



**BALL STATE
UNIVERSITY**

**Sent via Electronic Communication
and Certified Mail/Return Receipt Requested**

June 23, 2020

Arlene Colvin
21st Century Charter School at Gary
556 Washington Street
Gary, Indiana 46402

Gary Middle College
131 East 5th Avenue
Gary, Indiana 46402

Re: Notice of Probation

Dear Ms. Colvin:

Please accept this letter as formal Notice of Probation, effectively immediately, pursuant to the Charter Agreement (“Charter”) between Ball State University on behalf of its Office of Charter Schools (“OCS”) and 21st Century Charter School at Gary and Gary Middle College (the “Schools” collectively). As you are aware, each Ball State authorized charter school is required to comply with all applicable laws as well as fulfill the conditions set forth in its Charter and performance standards set forth in OCS’ Performance Frameworks. Failure to meet these obligations may result in a suspension or revocation of the Schools’ Charter. Due to recent events, OCS has serious concerns regarding the Schools and their continued ability to meet these obligations.

The Schools have failed to fulfill the conditions set forth in the Charter, namely the following:

- Article 4.02 Board of Directors to Operate
- Article 4.04, Article of Incorporation; Bylaws
- Article 4.07, Education Service Provider
- Article 11.01, Compliance with Applicable Law
- Article 11.06, Compliance with Certain State Education Laws
- Article 11.08. Open Meetings

On May 18, 2020, OCS requested the Board provide an Open Door Training Plan to be submitted by June 1, 2020. To date, OCS still has not received an Open Door Training Plan.

On May 28, 2020, OCS contacted the Governing Board for both Schools identifying issues with the lack of structural independence and interference with Organizer’s duty to establish policy. Specifically, the Board’s proposed amended Bylaws and Articles of Incorporation were in conflict with Indiana Code §20-24-3-2.5(4) and OCS’ Policies on Contracting with Educational Service Providers and the Policy Regarding Organizer Governance. OCS requested the Governing Board address the following:

No later than June 10, 2020, the Board shall submit to OCS a corrective action plan including, but not limited to, the identification of the Board’s retained legal counsel (or the steps the Board has taken to retain said legal counsel) and the manner and time

Arlene Colvin
21st Century Charter School at Gary and Gary Middle College
June 23, 2020
Page 2

in which the Board will review and approve the aforementioned documents. Additionally, the Board must update the board officers with the Indiana Secretary of State. *See* OCS Letter dated May 28, 2020.

On June 10, 2020, OCS had yet to receive a formal corrective action plan. On June 11, 2020, OCS issued a Notice of Deficiency affording the Schools until close of business June 18, 2020, to provide a corrective action plan initially requested by OCS on May 28, 2020. As of the date of this letter, June 23, 2020, OCS still has not received a formal corrective action plan from the Board.

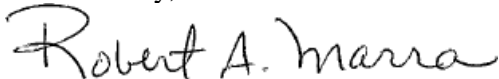
Pursuant to Articles 18.04(a)(iii), 18.04(a)(v), and Article 18.04(a)(vi) providing statutory grounds for revocation based on the failure to comply with the terms of the Charter and all applicable laws respectfully, the University may initiate revocation proceedings against 21st Century Charter School of Gary and Gary Middle College immediately. However, rather than seek revocation OCS has opted to place the Schools on Probation subject to the requirements herein. In order to correct the deficiencies identified in prior correspondence from our office, OCS requires the Board address the following:

1. Revised bylaws and Articles of Incorporation for both Schools
2. Identification of retained legal counsel or plan to retain independent legal counsel
3. Plan as to Open Door Law Training

It is critical that the Board take immediate action. If these issues are not timely resolved to our satisfaction, further sanctions, up to and including revocation of the Schools' Charter, will be considered. OCS shall continue to monitor both Schools to ensure that the Schools continued operation is in the best interest of the students, community, and University.

Should you have any questions, please do not hesitate to contact this office.

Sincerely,



Robert A. Marra
Superintendent of University Schools and
Executive Director, Office of Charter Schools

Encls.

- cc Ms. Alyce Butler, Board Vice President for the Schools (via email w/encls.)
Ms. Lisa Edward, Board Member for the Schools (via email w/encls.)
Ms. Dana Gore, Board Member for the Schools (via email w/encls.)
Ms. Katrina Hudson, Board Member for the Schools (via email w/encls.)
Mr. Theodore McClendon, Board Member for the Schools (via email w/encls.)
Ms. Nadine McDowell, Board Member for the Schools (via email w/encls.)
Ms. Arlene Pearson, Board Member for the Schools (via email w/encls.)
Dr. Jamie Garwood, Director (via email w/encls.)
Katie M. Briles, Compliance and Special Education Coordinator (via email w/encls.)



**BALL STATE
UNIVERSITY**

Sent via electronic communication

May 18, 2020

Arlene Colvin
Chair, Governing Board
21st Century Charter School and Gary Middle College

21st Century Charter School
556 Washington Street,
Gary, IN 46402

Gary Middle College
131 E. Fifth Ave.
Gary, IN 46402

Re: Open Door Law Training

Dear Ms. Colvin:

21st Century Charter School, Inc. and Gary Middle College, Inc., held a board meeting on May 14, 2020. Based on the observations of that meeting, Ball State University – Office of Charter Schools (“OCS”) is requiring the Governing Board to undergo training with respect to Indiana’s Access Laws, particularly the Open Door Law, *I.C. § 5-14-1.5 et seq.*

OCS observed misperceptions as it relates to the following: 1) discussions of items on and off the agenda, and, 2) public commentary and Board response. Additionally, board meetings for each school were not clearly distinguished or conducted separately (21st Century Charter School and Gary Middle College).

The Indiana Public Access Counselor provides training to public officials and agencies regarding Indiana’s Access Laws. The Public Access Counselor can be contacted at www.in.gov/pac. No later than June 1, 2020, the Board shall submit to our office their training plan.

Please do not hesitate to contact me should you have any questions.

Sincerely,

Robert A. Marra
Superintendent of University Schools and
Executive Director, Office of Charter Schools
cc Dr. Jamie Garwood, Director
Katie Williams-Briles, Compliance and Special Education Coordinator



**BALL STATE
UNIVERSITY**

May 28, 2020

Sent via Electronic Communication and
Certified Mail/Return Receipt Requested

Arlene Colvin, Board President
21st Century Charter School at Gary
556 Washington Street,
Gary, Indiana 46402

Gary Middle College
131 East 5th Avenue
Gary, Indiana 46402

Re: 21st Century Charter School and Gary Middle College Bylaws

Dear Ms. Colvin:

On May 5, 2020, Ball State University Office of Charter Schools (“OCS”) contacted the governing board (hereinafter referred to as the “Board”) for 21st Century Charter School and Gary Middle College, requiring the Board to address the ambiguity in the bylaws, for both entities, individually, at the next scheduled board meeting on May 14, 2020. OCS staff attended the May 14 meeting, confirming the Board’s required response to provide a timeline or plan to OCS as to the revision of the bylaws. The Board motioned and approved to “present a timeline for revision of bylaws to Authorizer Ball State by May 28.” *See* Item #4 of May 14 Meeting Minutes (attached). Note that following this meeting, three (3) Board members were asked to resign from the Board.

On May 26, 2020, Dana Teasley contacted OCS advising that Arlene Colvin called a meeting for 21st Century Charter School on May 28, 2020. The purpose of the meeting is “specifically, to discuss the bylaws issue, school calendar, and plans for fall.” *See* Electronic Communication from Dana Teasley dated May 26, 2020 9 (attached). To date, OCS has not formally received the Board’s timeline or plan to revise the bylaws. A proposed set of bylaws and articles of incorporation are available on 21st Century Charter School’s website. The Board has not provided any documentation identifying when the Board discussed and developed these draft documents.

The proposed amended bylaws and articles of incorporation conflict with Indiana Code and Ball State University Office of Charter Schools Policies on Contracting with Educational Service Providers and the Policy Regarding Organizer Governance. Specifically,

- IC 20-24-3-2.5(4); Assurance that the organizer will be structurally independent of the education service provider and shall set and approve school policies. The assurance must also provide that the terms of the service contract must be reached by the organizer and

the education service provider through arms-length negotiations in which the organizer must be represented by legal counsel. The legal counsel may not also represent the education service provider.

- Policy on Contracting with Educational Service Providers, **Article IV, b.ii. Prohibited Provisions: Organizer Remains Responsible for School.** No provision of the EMO agreement shall interfere with the Organizer's duty to exercise its statutory, contractual and fiduciary responsibilities governing the operation of the charter school. No provision of the EMO agreement shall prohibit the Organizer from acting as an independent, self-governing body. The Organizer must retain the right to exercise its judgment in accepting or rejecting EMO recommendations and may not abdicate its responsibilities and authority for policy setting, strategic planning, budgeting, the educational program and overall oversight, monitoring and supervision of the charter school.
- Policy Regarding Organizer Governance. **B. Organizer Governance 1. Corporate Structure and Bylaws.**

Upon review of the proposed bylaws and articles of incorporation, OCS has identified the following issues regarding lack of structural independence and interference with Organizer's duty to establish policy, which must be addressed:

- Articles of Incorporation:
 - Article 2. **Purposes:** The Corporation is a public benefit corporation that shall be organized and operated exclusively to support, benefit, perform, and carry out the educational, charitable, and exempt purposes of GEO Academies, Inc. (the "Supported Organization"), as such purposes are described in sections 170(c)(2)(B), 501(c)(3), 2055(a)(2), and 2522(a)(2) of the Internal Revenue Code of 1986, as amended, or corresponding provisions of any subsequent federal tax laws (the "Code"). In furtherance of such purposes, the Corporation's specific purposes shall include, but not be limited to, operating one or more charter schools pursuant to Indiana Code, Title 20, Articles 24, or corresponding provisions of any subsequent Indiana statutes governing charter schools.
 - Article 5, Section 2. **Registered Agent and Registered Office.** The registered agent at the time of adoption of these Articles are Dana L. Teasley, 3145 N. Meridian St., Indianapolis, Indiana, 46208, and dteasley@geoademies.org.
 - Article 8. **Directors.** The exact number of directors of the Corporation shall be specified in or fixed in accordance with the Bylaws of the Corporation at a number no smaller than three (3) and no greater than eleven (11). Each of the directors of the Corporation shall be appointed in the manner and for the terms specified in or fixed in accordance with the Bylaws of the Corporation; provided, however, that at all times each of the Corporation's directors shall be appointed by the Supported Organization or by an authorized officer of the Supported Organization.
 - Article X, Section 8. **Regulation of Corporate Affairs.** The power to make, alter, amend, and repeal the Corporation's Bylaws shall be vested exclusively in its Board of Directors; provided, however, that amendments to the Bylaws shall require the approval of the Supported Organization.

- Article 8, Section 9. **Regulation of Corporate Affairs**. The power to amend these Articles shall be vested exclusively in the Board of Directors of the Corporation; provided, however that amendments to these Articles shall require the approval of the Supported Organization.
- Bylaws:
 - Article 1, Section 2. **Address**: Ms. Teasley is the registered agent for 21st Century Charter School at Gary, a non-profit corporation, and an employee of the GEO Foundation, the Educational Service Provider (“ESP”).
 - Article 2, Section 1. **Directors**: Notwithstanding any other provision of these Bylaws, at all times each of the individuals that comprise the Board of Directors shall be appointed by the Board of Directors of GEO Academies, Inc. (the “Supported Organization”) or by an authorized officer of the Supported Organization.
 - Article 2, Section 2. **Appointment and Terms**: The Supported Organization shall appoint a new director to replace each director whose term has expired or is nearing expiration. Each such newly appointed director shall serve for a term of three (3) years, or such other period as is prescribed by the Supported Organization at the time of such appointment, and until his or her successor is appointed and qualified.
 - Article 2, Section 10. **Removal, Resignation, and Vacancies**: A director may be removed from office at any time, with or without cause, by the Supported Organization...A vacancy on the Board of Directors, whether created by removal or resignation of a director, shall be filled by the Board of Directors of the Supported Organization or by an authorized officer of the Supported Organization.
 - Article 8. **Amendments**: The power to make, alter, amend, or repeal the Bylaws is vested in the Board of Directors of the Corporation; provided, however, that any amendments to the Bylaws shall require the written approval of the Supported Organization.

No later than June 10, 2020, the Board shall submit to OCS a corrective action plan including, but not limited to, the identification of the Board’s retained legal counsel (or the steps the Board has taken to retain said legal counsel) and the manner and time in which the Board will review and approve the aforementioned documents. Additionally, the Board must update the board officers with the Indiana Secretary of State.

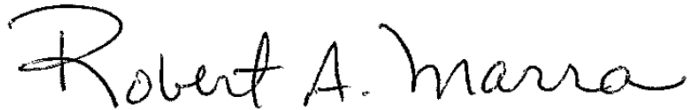
Per Ball State University Office of Charter Schools Policy Regarding Organizer Governance, OCS has the final authority to approve the amended bylaws. Failure to respond accordingly could place the School at risk of having its charter contract revoked prior to expiration of the renewal term by the University. *See* Article 18, Section 4 of the Charter Contract. **Revocation of Charter.**

Lastly, it is imperative that the Board and management company develop a comprehensive plan for providing a high quality education to students and a communicate strategy with parents.

Arlene Colvin, Board President
21st Century Charter School at Gary
Gary Middle College
May 28, 2020
Page 4

Please do not hesitate to contact me should you have any questions.

Sincerely,

A handwritten signature in black ink that reads "Robert A. Marra". The signature is written in a cursive, flowing style.

Robert A. Marra
Superintendent of University Schools and
Executive Director of Office of Charter Schools
Encls.

cc Ms. Alyce Butler, Board Vice President for the Schools (via email w/encl.)
Ms. Lisa Edward, Board Member for the Schools (via email w/encl.)
Ms. Dana Gore, Board Member for the Schools (via email w/encl.)
Ms. Katrina Hudson, Board Member for the Schools (via email w/encl.)
Mr. Theodore McClendon, Board Member for the Schools (via email w/encl.)
Ms. Nadine McDowell, Board Member for the Schools (via email w/encl.)
Ms. Arlene Pearson, Board Member for the Schools (via email w/encl.)
Dr. Jamie Garwood, Director (via email w/encl.)
Katie M. Briles, Compliance and Special Education Coordinator (via email w/encl.)

GEO ACADEMIES - GARY, INDIANA GOVERNING BOARD

REGULAR MEETING - THURSDAY MAY 14TH, 2020 @12:00 PM MEETING SUMMARY OF ACTIONS

GEO Academies - Gary, Indiana / Governing Board / Regular Meeting / Summary

MEETING SUMMARY

The Governing Board met on Thursday May 14th, 2020 @12:00 PM for what was scheduled to be a 1 hours and 21 minutes long meeting. Present: Alyce Butler, Lisa Edwards, Dana Gore, Katrina Hudson, Theodore McClendon, Arlene Pearson Not Present: Arlene Colvin, Nadine McDowell

The members considered the following items:

1. Welcome and Call to Order
2. Approval of Agenda
3. Approval of Minutes - March 12, 2020
(Executive and Regular Sessions)
4. Update - Graduation Plans
5. Discussion - Board Attorney
6. Discussion - Bylaws
7. Action - June Meeting
8. Action - Annual Meeting
9. GMC West - Financial Review
10. GMC East - Financial Review
11. 21st Century - Financial Review
12. Public Comment

13. Adjourn

The committee considered 7 motions, of which 7 passed, and 0 failed:

1. Motion to Approve the Agenda (passed)
2. Motion to Approve the Minutes of the Regular Meeting and Executive Session of March 12, 2020, (noting for the record a corrected date of 2020, not 2019 as originally published) (passed)
3. Motion to form a committee to make recommendations to the Board for a Board Attorney, with Lisa Edwards as Chair of the committee. (passed)
4. Motion to present a timeline for revision of bylaws to Authorizer Ball State by May 28 (passed)
5. Motion to establish June Meeting for June 11, 2020 at noon (passed)
6. Motion to set Annual Meeting for 21st Century for June 18, 2020 (passed)
7. Motion to Adjourn (passed)

The meeting adjourned at approximately 2:00 p.m.



From: Dana Teasley <dTeasley@geoacademies.org>
Date: May 26, 2020 at 5:54:39 PM EDT
To: "Briles, Katie" <kmwilliamsbr@bsu.edu>
Cc: Arlene Colvin <acolvin@gary.gov>
Subject: 21st Century Meeting on Thursday

Good afternoon, Katie -

Wanted to let you know that Arlene Colvin has called a board meeting of the 21st Century Board, specifically, to discuss the bylaws issue, school calendar, and plans for fall. The meeting is limited to just 21st Century so the Board can focus on issues for that school. We are also taking more care on the public comment section going forward.

Didn't know if you wanted to attend, but did want to let you know the meeting was taking place. Everything was posted on the website earlier this morning.

The bylaws proposed will be focusing on clarifying the school fully as Supporting Organization status in preparation for asking Ball State to re-issue the charter to the GEO Academies Network, as we have been discussing with you, and Jamie, and Bob. We know there are still a LOT of questions to be answered here, however, it doesn't make sense to ask the 21C board to come up with a new set of bylaws only to ask them to look at yet another governance structure in a few months. As you may know, we started talking to Ball State about this shift long before we all realized the confusion in the 21C bylaws, but, we realized this was an opportune time to have the conversation about a larger shift overall. Might as well do it all at once. Some of the 21C Board members are already part of that conversation since they are on the Network board, but it will be new to others. Lots of conversations ahead with lots of stakeholders about this whole topic, so this is only preliminary. But, the longest journey starts with the smallest step, right? 😊

Please let me know if you have questions or need more information.

Best,
Dana

Dana L. Teasley, MBA/JD
Vice President, CFO, & General Counsel

GEO Foundation and GEO Academies

3145 N. Meridian Street Indianapolis, IN 46208 <--- PLEASE NOTE NEW ADDRESS!
Direct: 317-713-4207 Cell/Text: 317-213-8634

Indiana

21st Century Charter School at Gary

Rouge

Gary Middle College West/East

GEO Next Generation High School (Indy - Fall 2020)

Rouge)

Louisiana

GEO Prep Academy of Greater Baton

GEO Prep Mid-City

GEO Next Generation High School (Baton

When the whole world is silent, even once voice becomes powerful. --Malala Yousafzai

(Pronouns: she/her/hers)



**BALL STATE
UNIVERSITY**

June 11, 2020

Arlene Colvin, Board President
21st Century Charter School at Gary
556 Washington Street
Gary, Indiana 46402

Gary Middle College
131 East 5th Avenue
Gary, Indiana 46402

Re: Notice of Deficiency

Dear Ms. Colvin:

This letter serves as a formal Notice of Deficiency outlining areas of deficiency pursuant to the charter contract (“charter”) between 21st Century Charter School at Gary and Gary Middle College (the “Schools” collectively) and Ball State University (“Ball State”). Each Ball State authorized charter school is required to fulfill the conditions set forth in its charter, as well as to achieve the performance standards set forth in Ball State’s Performance Framework, which serves as the accountability plan for all schools authorized by Ball State.

On May 28, 2020, Ball State University Office of Charter Schools (“OCS”) contacted the Governing Board for the Schools identifying issues with the lack of structural independence and interference with Organizer’s duty to establish policy. OCS requested the Governing Board address the following:

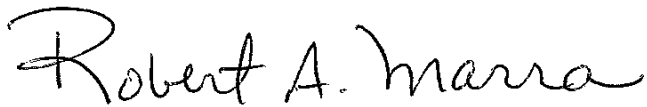
No later than June 10, 2020, the Board shall submit to OCS a corrective action plan including, but not limited to, the identification of the Board’s retained legal counsel (or the steps the Board has taken to retain said legal counsel) and the manner and time in which the Board will review and approve the aforementioned documents. Additionally, the Board must update the board officers with the Indiana Secretary of State. *See* OCS Letter dated May 28, 2020.

To date, OCS has not received a corrective action plan from the Governing Board. It is critical that OCS receives a timely response addressing the above deficiencies. In response to this notice, the Schools have until close of business June 18, 2020, to provide a corrective action plan initially requested by Ball State on May 28, 2020.

Arlene Colvin, Board President
21st Century Charter School at Gary
Gary Middle College
June 11, 2020
Page 2

A failure to respond to this notice and/or improve the cited deficiencies may result in further interventions, including but not limited to being placed on probationary status or receiving a formal *Intent to Revoke* the charter. We look forward to receiving your prompt response.

Sincerely,

A handwritten signature in black ink that reads "Robert A. Marra". The signature is written in a cursive style with a large, prominent "R" at the beginning.

Dr. Robert A. Marra
Superintendent of University Schools and
Executive Director, Office of Charter Schools

cc Ms. Alyce Butler, Board Vice President for the Schools (via email w/encl.)
Ms. Lisa Edward, Board Member for the Schools (via email w/encl.)
Ms. Dana Gore, Board Member for the Schools (via email w/encl.)
Ms. Katrina Hudson, Board Member for the Schools (via email w/encl.)
Mr. Theodore McClendon, Board Member for the Schools (via email w/encl.)
Ms. Nadine McDowell, Board Member for the Schools (via email w/encl.)
Ms. Arlene Pearson, Board Member for the Schools (via email w/encl.)
Dr. Jamie Garwood, Director (via email w/encl.)
Katie M. Briles, Compliance and Special Education Coordinator (via email w/encl.)

Ball State University Office of Charter Schools
POLICIES ON CONTRACTING WITH EDUCATIONAL SERVICE PROVIDERS

- I. Introduction.** These Policies on Contracting with Educational Service Providers ("Policies") shall apply to all charter schools for which Charters are issued or renewed by Ball State University (the "University") on or after the effective date of the Policies and shall apply prospectively to any existing charter school or organizer (hereinafter "Organizer") that enters into an agreement with an Educational Management Organization ("EMO")¹ on or after the effective date of the Policies. Failure by the organizer to comply with these Policies may result in the non-issuance of a Charter, or for existing charter schools, the initiation of revocation proceedings under the Charter.
- II. Organizer Due Diligence**
- a.** Prior to executing any agreement with an EMO, the organizer must provide evidence to the University that it has performed sufficient due diligence to establish that the EMO has the appropriate financial resources, educational services, and managerial experience to provide the contracted services. Prior to contracting with an EMO, the organizer must obtain sufficient information to conclude that the EMO agreement, on the proposed terms and conditions, is in the best financial and educational interest of the charter school. In connection with such due diligence, and prior to the execution of an EMO agreement, the organizer shall provide, at a minimum, the following information to the University Office of Charter Schools:
- i.** List of all EMO owner(s), directors and officers;
 - ii.** Type or form of entity (for-profit corporation, non-profit corporation, limited liability company, etc.);
 - iii.** Name of EMO's primary banking institution;
 - iv.** Legal counsel for the EMO, and contact information;
 - v.** Accounting firm for the EMO, and contact information; and
 - vi.** A written statement regarding the EMO's experience in providing educational services, the types of educational service to be provided and the EMO's educational philosophy.
- b.** Members of the board of the organizer and/or the charter school, and employees of the organizer or charter school, and their respective spouses or immediate family members may not have any direct or indirect ownership, employment, contractual or management interest in any EMO that contracts with the organizer or charter school. The Office of Charter Schools may formally waive this requirement for persons who have an ownership interest in an EMO that contracts with the organizer or charter school if it concludes

¹ "Educational Management Organization" or "EMO" means a service provider that manages or operates a charter school or provides administrative, managerial or instructional staff to the charter school.

that the ownership interest is minimal and such waiver will not violate any applicable laws or regulations.

- c. The Organizer must retain independent legal counsel to review and negotiate the EMO agreement. Legal counsel for the organizer or the charter school must not represent the EMO or principals thereof. The EMO agreement must be an arms-length, negotiated agreement between an informed organizer board and the EMO.
- d. Any proposed EMO agreement (which for purposes of this paragraph includes any proposed amendment thereto) must be submitted to the University Office of Charter Schools for review no later than thirty (30) days prior to the proposed date of execution. Earlier submission is strongly encouraged and may accelerate the review process. Together with the proposed EMO agreement, the Organizer must submit an opinion letter from its legal counsel, certifying to the University that the Organizer has fulfilled its obligations described in these Policies, and that the proposed EMO agreement is in no way inconsistent with these Policies or the Charter. The form attached to these Policies as Exhibit A should be used for this purpose. Unless the University Office of Charter Schools Executive Director extends the review period, the University shall notify the Organizer within thirty (30) days of receiving the proposed EMO agreement if the agreement or amendment is disapproved. The organizer shall not enter into an EMO agreement that has been disapproved by the University Office of Charter Schools. The University reserves the right to disapprove an EMO agreement that it determines is not in compliance with the Charter, applicable law, and/or University policies. By not disapproving an EMO agreement, the University is in no way giving approval of the EMO, the fee arrangement, or any other provisions contained in the EMO agreement.
- e. The Organizer's board shall not approve an EMO agreement until all board members have been given the opportunity to review the proposed EMO agreement with the Organizer's legal counsel.
- f. If the Organizer desires to enter into or amend or restate a loan agreement or a lease agreement with the EMO retained by the Organizer or any organization controlling, controlled by, under common control with, or other affiliated with the Organizer (including any contractual arrangement by which the third party serves as the exclusive or primary lender or property owner for schools who contract with the EMO) (any such entity, an "EMO Affiliate"), before entering into such agreement, the Organizer shall perform reasonable due diligence to confirm that the financial and other terms of the agreement are reasonable and shall document such efforts to the Director of OCS. The Organizer's board shall not approve such an agreement until all board members have been given the opportunity to review the proposed agreement with the Organizer's legal counsel.

III. Organizer's Administrative and Fiduciary Responsibilities

- a. If it negotiates an EMO agreement, the Organizer must still budget adequate resources to fulfill its Charter requirements which may include, but are not

limited to: negotiation of the EMO agreement and any amendments, oversight of EMO, payment of staff costs, insurance required by the EMO agreement and any lease as well as insurance required by the Charter, financial audits, legal counsel, consultants, recording secretary and any other such cost necessary for the Organizer's operations.

- b. The EMO shall present to the Organizer's board, on a frequency established by the Organizer's board, a detail of budget to actual revenues and expenditures with an explanation of variances. The EMO shall present to the Organizer's board, on a frequency determined by the Organizer's board, a detailed schedule of expenditures at object level for review and action by the Organizer's board.
- c. The Organizer must be informed of the level of compensation and fringe benefits provided to employees of the EMO assigned to the charter school.

IV. EMO Agreement Provisions

a. Required Provisions

- i. Costs of Operating School. The EMO agreement must contain at least one of the following methods for paying fees or expenses: (i) the Organizer may reimburse the EMO for budgeted and approved fees or expenses upon properly presented documentation and approval by the Organizer's board; or (ii) the Organizer may advance funds to the EMO for the fees or expenses associated with the charter school's operation provided that documentation for the fees and expenses is provided before ratification or disallowance by the Organizer's board. The Organizer must retain the ability to disapprove expenditures not within the charter school's approved budget or otherwise approved by the Organizer's board. The EMO agreement may not specify that all or substantially all of the Organizer's state tuition support be paid to the EMO.
- ii. Comparison of Budget to Actual Finances. The EMO agreement shall include requirements for reports on budgeted versus actual expenditures and the overall financial condition of the charter school, as well as performance reports on the educational program operations from the EMO at public meetings of the organizer held in accordance with the Indiana Open Door Law (IC 5-14-1.5).
- iii. School Records. The EMO agreement shall provide that the financial, educational, and other records pertaining to the charter school, whether or not generated or maintained by the EMO (including, without limitation, contracts of employees of EMO assigned to or working at the charter school), are charter school property, and that such records are subject to inspection and copying to the same extent that records of a public school are subject to inspection and copying under the provisions of the Indiana Access to Public Records Law (IC 5-14-3). All charter school records shall be available, upon request, at the charter school's physical facilities and, except as permitted or required

under the Charter and applicable laws, no EMO agreement shall restrict the access of the Organizer, the University or the public to the charter school's records.

- iv.** Additional Access to Records. The EMO agreement must require the EMO to provide to the Organizer and/or the University such reports and information in addition to such access to any books and records (financial or otherwise) and access to personnel, facilities and operations pertaining to the charter school as may be required for the Organizer to comply with the terms and conditions of the Charter and the law.
- v.** School Records Available for Audit. The EMO agreement must contain a provision that all finance and other records of the EMO related to the charter school will be made available to the Organizer's independent auditor and to the Indiana State Board of Accounts for completion of audits required by law or by the Charter. Such records must be produced in Indiana at the offices of the Organizer or at the charter school facility.
- vi.** Auditor Independence. The EMO agreement must specify that the Organizer is free to select and retain its choice of the independent auditor for the charter school.
- vii.** Property Purchased with Charter School Funds. The EMO agreement shall provide that any equipment, materials and supplies purchased on behalf of or as agent of the charter school or exclusively for the use of the charter school shall be and remain the property of the charter school.
- viii.** Rights as to Curriculum. EMO agreements must contain a provision that clearly allocates the respective proprietary rights of the Organizer or charter school and the EMO to curriculum or educational materials. At a minimum, EMO agreements shall provide that the charter school owns all proprietary rights to curriculum or educational materials that (i) are both directly developed and paid for by the charter school; or (ii) were developed by the EMO at the direction of the Organizer with charter school funds dedicated for the specific purpose of developing such curriculum or materials. Notwithstanding the foregoing, EMO agreements may include a provision that restricts the charter school's proprietary rights over curriculum or educational materials previously developed or copyrighted by the EMO, or curriculum or educational materials that are developed by the EMO from funds from the charter school that are not otherwise dedicated for the specific purpose of developing charter school curriculum or educational materials.
- ix.** Disclosure of Curriculum. All EMO agreements shall provide for disclosure of the EMO's educational materials and teaching techniques and other documents used by or in the charter school in accordance

with applicable law, based upon the written opinion of the Organizer's legal counsel.

- x. Specification as to Employees of Charter School. EMO agreements involving employees must be clear about which positions are to be filled by employees of the EMO, and which positions are to be filled by employees of the Organizer or the charter school. If the EMO leases employees to the Organizer or the charter school, the EMO agreement must provide that the leasing company accepts full liability for benefits, salaries, worker's compensation, unemployment compensation and liability insurance for its employees leased to the charter school or working on charter school operations.
- xi. Insurance. EMO agreements must contain insurance, bonding, and indemnification provisions outlining the coverage the EMO will obtain. The EMO's insurance is separate from and in addition to the insurance the Organizer is required to obtain under the Charter and should be appropriate for risk management of the functions delegated to the EMO. In the event that any employees of EMO are regularly at the charter school, the EMO's insurance shall, at a minimum, include general liability insurance and worker's compensation insurance at the limits that the charter school is required to maintain under the charter agreement, and such liability insurance shall name as an additional insured the State of Indiana, Ball State University, and its Board of Trustees, officers, employees, agents, and contractors.
- xii. Indemnification. The EMO agreement must contain the clause for indemnification of the University by the EMO specified in the Charter and an agreement to indemnify the charter school against any negligent or willful actions of any employees, agents, or contractors of the EMO.
- xiii. Limits on Marketing Expenses. Marketing and development costs paid by or charged to the charter school shall be limited to those costs specific to the charter school program, and shall not include any costs for the marketing and development of the EMO or other schools operated by the EMO.
- xiv. Compliance with Applicable Law and the Charter Agreement. The EMO agreement must require that the EMO perform all functions delegated to it in compliance with all applicable state and federal laws and with the terms and conditions of the Charter. The Charter must be incorporated by reference into the EMO agreement and the agreement must provide that any provisions in the EMO agreement that are contrary to or conflicting with the Charter shall be superseded by the terms and conditions of the Charter.
- xv. No Assigning or Subcontracting. The EMO shall prohibit the EMO from assigning the EMO agreement without the consent of the charter school and the charter school's authorizer and shall prohibit the EMO

from further subcontracting the management, oversight or operation of the teaching and instructional program. The Organizer must conduct due diligence with regard to the proposed assignee, as described in Section II.a and ensure against any conflict of interest as described in Section II.b of these Policies. The Organizer shall not consent to such an assignment if the Organizer's due diligence does not provide evidence that the proposed assignee has the appropriate financial resources, educational services, and managerial experience to provide the services contracted under the EMO agreement.

- xvi. Open-Door Law. The EMO agreement shall prohibit the EMO from operating the charter school in any manner that is inconsistent with the statutory requirement that the charter school comply with the Indiana Open Door Law and the Indiana Access to Public Records Act.
- xvii. Location of EMO Offices. If the EMO will perform administrative services for the charter school, the EMO agreement must require that the EMO maintain administrative offices in the charter school facility or within the limited radius of the charter school facility required by the Charter.
- xviii. Corrective Action Plan. The EMO agreement must require the EMO to cooperate and participate in any corrective action plan approved by the University to remedy any breach of the Charter that in any way involves services provided by the EMO.

b. Prohibited Provisions

- i. Organizer as Fiscal Agent. No provision of an EMO agreement shall alter the Organizer's obligation to be the fiscal agent for the charter school as required by law.
- ii. Organizer Remains Responsible for School. No provision of the EMO agreement shall interfere with the Organizer's duty to exercise its statutory, contractual and fiduciary responsibilities governing the operation of the charter school. No provision of the EMO agreement shall prohibit the Organizer from acting as an independent, self-governing body. The Organizer must retain the right to exercise its judgment in accepting or rejecting EMO recommendations and may not abdicate its responsibilities and authority for policy setting, strategic planning, budgeting, the educational program and overall oversight, monitoring and supervision of the charter school.
- iii. Limit as to Term of Contract. The term of an EMO agreement must not exceed the term of the Organizer's Charter.
- iv. Protection of Non-Profit Status. The EMO agreement must not include payment or financial arrangements inconsistent with the non-profit status of the Organizer.
- v. Limits on Application of Law. The EMO agreement may not limit the manner in which the Organizer or the University may construe

applicable laws in determining whether charter school operations and administration as conducted by the EMO are in compliance with such laws.

- vi. Timing of Termination. The EMO agreement must not permit termination without cause by the EMO effective other than at the end of a charter school academic year.

- V. **Lease and Loan Agreement Provisions.** If the Organizer or charter school intends to enter into a lease, execute promissory notes or other negotiable instruments, or enter into a lease-purchase agreement or other financing relationships with the EMO, then such agreements must be separately documented and not be a part of or incorporated into the EMO agreement. A breach of any such other agreement must not be deemed a breach of the EMO agreement.

EXHIBIT A

[Date]

Executive Director
Office of Charter Schools
Dean's Office — Teachers College
Ball State University
Muncie, Indiana 47306

[Name of Organizer]
[Address]
[Name of City], Indiana

Re: [Name of Charter School] Educational Management Organization (EMO)
Agreement with [Name of EMO]

Ladies & Gentlemen:

In my capacity as legal counsel to [Name of Charter School Organizer] (the "Organizer"), I have represented the Organizer in connection with the proposed Educational Management Organization Agreement between the Organizer and [Name of EMO]. As legal counsel for the Organizer, I have reviewed copies of the following documents:

1. The attached Educational Management Organization Agreement, (the "Agreement"), between the Organizer and [Name of EMO].
2. The Ball State University Office of Charter Schools Policies for Contracting with Educational Management Organizations ("Policies").
3. The Charter effective [Month, Day, Year], (the "Charter"), issued by Ball State University to the Organizer.

I have also reviewed the articles of incorporation and bylaws of the Organizer, and originals and copies of such other documents, records, and statements of facts as I deemed relevant, and I have made such other investigations and inquiries, as I have determined necessary for the purpose of rendering the opinions set forth herein.

Based upon the foregoing, I am of the opinion that:

Revised November 30, 2012

1. The Organizer is an Indiana nonprofit corporation duly organized, validly existing and in good standing under the laws of the state of Indiana and has full power and authority to enter into the Agreement.
2. The Organizer's execution, delivery and performance of the Agreement does not violate any term or provision in the Policies and, to the best of my knowledge after due inquiry, the Organizer has complied with all terms and provisions in the Policies.
3. The Organizer's execution, delivery and performance of the Agreement does not permit or require an improper delegation of the Organizer's:
 - (a) Statutory and fiduciary responsibilities under applicable law; or
 - (b) Obligations and duties under the Charter.

In addition, the Agreement does not conflict with any of the provisions of the Charter or the Policies.

Very truly yours,

[Name of Organizer's Legal Counsel]