



Creating Great Schools



Phalen Leadership Academies and the Elkhart Community

OUR LEADERSHIP TEAM

Earl Martin Phalen



CEO & Founder

Dedicated the past 20 years of his life to expanding opportunities and transforming life trajectories of children in underserved, urban communities through learning and academic engagement. His work has been lauded by the White House, Education Week, BET (Black Entertainment TV) and Time Magazine.

Arely Benavides



Chief Operating Officer

An operations and logistical strategist with over 20 years of experience. Served as the Child Nutrition Director and then Senior Vice President of Operations at IDEA Public Schools for five years. Focuses on meeting data-driven KPIs for several PLA key priority areas.

JoAnn Gama



Chief Human Assets Officer

H-Town Native. Once named Teacher of the Year. Over 23 years of experience creating great schools. Led schools that have been rated among the best in the nation.

Melissa Morris



Regional Director of Academics

Recognized as a Top Performing Principal in Indianapolis in 2019 and 2020. Has 20 years of experience in education including 9 years as a leader in turnaround work. Holds a Bachelors in Elementary Education from Indiana University and a Masters in Educational Leadership from Ball State.

Andrea Robinson



Chief Academics Officer

Once named Teacher of the Year. 23 years of experience in school leadership as an educator, instructional coach, training specialist, and a building leader coach while working in school improvement at the State DOE. Strong experience in turning F schools to A.

Nicole Scott



General Counsel

Proud alumni of Spelman College and the UC Berkeley School of Law. Joined PLA with over a decade of experience as an attorney and leader in the education/ charter school industry. Instrumental in starting K-8 charters and managing public school relationships.

Cheri Shannon



Chief Growth Officer

Committed to the core mission of ensuring students are prepared for success in college, work and life. Has dedicated her career to strengthening leaders, growing networks and impacting students. Recognized as an expert in the charter school industry and has contributed much thought leadership in numerous roles throughout the nation.

OUR BOARD OF DIRECTORS

Earl Martin Phalen



CEO & Founder at Phalen Leadership Academies

Widely recognized as one of the nation's top social entrepreneurs. Under his leadership, PLA has grown from 1 school serving 300 students to a national network of 24 schools serving over 10,000 students, while helping our most vulnerable communities achieve exceptional educational outcomes. He holds a BA in Political Science from Yale University and a JD from Harvard Law School.

Dr. Fernando Reimers



Professor of International Education, Director of the International Education Policy at Harvard Graduate School of Education

Dr. Reimers' research focuses on educational innovation and on the impact of education policy, education leadership and professional development of the quality and relevancy of education to develop twenty first century skills and expand opportunity for socially disadvantaged children and youth. He lends his support and expertise in the development of the educational program, particularly in the area of English language education.

Kristopher Kingery



Indianapolis Principal at River Birch Elementary School in Avon, IN

Mr. Kingery has served in various leadership and teaching positions in Pike Township in Indianapolis. He has been recognized for his initiatives and innovative solutions that have led to impressive outcomes for children. Born and raised in Indianapolis, Mr. Kingery continues to lend his support and expertise in the development of the educational program and leadership development of PLA.

Marlin Jackson



Super Bowl Championship Cornerback for the Indianapolis Colts; Executive Director at Fight For Life Foundation

Mr. Jackson grew up in extreme poverty, and became the first member of his family to attend college. As a cornerback for the Indianapolis Colts, Jackson caught a crucial interception in the 2007 AFC Championship game to send them to Super Bowl XLI which they subsequently won. Since retiring from the NFL, Marlin has devoted his life to giving back to others through his foundation, the Fight For Life Foundation.

James S. Phalen



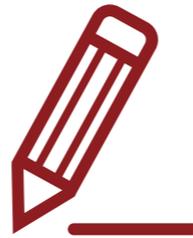
Vice Chairman at State Street Global Advisors (retired)

Mr. Phalen retired from State Street Bank in 2017 as a vice chairman and member of the management committee. During his career, he managed the firm's international businesses, technology and operations, asset management business, and most recently led regulatory affairs and compliance. Jim holds a degree from Boston College and graduated from Stonier Graduate School of Banking.

COMMUNITY NEED



School Ratings: Based on the latest available state assessment data, no school in the Elkhart Community Schools (ECS) district is A-rated. Over 70% of all schools in ECS are rated C, D, or F.



State Assessments: Low school ratings are also reflected in proficiency scores for these schools on the most recent state summative assessment, ILEARN.



ELA Proficiency: Across the state, the ELA proficiency rate for all students was 48%, while across all ECS schools, the scholar proficiency rate for ELA was notably lower than the state, at 32%.

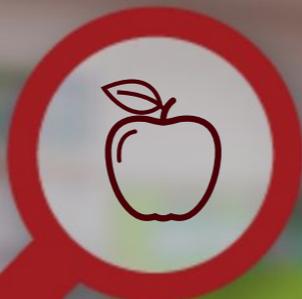


Math Proficiency: Across the state, the math proficiency rate for all students was 48%, while across all ECS schools, the scholar proficiency rate for math was notably lower than the state, at 33%.

Personalized
**Instruction &
Integrated
Technology**



Highly Effective
Data-Driven
Educators



OUR CORE PILLARS

Partnering with schools across the nation to
raise scholar achievement

Partnering with
**Families & The
Community**



Character
Development



Research-Based
Curriculum



OUR TRACK RECORD OF SUCCESS

Transformed six (6) F-rated schools to A-rated schools in Indiana (4 in Indianapolis, 1 in Fort Wayne, 1 in Merrillville).



Increased scholar passing rates on the state ELA and Math tests by 11% in just one year – the highest standardized test growth for all schools in Central Indiana.



Earned school rankings of #4 and #5 in the district for strongest growth (with 8.2% and 8.1% increases in state test score proficiency growth, respectively).



Accelerated progress towards grade-level proficiency with 72% of scholars showing standard to high annual growth on the state test.



Achieved an average of 92% passing on the state third grade reading exam at our founding school.



GRADES SERVED

Proposed School Name	Opening Year	Opening Grades	Opening Enrollment	Grade Levels at Full Enrollment	Enrollment at Full Capacity
PLA Elkhart Elementary School 1	2023	K-2, 6th	360	K-6	648
PLA Elkhart Middle School 1	2023	7th	125	7-8	250
PLA Elkhart Elementary School 2	2024	K-2, 6th	360	K-6	648
PLA Elkhart Middle School 2	2024	7th	125	7-8	250
PLA Elkhart High School	2025	9th	125	9-12	875

OUR CORE CURRICULUM



Reading: PLA will use Houghton Mifflin Harcourt's (HMH) Into Reading for grades K-5 and Into Literature for grades 6-8 as well as grades 9-12.



Literacy Intervention: We will utilize Fountas & Pinnell (F&P) Leveled Literacy Intervention (LLI), a powerful, short-term intervention, that provides daily, intensive, small-group instruction.



Math: PLA has plans to adopt the Eureka Math curriculum for grades K-8. The curriculum is state standards-aligned, provides regular assessments for teachers to implement frequent checks for understanding.



High School Curriculum: Programs and curricula choices for the high school are made to align with state standards and Indiana HS Graduation Requirements and will be reassessed ahead of the high school launch planned for 2025.



Edgenuity: The Edgenuity Learning Management System works in tandem with the aforementioned curriculum at PLA to support the implementation of blended personalized learning.

OUR INSTRUCTIONAL MODEL



Individualized Learning Pathways

- Rotational instructional approach
- Uses a strategic mix of whole-group, small-group, and self-paced learning
- Leverages support staff for students who need additional intervention



Rigorous, Frequent, & Standards-Aligned Assessments

- Weekly benchmark assessments in reading, writing and math
- Cumulative and aligned in substance and grading scheme with ILEARN
- Utilizes Edulastic to group students for small-group instruction



Extensive Differentiated, Small-Group, & Standards-Aligned Instruction

- Small-group instruction differentiated based on weekly test results
- Teachers can track scholars' progress and rapidly adjust instruction based on individual scholar needs.



Multimedia, Adaptive Learning

- Facilitates data-driven learning
- Provides customizations for easy differentiation
- Collects ongoing scholar performance data



Multi-Tiered System of Support (MTSS) Framework

- Tier 1: High-Quality Classroom Instruction, Screening, and Group Interventions
- Tier 2: Targeted Interventions
- Tier 3: Intensive Interventions and Comprehensive Evaluation

OUR COACHING CYLCE

The PLA Instructional Review Process provides proactive academic support for each of our tier 2 and 3 network schools and scholars. Instructional reviews are conducted by members of PLA's National and Regional Academic Teams and seek alignment with PLA's Academic Priorities for Success which includes six specialized training areas as well as an array of tools for schools and school leaders to grow and develop.



CLIMATE AND CULTURE

Fostering a Positive Learning Environment



Having a school that is safe, loving and nurturing is critical to the success of scholars.



We conduct a review and refinement of the schoolwide behavior management plans and enhance those plans by implementing our PBIS system.



In similar schools, after the first month of use, our schools positivity ratio was 71% and the following month the ratio increased to 75%.



The PLA Coaching Cycle (Domain 1 & 2) and Institute, our training portal, also support teachers in effective classroom and behavior management.

BUGDET NARRATIVE



The budget is a conservative view of enrollment, revenue and expenses. Competitive Grants & Philanthropic support are required in years 1-3 to support establishing the school and the initial years of operation.

- Community engagement, marketing and school performance will support annual enrollment growth.
- State basic funding is also conservatively projected at current levels and held constant for all years of the model.
- Staffing is based on current average salaries and benefits plus an allowance for 3% annual increases.
- Staff ratios are based on 25 scholars per class.
- Facility lease costs are based on research and experience.
- All expenses are aligned to funding available based on annual enrollment.



Questions?

Let's Chat

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