda Zankowsky – Coordination of school leader recruitment, Educational Director, teacher recruitment, Montessori teacher training for future SMS teachers, and liaison with other Montessori organizations. Dr. Zankowsky provided advisement to FSMA on the development of their charter application, led Wilmington Montessori School for 12 years and served a principal in two Delaware Public Schools prior to her current position at the University of Delaware. As shared in her resume, she brings a strong background in school leadership as well as curriculum and instruction. She is currently working with the NCMPS to develop a strong model for training public Montessori teachers in Delaware.

Christine Carrino Gorowara - Dr. Gorowara's experience as a leader nationally in teacher preparation through her work with CAEP and currently at the University of Delaware will guide Montessori Works in developing a local Montessori Training program to support the expanding need for Montessori teachers for SMS as well as other public Montessori programs. Her work at the University of Delaware places her in a unique position to assist potential teachers for SMS with requirements state certification if needed.

Community Engagement and Parent Information/Marketing, Facility Location, Operating Board:

Jessica Crampton- Bradley - Coordination of all community engagement, parent information and marketing in Sussex County in support of the school. Ms. Bradley is a long-time community member in Sussex County. She is intimately familiar with Sussex County. Her deep relationships in the community at large will contribute to the successful marketing of the SMS; her knowledge of real estate will ensure the identification of an appropriate site for the school.

Sean Steward – Coordination of all engagement with business leaders on fundraising activities; civic partners and real estate advisors to determine the location of the school; and candidates for the Operating Board of Directors. Mr. Steward, a Leadership Delaware alum, has strong ties across Sussex County. His work as a small business owner and real estate agent position him ideally to continue to build relationships with key community leaders, raise funds for the school, and identify a location for SMS.

In addition to the above skill set, Montessori Works has acquired funding from the Longwood Foundation that can be used to support the school with consultation services to the school leader as needed.

3. Who will work on a full-time or nearly full-time basis immediately after approval to lead development of the school? How will this person be compensated prior to the school receiving per-pupil funding?

The SMS Founding Board will assume the responsibility for work that will need to be initiated immediately upon approval for Sussex Montessori School. This will be done through a variety of contracted services for which funding has been secured through the Longwood Foundation (letters to Montessori Works and Sussex Montessori School in Attachment 15). In addition, we will work with Horizon Philanthropic (Attachment 15) to continue our efforts to engage the Sussex Community to support the school and through their association with Chura & Associates (Attachment 15) to continue with the identification of, negotiations for, acquisition of financing for the school site as well as ongoing project management for site development and repurposing.

This work will occur in conjunction with the SMS Founding Board hiring the school leader. The Funds for compensating a school leader prior to receiving per-pupil funding have been committed to by the Longwood Foundation (Attachment 15). It is expected that the school leader will be in place by September 2018.

4. Describe the responsibilities and qualifications of the school's leadership/management team (beyond the School Leader). If known, identify the individuals who will fill these positions and provide, as Attachment 3, the qualifications, résumés, and professional biographies for these individuals. If these positions are vacant, explain the timeline, criteria, and process for recruitment and hiring.

It is expected that the school leadership team will be comprised of the Head of School and an Education Director. Financial, budget and facility support will be provided by an outside third party/consultant. Please see Attachment 3 for job descriptions and responsibilities.

Head of School: The Head of School is accountable for the operations of the program and activities of SMS, in keeping with the mission and vision of the school and the direction as set by the SMS Board. The head of school must represent the Board and embody the vision of the school in its relations with faculty, staff, students, families and the community. The preferred candidate for the School Leader will:

- Hold Montessori Certification or have extensive experience with the Montessori philosophy and curriculum
- Have a minimum of 3-5 years of experience working in a Montessori environment preferably as a school or academic leader
- Hold a Master's degree or higher in education or other related field from an accredited institution

- Demonstrate experience with strategic planning
- Comply with the standards for ethical and professional performance established by the State Board of Education
- Demonstrate background knowledge of the fiscal and operating needs of a school
- Actively engage with the students, teachers and parents in supporting the Montessori principles
- Demonstrate a willingness to try innovative approaches to improving student learning

Hiring Process: As noted, SMS has been identifying potential school leaders prior to the application process. The hiring process will begin upon approval of the charter application with an expected start in September 2018. SMS will be open to Heads of School who demonstrate a deep understanding of and value for Montessori education who have public school experience in Delaware or the region. SMS will recruit through the NCMPS, the American Montessori Association, National Charter School Networks, traditional Delaware channels including approved programs in Delaware for alternative routes for school leadership as well as national online recruitment portals such as Indeed.com and LinkedIn.com.

The selection process will involve an initial application and submission of a resume and cover letter; written responses to questions that allow the hiring committee to better understand the candidate's approach to leadership; an initial video or phone interview for candidates who may not live in the area; and an in-person interview for specific candidates who are identified as qualified as finalists for the position.

In the event that the final candidate for the school leader position is not a Montessori Certified candidate, funds have been allocated in the planning year budget and they will be required to attend Montessori Administrative Professional Development which is held in several locations nationally. They will also be provided support through the Montessori leadership development opportunities provided by the National Center for Montessori in the Public Sector which offers online programs for public Montessori School leaders.

Education Director: The Director of Education is responsible for the consistent quality of the Montessori program within and across grade levels at SMS. The Director of Education works directly with teachers to develop, implement, and supervise education programs that meet the schools mission and goals. The focus of this position is on continual development of the staff to ensure that all children are reaching their full potential. The Education Director will report to the Head of School. The Preferred candidate for Education Director will:

- Hold a Master's degree or higher from an accredited institution.
- Have 3-5 years of experience in working in academic administration or related field.
- Have a valid Delaware Teacher's Certification
- Demonstrate experience in creating and evaluating student programs
- Demonstrate experience working with adults in professional development or coaching situations

- Have Montessori Certified Training or extensive experience in with Montessori philosophy and curriculum

This position will be hired by the Head of School with support from the Operating Board during the interviewing and vetting process. It is expected that this position will be filled by July 1, 2019.

Business Management - contractual or employee: The person responsible for the business management of the school (either contractual or as an employee) will work closely with the School Leader to provide reports to the board and Citizens Budget Oversight Committee, ensure that the school is in compliance with all DDOE financial performance standard, provide oversight of contracts such as food services, create and monitor the annual budget, manage payroll, and ensure that the school is financially in a position to fulfill its mission. The firm that SMS contracts or the individual hired will need to have the following qualifications:

- Strong financial and accounting expertise
- Experience with large budgets
- History of ethical financial management
- Certified Public Accountant
- Human resources experience
- Business management experience
- Familiarity with State of Delaware financial system