



SOUTHEAST MISSOURI
STATE UNIVERSITY · 1873

Charter School Office
College of Education

Lift for Life Academy
Renewal Application 2018-2023

Regular Charter School Renewal

1. A letter from the sponsor requesting renewal should be one page and signed by the Program Director.

See Appendix 1.1.

2. Current school name, superintendent/head administrator, and names of buildings(s) and principal(s).

Lift for Life Academy (LEA 115-902)

Mr. Marshall Cohen, Executive Director and Founder

Dr. Katrice Noble, Deputy Director

Lift for Life Academy High School

Dr. David LeMay, Principal

Lift for Life Academy Middle

Mr. Jeff Edwards, Middle School Principal

3. Mailing/physical address and telephone number of the charter school's main office.

Lift for Life Academy
1731 South Broadway
St. Louis, MO 63104
Phone: 314-231-2337

4. Provide list of the current board members including name, title and years served.

Mr. Scott Dolan, Board President, (start date of 3/10/11)

Ms Tami Fernandez, Vice-President, (start date of 5/7/09)

Ms. Gina Wischmeyer, Secretary, (start date of 12/16/03)

Mr. Ernie Banks, Board Member, (start date of 5/26/16)

Mr. Jeffrey Bensky, Board Member, (start date of 9/29/10)

Ms. Kate Hatfield, Board Member, (start date of 9/24/13)

Dr. Jack Burke, Board Member and former President (start date of 7/19/05)

Mr. Brian Liberman, Board Member (start date of 12/18/14)

Dr. Mary Jo Liberstein, Board Member (start date of 12/18/14)

Mrs. Laura Kathleen Baker, Board Member (start date of 5/28/15)

Mr. Sanford Boxerman, Board Member (start date of 8/23/12)

Ms. Debbie Champion-Snyder, Board Member, (start date of 12/27/09)

5. Education service provider name and address (if applicable).

Not applicable.

6. Sponsors shall review Missouri statutes to ensure compliance.

The sponsor has reviewed Missouri statutes and ensures compliance.

MISSION/VISION

7. State the school's mission and briefly present the vision for how the school will continue to operate in the next five years.

Mission: Lift for Life Academy is a challenging learning community where all students are empowered to maximize their full potential as students and citizens.

Vision Statement: The vision of Lift for Life Academy is an exciting learning community where students, staff, and families work together to assure that every student soars to lifelong excellence in academics and character.

Five-year Vision: Performance data shows that the lack of academic readiness among incoming sixth-grade students has a negative impact on middle school MAP scores, the middle school APR, and the charter's overall APR. Performance data also indicates that the longer students are at LFLA the more likely they are to meet state expectations. For the school's leadership and the Board, it is clear that an interventionist approach of starting with sixth-grade students limits opportunities for student success and the ability to reach organizational goals. It is the vision of Lift for Life Academy to expand programming to the elementary and preschool levels as described in item #9.

8. When did the board adopt vision and mission? (date of board meeting)

As part of a recently developed strategic plan, the board adopted its vision and mission on May 26, 2016.

9. Describe any changes or modifications to the school (new management, new theme, change in population, instructional staff).

Lift for Life Academy is proposing expansion to include an elementary school program. The plan would include an incremental expansion starting with grade K-1 in 2018-2019. An additional grade level would be added each subsequent year. It would not be until the 2022-23 school year that an elementary school serving students in kindergarten through fifth-grade would be completed. Preschool for four-year old students would be included pending appropriate funding. Work in progress includes:

1. Researching curriculum, finance, human resource, and facility options as part of the Board's Education Committee. Draft a plan to be submitted to LFLA's Board of Directors.
2. Gained Board of Directors approval for LFLA's elementary school expansion.
3. Planning to submit the LFLA Board approved elementary expansion plan to Southeast Missouri State University for review.
4. Gained approval from Southeast Missouri State University's Board of Regents to amend the charter to include elementary expansion.
5. Planning in progress for implementing the approved elementary expansion plan.

10. Provide a concise projection of the school's goals over the next term of the charter.

Goals for Lift for Life Academy are summarized below. See the new performance contract in Appendix 35.1 for more detail.

1. Maintain a professional development system that includes: a teacher evaluation system that meets state requirements, retention of excellent teachers, and removal or development of teachers that are not meeting expectations.
2. Generate a higher MAP Index score than **SLPS** on a majority of the required assessments in the content areas of English Language Arts, Mathematics, and Science. The LEA Supporting Data MAP Index aggregate scores, as calculated (MSIP5) for the Missouri Annual Performance Report (APR), will be utilized for this accountability measure.
3. Increase proficiency scores on the MAP by 3% annually and meet or exceed **SPLS** scores.
4. MSIP 5 90/90 attendance targets will have overall average of 2% growth per year.
5. MSIP 5 APR will remain over 70% and meet or exceed that of **SLPS**.
6. Maintain an Ending Cash Fund Balance that is no less than three percent (3%).

11. Other areas that have/will be addressed to improve performance.

Current Strategies Designed to Improve Performance

The following strategies were designed to improve the performance of LFLA relative to student achievement on various state assessments and overall APR in the last years of the current charter.

1) Attendance

Interventions for 2016-2017: The APR reports attendance by the percentage of students who attend school at or above 90%. In the 2015 APR for LFLA, the academy experienced a decrease in the percentage of students attending school at least 90% of the

time over the previous year. As a result, the academy implemented new strategies to improve attendance. These strategies included the following: requiring all students to maintain an attendance rate above 90% in order to participate in athletics and extracurricular activities; requiring that students maintain an attendance rate above 90% in order to participate in the high school graduation and eighth-grade promotion ceremonies; closer monitoring of individual student attendance by administrators; and a restructuring of the counseling/social work department to better support students and families. The restructuring strategy included the addition of a counseling specialist at the high school level and an assistant social worker at the middle school level. Teacher training in Teach Like a Champion strategies was implemented to improve student behavior and reduce suspensions.

In addition to the continuation of existing strategies, LFLA is working to improve parent communication regarding attendance by both teachers and administrators. This includes sharing attendance data with teachers as part of communicating academic concerns during parent conferences or by email or phone. Administrators are also working to strengthen attendance as part of school culture. This includes incentive days where students may not have to be in uniform, attendance prizes are given, special trips, etc.

As a result of the interventions initiated, the percentage of students attending LFLA increased 4.5 percentage points from 2015 to 2016. Attendance also increased 3.6 percentage points from 2016 to 2017. This resulted in the academy earning 7.5 out of 10 points on the 2017 APR. Based on the incremental improvements in attendance achieved, the academy will continue with its current intervention strategies for improving attendance in the coming years.

2) *Science*

Based on APR results in 2015 and 2016, the performance of LFLA students in science has been identified as an area in need of improvement. In order to improve the performance of students in science, the academy began partnering with Washington University's My Sci program. This program has been integrated into the middle school science curriculum in grades six through eight. In addition, the teachers responsible for implementing My Sci have received professional development during the summer and throughout the regular term. A summer science institute has also been a part of professional development for middle and high school teachers. The focus of the summer institutes has been on developing formative and summative assessments more closely aligned to science grade and course level expectations. The middle and high school also began utilizing new teacher designed and standardized testing benchmarks to help track and monitor student learning.

Initial results of the intervention have indicated increases in student achievement. In 2017, the high school proficiency rate on the Biology EOC increased to 75% from 42% in 2016. The middle school science proficiency rate on the eighth-grade MAP test increased to 20% in 2017 from 8% in 2016. The overall MPI scores for the combined middle and high school increased to 307.8 from 251.5 in 2016. With new state assessments for both middle and high school science expected in the coming years, the academy believes that continuing its emphasis on science will be needed. In addition, the academy will enhance the

implementation of the My Sci approach by including even more hands-on learning experiences at the middle school.

3) *Instructional Supports*

Interventions for 2016-2017: For the 16-17 school year, LFLA increased the number of instructional coaching positions. At the middle school level, a full-time instructional coach with a background in English-Language Arts instruction worked with teachers in several areas: identifying the curriculum standards; formative and summative assessment development; and student engagement/classroom management. At the high school level, a part-time instructional coach performs the same duties. Secondly, the academy began administrative team walk-throughs weekly. The administrative team walk-throughs include senior leadership, building principals, building deans, and instructional coaches. The team approach enhances administrative collaboration. Debriefings focus on trends in student engagement, classroom management, questioning strategies, and professional development planning. Lastly, the amount of time dedicated to professional development has increased significantly at both the middle and high school levels. Weekly early-release days provide the opportunity for teachers and administrators to collaborate more closely on improving student engagement, using data to inform instruction, and planning objectives.

Various assessment results at both the district and individual school levels along with classroom observation data indicate positive trends in how both teachers and students are improving. In the future, the academy is looking to partner more closely with other high-performing charter schools in providing high-quality professional development to all teachers. The academy is also working to better prepare emerging teacher leaders. Teacher leaders help drive professional development and learning among colleagues more effectively, especially those teachers new to the profession.

As part of LFLA's introduction to Project Base Learning (PBL) at the beginning of the 17-18 school year, a PBL leadership team was created that included teachers and administrators from multiple grade levels and subject areas. The PBL leadership forum has focused on promoting student investment in learning through inquiry and investigation as opposed to task completion. The work of the PBL leadership team is used as a springboard to more effective collaboration among departments and grade levels. As LFLA continues to learn and implement more elements of PBL, the PBL leadership team will provide valuable instructional support to the learning community as a whole.

4) *Intensive Literacy Strategies*

Based on Northwestern Education Association (NWEA) assessments, the overwhelming majority of students enter Lift for Life Academy below grade level in reading. This results in a need for reading and writing in all content areas. We believe that a strong literacy program is the foundation for higher student achievement at LFLA and into post-secondary programs. From sixth through twelfth-grade, students take two language arts classes per year: a reading/writing class and a broader English language/communication arts class. The intention of this double-dose is to close the literacy gap at a quicker pace.

Within each of these classes, teachers utilize academy-wide strategies and include the following:

- Provide students with close reading strategies to promote deeper understandings of texts.
- Scaffold independent reading, with active reading strategies.
- Incorporate Google Classroom to increase student ownership of and practice with formal writing.
- Implement a comprehensive assessment system for assessing and tracking literacy growth.
- Focus interventions based on data from academy and teacher-made assessments.

Additional Steps or Strategies for Improved Performance

Elementary expansion. Performance data shows that the lack of academic readiness among incoming sixth-grade students has a negative impact on middle school MAP scores, the middle school APR, and the charter's overall APR. Performance data also indicates that the longer students are at LFLA the more likely they are to meet state expectations. For the school's leadership and the Board, it is clear that the interventionist approach of starting with sixth-grade students limits opportunities for student success and the ability to reach organizational goals. We believe that students would benefit from beginning their schooling with LFLA at early ages. Our goal is to provide students with a complete educational experience from Kindergarten to graduation.

12. Are the school's educational program goals and curriculum aligned with state standards?

Yes. The school's education program goals and curriculum are aligned with the state's standards.

ORGANIZATIONAL/GOVERNANCE PLAN

13. Provide organizational chart of the staffing/reporting structure for the board, administration and staff, including teachers and contract employees.

Organizational chart for organization is attached as Appendix 13.1.

14. Provide Articles of Incorporation, bylaws and Missouri not-for-profit status.

Articles of Incorporation, Board Bylaws, and Missouri not-for-profit status are attached as Appendix Items 14.1, 14.2, and 14.3.

15. Provide a copy of renewal notification letter sent to the school board of the district.

A copy of the renewal notification letter to the school board of the home district is attached as Appendix 15.1.

16. Assurance of professional development/training for all teachers and leaders.

Yes. Lift for Life Academy believes that effective evaluation and quality professional development practices are essential to achieving organizational goals. All teachers and administrators at Lift for Life Academy are required to be evaluated annually. The academy utilizes evaluation practices based on the seven effective principles of evaluation developed by the Missouri Department of Elementary and Secondary Education. Beyond the use of evaluation in retention, non-renewal, and dismissal, evaluation is intended to provide clear feedback in rating performance, analyzing progress towards goals, identifying areas of strength and potential growth, and in the setting of future goals. For administrators especially, performance goals reflect the outcomes included in the LFLA Board approved performance plan.

All teachers and administrators are also required to participate in professional development. As mentioned previously, the academy utilizes a tiered approach to professional development that is intended to support individual teachers' learning based on their experiences and teaching proficiencies. Individualized professional development goals and objectives are further described in the individual professional development plans of teachers and administrators. An important part of supporting professional learning among teachers is proper mentoring. All teachers new to the profession and those new to LFLA are required to work with instructional coaches as mentees. In addition, teachers may be assigned a second mentor to learn from within their grade level or content area PLC team. Teachers have the opportunity to attend specific workshops based on content needs. LFLA has provided training for all teachers in areas such as literacy strategies, Teach Like a Champion strategies, and Project Based Learning strategies. All teachers participate in summer curriculum development sessions and also practice methods of scoring student work based on standards.

17. Assurance of requisite insurance coverage for directors/officers, and buildings; statement of compliance with any/all federal/state programs' requirements.

LFLA is committed to the accurate financial management and reporting required for a school to be successful and fiscally sound. The primary positions responsible for financial management are the academy's Executive Director and Business Manager. Additional support, oversight, and required approvals are provided by the Finance Committee and the full Board of Directors. Like most charter schools, LFLA has faced many organizational and operational challenges throughout its 17-year history. Our strong Development Team has continued to raise increasing amounts of both operational and capital funds. These funds are used to supplement instructional services, support professional learning, obtain supplies, and expand our facilities.

LFLA's finances are directly managed by the Business Manager. Support is provided by Westbrook and Company, an accounting firm that specializes in school accounting. The Business Manager and Westbrook are responsible for generating the accounting transactions and preparing financial documents. All financial reporting is tracked using Software Unlimited, Inc.'s School

Accounting Software. This program meets the approved financial standards of the Department of Elementary and Secondary Education (DESE) and allows LFLA to upload financials directly to DESE for the Annual Secretary of the Board (ASBR) report. LFLA also ensures that it carries full and comprehensive insurance coverages for adequate risk mitigation.

LFLA follows generally accepted accounting practices and the Missouri Financial Accounting Manual. In accordance with R.S.Mo 160.405, the academy participates in an annual financial audit. The independent CPA firm of Hochschild, Bloom & Company, LLP has been contracted to conduct the academy's audits. In addition, a single audit is completed in compliance with federal regulations. The results of the audit are presented to and approved by the Board of Directors in November. The results are forwarded to the charter sponsor and DESE in December. Once information from the audit is received, the academy reviews recommendations and makes the appropriate adjustments to ensure proper recordkeeping and compliance with state and federal laws. Hochschild, Bloom & Company LLP also oversees the filing of the Academy's tax return according to all deadlines and requirements. Audit reports are posted to the school's website in January of each year in accordance with Missouri statute section 165.121.5(3), R.S.Mo.

Any grants that LFLA receives, as well as any federal programs that the school participates in, are administered according to required guidelines. In accordance with R.S.Mo 160.405.13(2), LFLA maintains a \$2,000,000 General Liability policy through MOPERM that indemnifies the school, its board, staff and teachers in the unlikely event of a tort claim.

LFLA's Business Manager provides accurate and concise financial updates to the Finance Committee and Board each month. This includes year-end financial forecasts, which allow LFLA to make adjustments as needed to stay within its budget. All budgeted expenditures are properly approved by the departmental point persons as well as the Business Manager.

18. Date board reviewed and adopted AOI and bylaws (at least every 5 years).

As part of the five-year charter renewal process, the LFLA Board of Directors reviewed and adopted the charter's Articles of Incorporation and bylaws on November 16, 2017.

19. Assurance of board's most recent fingerprints.

The sponsor has reviewed documentation that all board members have been fingerprinted as part of their background checks.

20. Assurance of signed Conflict of Interest disclosure forms.

The sponsor assures that all LFLA Board members and staff have and/or will sign a Conflict of Interest Form to protect the integrity of the decision-making process at LFLA. A complete disclosure of interests, including relationships and holdings, that could potentially result in a conflict of interest is kept on file and updated as new information becomes relevant.

21. Assurance of Family Care Safety Registry check.

To maintain the safety of all students and uphold the integrity of the Academy, LFLA conducts criminal fingerprint background and Family Care Safety Registry checks on all current and future board members and employees as required by R.S. MO §160.400. All board members file annual forms to the Missouri Ethics Commission. The sponsor assures that copies of all Family Care Safety Registry and Criminal Fingerprint Background Checks on all Board Members are on file.

22. Assurance of requisite surety bond for school financial officer(s).

The sponsor has reviewed evidence of requisite surety bond for school financial officers and evidence of requisite insurance coverage for directors/officers and buildings.

23. Date the board reviewed faculty and staff handbook.

The board reviewed and adopted the current faculty and staff handbook on August 24, 2017.

24. Does board satisfy sunshine law compliance? (agenda available, change time notification)

The sponsor has reviewed documentation of ongoing LFLA Board training and minutes of three consecutive months of charter board meetings. The governing board adheres to the Missouri Sunshine Law in conducting board and committee business. All LFLA Board meetings are posted to the Public in accordance with the Missouri Sunshine Law.

25. How are board agendas and minutes made available to the public?

Dates of monthly board meetings are included on the charter's board approved calendar. The approved calendar is posted on the charter's website and is included as part of the parent/student handbook annually. Board meeting agendas are posted two days prior to the meeting day at the school's main entrance and at the building principals' office. Board minutes are kept monthly and are posted on the charter's website for a calendar year. The Business Manager serves as the records steward for all board meeting minutes and is the point of contact for requesting minutes not posted on the website.

26. How often does the board meet? (monthly, semi-monthly)

The LFLA Board of Directors conducts planned meetings once a month during the course of the year with the exception of July and December.

27. How often does the board review policies?

Board review of adopted policies is conducted by the education, operations, and finance committees during the course of the year following initial passage unless otherwise mandated by

law or the policy itself. During the course of the review process, suggested policy changes are presented to the full Board as part of its monthly meetings.

28. How many hours of board training are required for the board annually?

The sponsor assures that annual board training is provided through an agreed upon plan. Specific training is provided to board members at regular meetings throughout the year. New board members are trained through orientation meetings provided by the executive director and board chair and at regular meetings with the board.

29. Assurance that the school uses curriculum guides.

The sponsor has reviewed documentation and asserts that the school uses curriculum guides based on the Missouri Learning Standards. The sponsor also assures that student/staff handbooks and other standard supports are present.

30. Assurance of an evaluation process of the LEA's leadership (admin, superintendent, principals).

The Executive Director of LFLA is responsible for the overall academic, operational and financial success of the charter. Goals and Performance Metrics are set by the Board's Executive Committee thirty days prior to the end of the fiscal year for the upcoming school year. This process gives the Executive Director the ability to lead the organization under guidance that protects and grows the health and vitality of LFLA. A six-month formal review of progress is completed with the Executive Committee by the end of the seventh-month of the fiscal year. The established goals are reviewed by the Committee to see if they should be modified and/or revised within thirty days of the review. Submission of an end-of-fiscal year self-evaluation is completed within thirty days after close of the fiscal year based on the established goals.

In addition to the Executive Director, the academic leadership team includes the Deputy Director along with the Middle and High School Principals. These members of the leadership team are primarily responsible for the academic operations of the charter. Each team member has an advanced degree in school leadership/administration and secondary principal certification in Missouri. Two of the three members hold doctoral degrees in educational leadership. Each member of the administrative team is evaluated annually. The evaluation process includes test results and additional indicators aligned to the Missouri School Improvement Program. The appropriateness of the leadership team to lead the charter includes a variety of indicators and measures from the following: longitudinal MAP and NWEA student performance data; APR results; comparative performance data; and the LFLA Board approved performance plan.

31. List any sponsor/partnership efforts that help support the charter school(s) in increasing student performance.

Lift for Life Academy has developed a variety of partnerships to support student achievement, including the physical well-being of students, and expand educational opportunities. SEMO partners with LFLA to provide opportunities for high school students to visit the university and

for university students to visit the school campus. SEMO also provides funding for specific professional development activities for teachers and staff that address needs. Partner organizations and the nature of the collaboration are listed in *Table 31.1*. All partnerships listed are current with plans to continue in the current academic year and beyond unless otherwise noted.

Table 31.1: LFLA’s Partner Organizations

Organization	Nature of Partnership
Alcoholics Anonymous	Provides speakers for school health classes about alcohol abuse.
Alive & Well-STL	Provides trauma informed counseling for students who have experienced grief or other trauma.
American Lung Association	Provides presentations to students about the health risks of smoking.
American Red Cross	Provides presentations on how to perform first-aid.
Area Rotary Clubs	Supports the school by donating money for projects or equipment.
Bar and Bat Mitzvah Projects	Provides in-kind donations, such as funding for board games, school supplies, and the school library.
Barnes-Jewish HealthCare	Speaks to LFLA health classes about nutrition and drug/tobacco/alcohol abuse.
Behavior Health Resources	Presents to health and other classes about mental illness and is a counseling/social work support for students and families in crisis.
BJC School Outreach & Youth Development	Presents to health and other classes on nutrition, tobacco & substance abuse.
University of Missouri-St. Louis’ Bridge Program	Provides a pre-collegiate program geared comprehensive college readiness.
Campus Y – Youth University	Provides two-week summer school leadership opportunity for students to learn about social and team building skills. Operated by Washington University in St. Louis.
Center for Hearing & Speech	Provides screening and resources for vision and hearing impaired students.
College Bound	Provides a personalized college prep program in St. Louis that includes summer enrichment programs, academic support, field trips, ACT preparation, leadership training, scholarships, referrals, and college counseling.
Congregation Shaare Emeth	Provides financial support to the school.
Covidien	Donates furniture to the school.

Eye Care Charity of Mid-America	Provides students with free eye exams and prescription glasses.
Gateway Greening	Provides assistance in developing “outdoor science classrooms.” Offers consultation/support for rebuilding flower beds, provides materials for garden, and engages teachers through online training.
Gateway To Oral Health	Provides free dental care for students twice a year.
Jazz St. Louis	Provides students musical field trips and on-site concerts.
John Burroughs High School May Project	Tutoring of middle and high school students in math by senior student volunteers. They also assist the physical education teachers.
Junior Achievement	Teaches LFLA students about global economies and ethical business practices.
Kids Under Twenty-One (KUTO)	Speaks with students about the risks of using alcohol and/or drugs.
Lens Crafters	Brings the “Vision Van” to LFLA and provides students with free eye exams and glasses.
Metropolitan Leadership League of St. Louis	Provides leadership program for young women that promotes positive academic, social and leadership skills along with community service opportunities.
Missouri Department of Transportation	Provides driver education programs to LFLA students.
Narcotics Anonymous	Provides speakers to talk to classes about drug abuse.
National Council on Alcohol and Drug Abuse (NCADA)	Provides high school training on risks and consequences of alcohol and drug use.
Optimist Club of Clayton	Sponsors an annual speech competition in which LFLA students have the opportunity to compete and earn scholarship awards.
Ritz Carlton of Saint Louis	Offers job-skills training and introduction to career opportunities in hospitality industry.
Saint Louis University	Serves as LFLA’s advanced college credit partner as part of the SLU 1818 program. The relationship also includes professional development and support from university faculty.
Salvation Army	Donates use of sports facilities for LFLA sports/PE programs.
Scholarship Foundation of St. Louis	Provides assistance in college planning and financial options.

Southeast Missouri State University	Provides student teacher and practicum placement at LFLA.
St. Louis Auto	Speaks to driver's education class about general car maintenance.
The Buddy Fund	Provides the school with free physical education equipment.
Think First	Offers a program that addresses distracted driving, drunk driving and seat belt usage.
TYREDD	Teaches students to look for signs/symptoms of fatigue while driving.
University of Missouri-St. Louis	Offers student teacher and practicum partnerships through the college of education.
Washington University	Provides after-school programs to LFLA students, such as, Picture the Future, Outdoor Explorers, and Youth University.
Wyman Center	Operates a teen outreach program that focuses on leadership and sexual education. Students plan and engage in community service projects.
YMCA of Greater St. Louis – Science Gone Mad	Provides an after-school science program operated and staffed by students from Washington University in St. Louis and St. Louis University.
YWCA	Speaks to a variety of classes about healthy relationships.

32. Assurance of compliance with any/all federal and state programs' requirements.

Lift for Life Academy and Southeast Missouri State University assures compliance with any/all federal and state requirements.

PERFORMANCE CONTRACT

33. Provide a copy of the existing performance contract that includes timelines and standards for renewal (include procedures and consequences for failure to meet requirements).

See Appendix 33.1 for the current charter school contract (p. 5) which provides details and requirements for meeting targets. LFLA was placed on probation after two years of APR scores less than 70%. Interventions and outside evaluations were implemented to provide focus to areas of improvement. APR increased in 2016-17 with hold harmless points to 85.4%.

34. Provide data on measurements and objectives met (or not) in existing performance contract.

Table 34.1. Lift for Life Academy Academic Achievement	
Measure	Annual Minimum Targets
Academic Achievement on State Assessments	Math and Communication Arts: Not Met and negatively impacted due to non-inclusion of EOC scores for English II and Algebra I Science and Social Studies: Met
Subgroup Achievement State Assessments	Math and Communication Arts: Not Met and negatively impacted due to non-inclusion of EOC scores for English II and Algebra I Science and Social Studies: Met
Average ACT Composite	Not Met

Table 34.2. Lift for Life Academy MSIP 5	
Measure	Annual Minimum Target
Student Attendance	Met
4 year Graduation Rate	Met
Overall All APR Score	Met

Finance Standards:

1. School will comply with annual auditing and ASBR requirements and remedy any audit findings. MET
2. Produce regular financial statements and ensure board review and oversight of payments, paying all obligations in a timely manner. MET
3. Meet the minimum 3% fund balance. MET

Governance Standards:

1. Board adheres to all state and federal laws including Missouri Sunshine Law. MET
2. All board members receive ongoing training in Missouri Sunshine Law, nepotism, school governance, student achievement, school law, finance and policy and conflict of interest. MET
3. New board members will receive such training within their first year of board service. MET

35. Provide new performance contract for next term of charter.

See Appendix 35.1

36. If the school is a recipient of a federal Charter School Program grant, the sponsor ensures that student performance is the most important factor in the determination of renewal/revocation. If no, please explain.

Not applicable. The school is not a recipient of a federal Charter School Program grant.

37. Describe goals to address academic performance based on current and projected data.

Item 10 of this application addresses the academic performance goals for the duration of this charter application. Item 11 addresses additional goals for LFLA for the duration of the charter application.

LFLA strives for high levels of staff participation in the budget process to increase both the accuracy and school-wide ownership of the budget. The annual budget process begins in late December. At that time, the Business Manager prepares departmental budget forms and historical departmental expenditures to be distributed to departments at the start of January. The Draft Budget is presented to the Finance Committee for review and approval in April and to the LFLA Board for approval in May. See item 38 for the five-year budget.

FINANCIAL/BUSINESS PLAN AND PROJECTED BUDGET

38. Provide projected budget for the next five years (list of items).

	FY19 (yr1)	FY20 (yr2)	FY21 (yr3)	FY22 (yr4)	FY23 (yr5)
	Projected	Projected	Projected	Projected	Projected
Revenues					
5100 Local	2,657,006	1,751,523	2,354,592	1,838,684	1,903,148
5200 County	-	-	-	-	-
5300 State	6,093,000	6,556,119	6,997,025	7,437,937	7,878,849
5400 Federal	997,853	1,059,893	1,120,897	1,181,903	1,242,912
5600 Non-Current Revenue	4,000	-	-	-	-
5800 Received from other LEAs	-	-	-	-	-
5899 GRAND TOTAL REVENUES	9,751,860	9,367,534	10,472,514	10,458,525	11,024,908

Expenditures

1100	Regular Programs	3,184,961	3,416,857	3,663,370	3,971,805	4,177,103
1191	Summer School (Regular)	44,787	59,853	65,406	70,961	76,515
1192	Juvenile Program	-	-	-	-	-
1200	Special Programs	284,637	318,499	323,793	358,728	363,775
1300	Career Education Programs	-	-	-	-	-
1400	Student Activities	164,966	166,559	171,553	175,747	179,841
1600	Adult/Continuing Education Programs	-	-	-	-	-
1900	Payments to Other Districts	-	-	-	-	-
1999	TOTAL INSTRUCTION (K-12 Only)	3,679,352	3,961,768	4,224,123	4,577,240	4,797,234
2100	Support Services - Pupils	266,541	301,799	321,477	326,156	342,099
2200	Support Services - Instructional Staff	273,946	256,177	323,454	326,276	328,425
2300	Support Services - General Administration	443,742	437,971	441,200	444,428	448,734
2400	Support Services - School Administration	530,389	533,667	539,671	545,759	552,383
2520	Support Services - Fiscal Services	181,309	182,658	184,008	185,358	186,707
2540	Plant Services	601,076	634,185	641,352	663,685	686,569
2550	Pupil Transportation	1,511,440	1,339,375	1,414,825	1,356,634	1,375,594
2560	Food Services	520,561	536,028	570,353	584,266	616,604
2590	Other Business Support Services	14,807	14,918	15,030	15,143	15,256
2630	Information Services	75,460	77,774	79,479	81,191	82,273
2640	Staff Services	89,891	90,274	90,937	91,543	92,207
2900	Other Support Services	327,124	329,578	332,050	334,540	337,049
2998	TOTAL SUPPORT SERVICES	4,836,287	4,734,403	4,953,835	4,954,979	5,063,901
3000	Community Services	257,307	244,154	248,601	254,200	260,759
4000	Facilities Acquisition and Construction Services	575,000	-	575,000	-	575,000
5000	Long and Short Term Debt	418,319	436,140	485,173	449,530	445,484
9998	TOTAL NON-INSTRUCTIONAL AND SUPPORT	1,250,626	680,294	1,308,774	703,730	1,281,243
9999	GRAND TOTAL EXPENDITURES	9,766,265	9,376,465	10,486,732	10,235,949	11,142,377

Total Revenue Over/(Under) Total Expenses	(14,406)	(8,931)	(14,218)	222,576	(117,469)
Beginning Balance, July 1	1,289,440	1,275,034	1,266,104	1,251,886	1,474,461
Ending Balance, June 30	1,275,034	1,266,104	1,251,886	1,474,461	1,356,992
Reserve Percentage	13.06%	13.50%	11.94%	14.40%	12.18%

*** Four of the 5 projected budget years understandably project decreases in our fund balance as we build in additional capital improvements and work to add an elementary school to our district. Our financial stability is robust enough to maintain a reserve percentage above 10 percent.*

39. List any building/facility plan changes anticipated in the next five years.

The formal budget documents presented to and approved by the Board include detailed revenues and expenditures as well as summarized reports. As described in this application, LFLA is in the planning stages of adding an elementary school in FY19. The current plan is to begin with Kindergarten and 1st Grade in FY19. A grade level would then be added each subsequent year. This process would end with the addition of fifth-grade in FY23. Four of the five projected budget years understandably project decreases. These decreases relate to additional capital improvements as part of elementary expansion. Our financial stability is robust enough to maintain a reserve percentage above 10%. See item 38 LFLA’s Five-Year Projected Budget.

There are several facility options currently being proposed that would be suitable for renovation and expansion as part of adding an elementary school. These properties are adjacent to LFLA’s middle and high schools and would provide the opportunity to create a K-12 singular campus.

40. List plans of expansion of grade levels.

The proposed elementary expansion will be part of the current Local Education Agency (LEA) known as Lift for Life Academy. As a result, board members currently providing governance and oversight of LFLA’s middle school and high school will also be responsible for LFLA’s elementary school when it is opened. LFLA has established enrollment projections for the proposed elementary expansion beginning with the 2018-2019 school year. As table 40.1 illustrates below, the elementary school would begin with a Kindergarten and first grade in 2018-19. A grade level would then be added each subsequent year until the elementary school reaches grades k-5 in 2022-2023.

Table 40.1: Anticipated Enrollment Data for the Elementary Expansion

School Year	K	1 st	2 nd	3 rd	4 th	5 th	Total
2018-19	40	40	X	X	X	X	80
2019-20	40	40	40	X	X	X	120
2020-21	40	40	40	40	X	X	160
2021-22	40	40	40	40	40	X	200
2022-23	40	40	40	40	40	40	240

41. Assurance the school board reviews expenditures, low balances in operating funds, compliance with federal/state programs, and staff hiring.

LFLA is committed to the accurate financial management and reporting required for a school to be successful and fiscally sound. The primary positions responsible for financial management are the academy's Executive Director and Business Manager. Additional support, oversight, and required approvals are provided by the Finance Committee and the full Board of Directors. Like most charter schools, LFLA has faced many organizational and operational challenges throughout its 17-year history. Our strong Development Team has continued to raise increasing amounts of both operational and capital funds. These funds are used to supplement instructional services, support professional learning, obtain supplies, and expand our facilities.

LFLA's finances are directly managed by the Business Manager. Support is provided by Westbrook and Company, an accounting firm that specializes in school accounting. The Business Manager and Westbrook are responsible for generating the accounting transactions and preparing financial documents. All financial reporting is tracked using Software Unlimited, Inc.'s School Accounting Software. This program meets the approved financial standards of the Department of Elementary and Secondary Education (DESE) and allows LFLA to upload financials directly to DESE for the Annual Secretary of the Board (ASBR) report. LFLA also ensures that it carries full and comprehensive insurance coverages for adequate risk mitigation.

LFLA follows generally accepted accounting practices and the Missouri Financial Accounting Manual. In accordance with R.S.Mo 160.405, the academy participates in an annual financial audit. The independent CPA firm of Hochschild, Bloom & Company, LLP has been contracted to conduct the academy's audits. In addition, a single audit is completed in compliance with federal regulations. The results of the audit are presented to and approved by the Board of Directors in November. The results are forwarded to the charter sponsor and DESE in December. Once information from the audit is received, the academy reviews recommendations and makes the appropriate adjustments to ensure proper recordkeeping and compliance with state and federal laws. Hochschild, Bloom & Company LLP also oversees the filing of the Academy's tax return according to all deadlines and requirements. Audit reports are posted to the school's website in January of each year in accordance with Missouri statute section 165.121.5(3), R.S.Mo.

Any grants that LFLA receives, as well as any federal programs that the school participates in, are administered according to required guidelines. In accordance with R.S.Mo 160.405.13(2), LFLA maintains a \$2,000,000 General Liability policy through MOPERM that indemnifies the school, its board, staff and teachers in the unlikely event of a tort claim.

LFLA's Business Manager provides accurate and concise financial updates to the Finance Committee and Board each month. This includes year-end financial forecasts, which allow LFLA to make adjustments as needed to stay within its budget. All budgeted expenditures are properly approved by the departmental point persons as well as the Business Manager.

42. The sponsor assures that the school reports outstanding debt as required in Section 37.850.1

The sponsor assures that the charter school reports outstanding debt as required in by the Missouri statutes (section 37.850.1). Outstanding debt is presented to the Board of Directors at its monthly meetings as part of the monthly financials and is reported to DESE through the Missouri Accountability Portal.

INTERVENTION, RENEWAL, REVOCATION, OR CLOSURE

43. Provide a school review process/ form of items that the sponsor addresses annually to ensure LEA is fulfilling its mission of educating children.

The new performance contract (see Appendix 35.1) shows areas reviewed annually in governance, school leadership, financial operations, reporting, academics, attendance, and APR. Currently, the sponsor is drafting new documents to support the annual review process.

Additionally, the sponsor has hired independent consultants to assess the climate, academic integrity, finances and overall effectiveness of Lift for Life Academy during this sponsorship period. Dr. Greg Benner of the Center for Strong Schools conducted the first two program evaluations. Dr. Benner has expertise in urban school performance. These external reviews were conducted in two-year intervals. In addition, Dr. Diana Bourisaw, Learning Curve Advisors, conducted a pre-renewal School Quality Review in March 2017. Dr. Bourisaw has extensive experience with schools and districts in the St. Louis area. The sponsor has provided support to LFLA for specific goals and professional development that are the direct result of findings and recommendations from the external reviews. Some of the recommended areas for growth have included implementing multi-tiered supports and interventions, explicit instruction strategies, differentiated instruction, project-based learning, and professional development to support key central administrative and operational roles.

Below are summaries from recent reviews.

SUMMARY AND RECOMMENDATIONS (Dr. Greg Benner, Jan. 2016)

Program evaluation is the systematic assessment processes and/or outcomes of a program with the intent of furthering its development and improvement. There are several limitations with this report that warrant further attention before we summarize the findings. First, observational and interview data were limited by the two-day visit to LFLA. During this visit the SET, CARS, faculty, staff, and student interviews, and observations were conducted. We also recognize that our limited observations may not represent actual functioning of the school or classrooms within it. Second, some our data sources were gathered directly from the Missouri State Department websites and interpretation might not truly reflect the progress and limitations. Third, while the researchers conducting this evaluation have a wealth of experience working with public schools, our experience with Charter Schools is less robust. Thus, the measures and recommendations included in this report were based largely on public school improvement and reform efforts. Fourth, we attempted to compare the current data with the 2013-14 evaluation to identify areas of

growth and continued limitations; however, we recognize that we must take into consideration that both the student and teacher population have significantly changed with time. Despite these limitations, we were able to summarize the core findings related to each domain.

There are five key recommendations for Lift for Life Academy. First, there is demand to better support LFLA's youth through more intensive academic and/or social emotional supports. Second, we need to increase academic engagement. Third, we need to create a system of academic supports at the middle school. Fourth, boost attendance. Finally, create an infrastructure to implement these recommendations and other evidence-based approaches.

RECOMMENDATIONS (Dr. Diana Bourisaw, Mar. 2017)

1. LFLA students begin their journey significantly below grade level. In order to accelerate learning students need to be highly engaged and motivated. LFLA should consider exploring models of student centric learning that can lead to accelerated achievement. Models to consider include components of Big Picture Schools and Project Based Learning.
2. LFLA is growing and has a desire to expand to an elementary school. The school should continue to develop operational systems and processes for hiring, staffing and budgeting.
3. School finance and hiring are complex and specific to Missouri and charter schools. Staff should be fully prepared to execute their roles and afforded the opportunity to engage in relevant professional development and education.
4. The board is responsible for keeping policies up to date and ensuring their implementation. It is recommended that the board adopt and implement a policy review process.
5. LFLA is a small school with unique characteristics. In order to assess effectiveness, LFLA should benchmark operations and academics to like schools and systems.
6. LFLA facilities are unique and present challenges such as crossing a street without a crosswalk. The school should address this and other safety concerns to ensure the well-being of LFLA staff and students.

44. Assurance the charter school understands the procedures for closure & distribution of assets as specified in RSMo160.405.1

The sponsor assures that the charter school understands the procedure for closure, if necessary.

45. What date was the charter school placed on probation or remediation (if applicable)?

Following the state's release of the 2016 APR, the charter was placed on probation in November of 2016. With the release of the 2017 APR, the charter is no longer on probation.

46. Attach explanation of reasons why charter is on probation

In 2017, LFLA achieved an APR rating of 85.4%. Prior to 2017, LFLA was placed on probation in 2016 for a second consecutive APR below 70%. Lift for Life Academy has never had an APR rating below 60%. In addition to achieving an APR in excess of 70% in 2017, LFLA met many

of the targets associated with the Board approved performance plan, which was aligned to meet Southeast Missouri State University’s performance contract expectations. The development of targets included in the performance plan is an important part of the sponsor’s overall monitoring and evaluation of the charter school.

47. To what do you attribute student performance below 70% APR?

In 2017, LFLA’s APR was 85.4%. As requested by representatives of the Missouri Department of Elementary and Secondary Education, LFLA was to complete the application for charter renewal without the use of “hold-harmless” points. The 2017 APR for LFLA without “hold-harmless” points was 66.1%. A significant factor in the APR being below 70% was the omission of the Algebra I and English II End-of-Course exams from the accountability calculations. Based on historical performance, LFLA believes that an APR in excess of 70% would have been achieved for the charter if these scores were included in the calculations.

Explaining Lift for Life Academy’s APR Performance Below 70%

As an educational institution, LFLA must confront the racial and economic achievement gap that exists in Saint Louis and across the nation. This includes effectively managing and mitigating the negative impact of urban poverty on student learning. This process takes time and is guided by Personal Performance Plans for students. These plans begin in the middle school and extend into high school. As mentioned previously, LFLA starts at the sixth-grade. The vast majority of students are two to three grade levels or more behind in reading and math, which impacts academic performance on state assessments. In analyzing the academy’s longitudinal data from the NWEA and Missouri’s statewide assessments, it is clear that the longer students are at LFLA the better they perform. This situation can also be observed in disaggregating the performance of the individual schools from the overall district APR score for LFLA (see Table 47.1). The success achieved at LFLA’s high school is possible because of the learning and behavioral foundations set at the middle school level.

<i>Table 47.1 Annual Performance Report Scores for Lift for Life Academy High School compared to Lift for Life Academy Middle School, 2014-2017</i>				
	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>
<i>Lift for Life Academy High School (9-12)</i>	81.0%	85.4%	86.8%	N/A*
<i>Lift for Life Academy Middle School (6-8)</i>	60%	30%	30%	75%

*Not calculated due to exclusion of End II & Alg I scores (per DESE)

Additional explanations for the APR being below 70%.

- In 2014, LFLA achieved an APR rating of 82.7%. In analyzing the APR, the academy received points in several areas for having achieved “progress” over data from previous years. The APR boost provided by achieving these progress points has been difficult to sustain as part of rolling targets.
- The lack of and varying academic readiness among incoming sixth-grade students can impact test scores dramatically at the middle school level from year to year and for multiple years.
- Changes in state assessments that resulted in more rigorous standards have also been a challenge in terms of student performance and APR outcomes, especially in middle school science.
- A drop in student attendance following the 2014 school year had a negative impact on the percentage of APR points earned in both 2015 and 2016.

48. Describe intervention strategies currently in place based on analysis of student data (include timeline).

LFLA was placed on probation due to APR declines for two years in a row during 2015 and 2016. The APR increased significantly in 2017 and the probation was lifted. No further intervention is currently in place.

Close monitoring by the sponsor will continue through the use of annual reviews, biannual third party school quality reviews, and sponsor support for professional development for identified areas of need.

49. What improvements/results have been obtained?

Middle school level MAP scores increased annually over the past three years in all subjects as did attendance. High school level English Language Arts and Math test scores improved on EOCs though these scores are not reflected in the 2017 APR. Science and Social Studies EOCs improved significantly over the prior year. Attendance and College and Career Readiness also improved. The total LFLA APR increased to 85.4% with hold harmless points.

50. What additional steps/strategies are planned?

No other additional strategies are planned at this time. Academic interventions and personalized learning plans will continue to be a significant supportive system for students at LFLA.

Appendix 1.1 Letter

NOV 27 2017

Received

November 9, 2017

Charlie Shields, President, Missouri State Board of Education
Vic Lenz, Ph.D., Vice President
Members of the Missouri State Board of Education

Mr. Shields, Dr. Lenz, and Members of the Board:

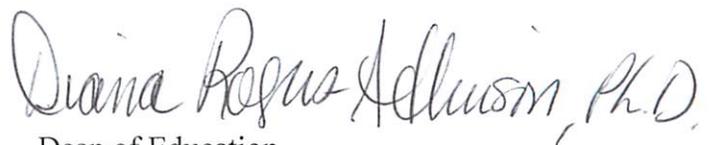
As the sponsoring university for Lift for Life Academy, this request for renewal of the charter school application is presented to you for consideration. We believe that while the challenges are many, the rewards for students at Lift for Life Academy (LFLA) are great. Students that persist and remain at LFLA learn, grow, and achieve at higher rates than students in comparable schools in St. Louis Public Schools. Additional oversight over the past several years through outside evaluations has given rise to improvements in curriculum, instruction, behavior, and attendance. The 2017 APR has shown overall improvement even without the use of test scores for our high school level End of Course assessments for English II and Algebra I due to testing issues based on incomparable test forms from the state's vendor.

Southeast Missouri State University believes that continued operation and anticipated grade level expansion from grades 6-12 to include Pre-K to 5 is in the best interest of students and request approval of the charter renewal application.

Sincerely,



Provost

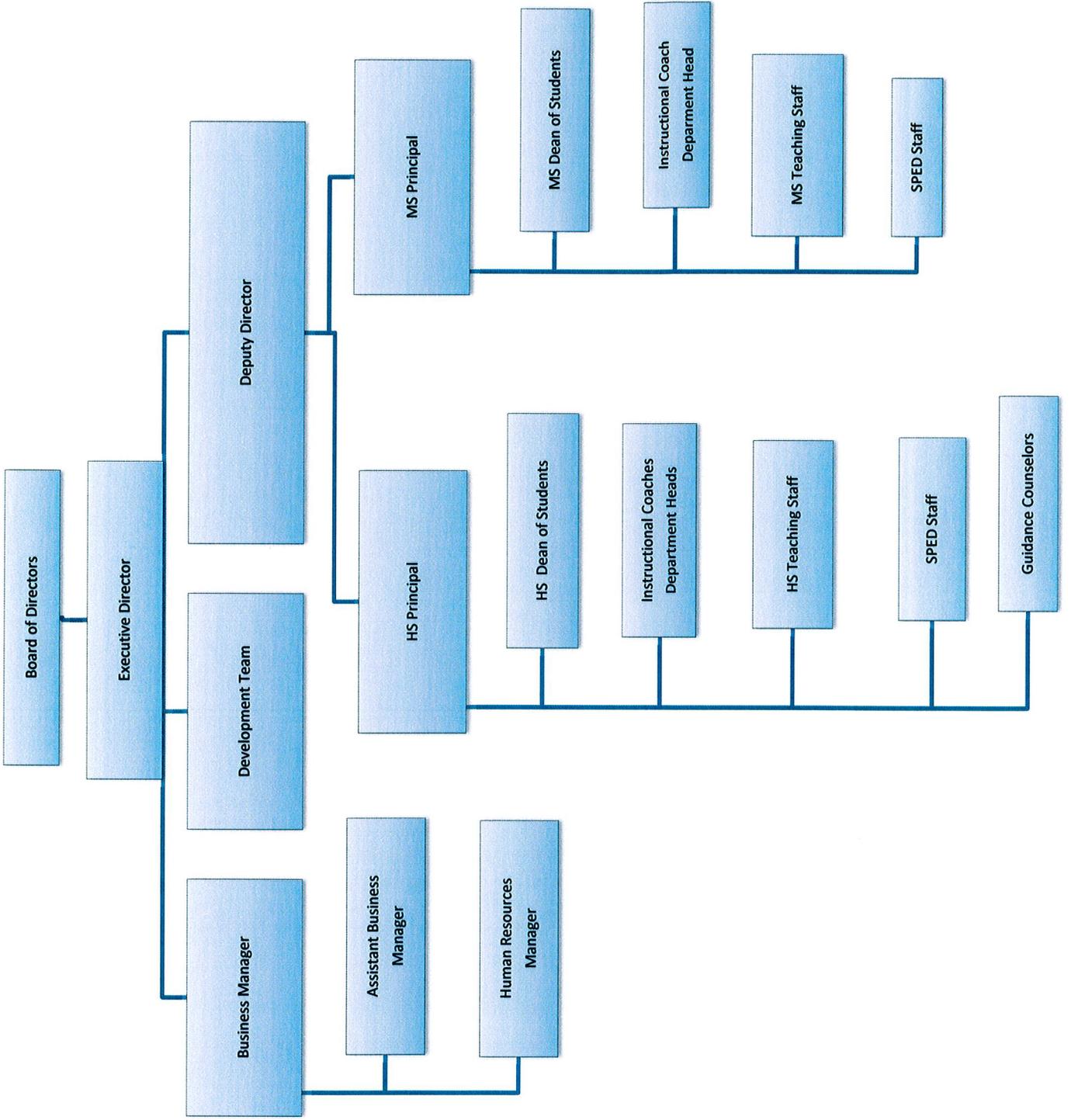


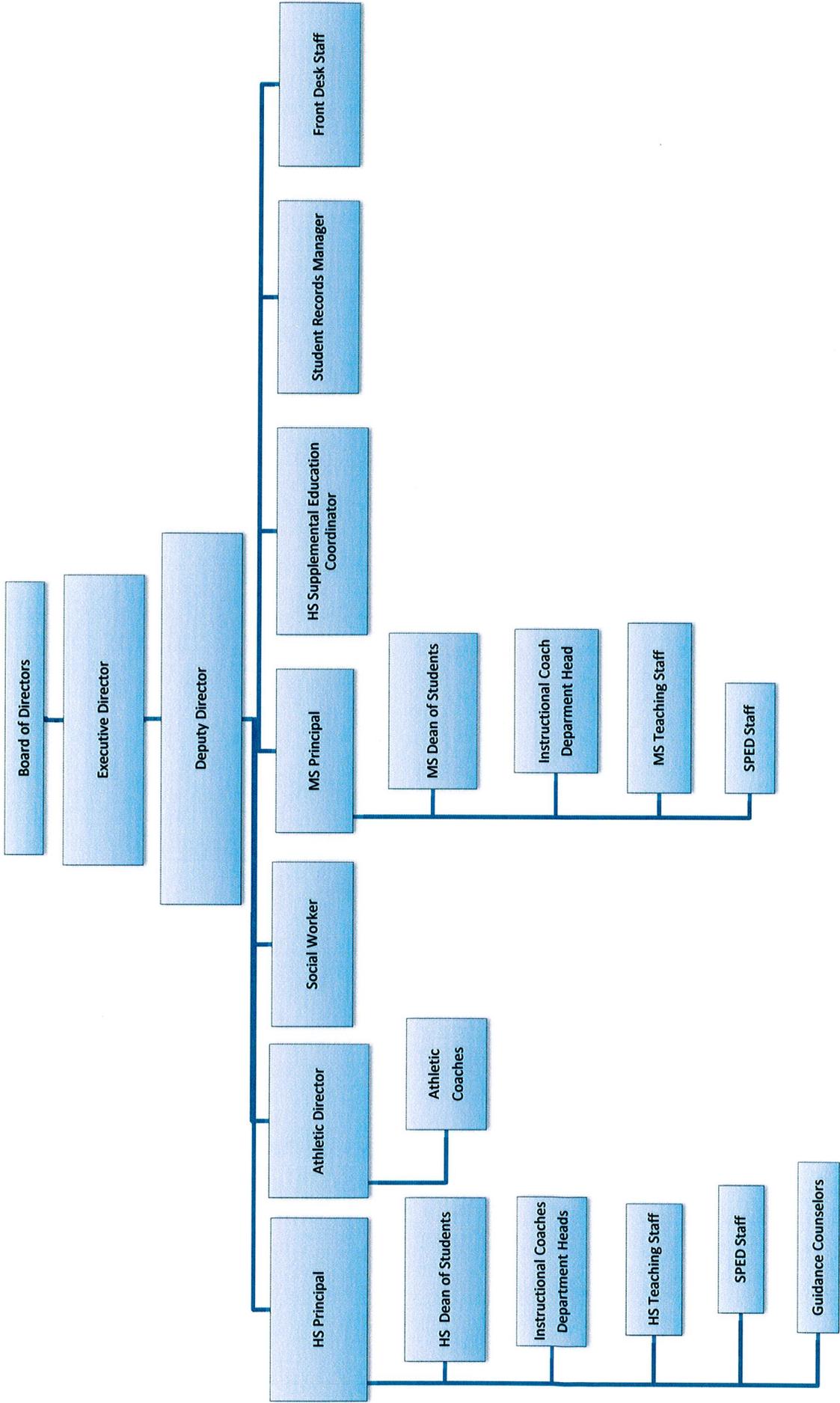
Dean of Education



Laura Brock
Liaison for Charter Schools
College of Education
lbrock@semo.edu
314-683-7230

Appendix 13.1





Appendix 14

B.1-1: Articles of Incorporation

ARTICLES OF INCORPORATION
OF
LIFT FOR LIFE GYM

FILED AND CERTIFICATE OF
INCORPORATION ISSUED

HONORABLE ROY D. BLUNT
SECRETARY OF STATE
STATE OF MISSOURI
JEFFERSON CITY, MISSOURI 65101

MAR 09 1990

Roy D. Blunt

We, the undersigned,

<u>NAME</u>	<u>Number Street Address</u>	<u>City</u>	<u>State</u>
Marshall Cohen	4475 W. Pine Apt. 801	St. Louis	MO 63108
Paula Cohen	#10 Bon Hills	St. Louis	MO 63132
Eugene Starr	1935 Washington	St. Louis	MO 63103

being natural persons of the age of eighteen years or more and citizens of the United States, for the purpose of forming a corporation under the "General Not For Profit Corporation Law" of the State of Missouri, do hereby adopt the following Articles of Incorporation:

1. The name of the corporation is: LIFT FOR LIFE GYM.
2. The period of duration of the corporation is perpetual.
3. The address of its initial Registered Office in the State of Missouri is 4475 W. Pine, Apt. 801, St. Louis, Missouri 63108 and the name of its initial Registered Agent at said address is Marshall Cohen.
4. The first Board of Directors shall be three (3) in number, their names and addresses being as follows:
Marshall Cohen, 4475 W. Pine, Apt. 801, St. Louis, MO 63108
Paula Cohen, #10 Bon Hills, St. Louis, MO 63132
Eugene Starr, 1935 Washington, St. Louis, MO 63103
5. The corporation is organized exclusively for charitable, educational, religious or scientific purposes within the meaning of Section 501 (c) (3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States Internal Revenue Law), including, for such purposes, to establish and maintain a gymnasium and exercise studio for

educational purposes and to promote physical fitness and good health for young people by instructing, supervising, educating and encouraging physical fitness and mental alertness to achieve a healthy mind in a healthy body.

5. No part of the net earnings of the corporation shall inure to the benefit of, or be distributable to, its members, trustees, directors, officers, or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article 5 hereof. No substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting, to influence legislation, and the corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public office. Notwithstanding any other provision of these articles, the corporation shall not carry on any other activities not permitted to be carried on by a corporation exempt from Federal income tax under Section 501 (c) (3) of the Internal Revenue Code of 1986 (or the corresponding provisions of any future United States Internal Revenue Law.)

7. Upon the liquidation or dissolution of the corporation, the Board of Directors shall, after paying or making provisions for the payment of all of the liabilities of the corporation, dispose of all of the assets of the corporation exclusively for the purposes of the corporation in such manner, to organizations organized and operated exclusively for qualified not-for-profit purposes as shall at the time qualify as an exempt organization or organizations under Section 501 (c) (3) of the Internal Revenue Code of 1986 (or the corresponding provisions of any future United States Internal Revenue Law), as the Board of Directors shall determine. Any of such assets not so disposed of shall be disposed of by the Circuit Court of the county in which the principal office of the corporation is then located,

exclusively for such purposes or to such organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purposes.

8. The corporation is not organized for profit. The number of qualifications for and other matters relating to its members shall be set forth in the by-laws of the corporation, provided that its by-laws or other governing instrument, or any of its written policy statements shall not discriminate against any person on the basis of race, color or religion.

9. The corporation may, by its by-laws, make any other provisions or requirements for the arrangement or conduct of the business of the corporation, provided the same be not inconsistent with these Articles of Incorporation nor contrary to the laws of the State of Missouri or the United States.

Marshall Cohen
Paula Cohen
Eugene Starr
Incorporators

STATE OF MISSOURI }
COUNTY OF ST. LOUIS } SS.

I, Julius H. Berg, a notary public, do hereby certify that on the 6th day of March, 1930, personally appeared before me Marshall Cohen, Paula Cohen and Eugene Starr, and being first duly sworn by me severally acknowledged that they signed as their free act and deed the foregoing document in the respective capacities therein set forth and declared that the statements therein contained are true, to their best knowledge and belief.

IN WITNESS WHEREOF, I have hereunto set my hand and seal the day and year first above written.

My Commission Expires: 6-16-92

Julius H. Berg
Notary Public

FILED AND CERTIFICATE OF
RECORDATION ISSUED

MAR 09 1930

by D. E. ...

No. N00041726

STATE OF MISSOURI



Matt Blunt
Secretary of State

CORPORATION DIVISION
CERTIFICATE OF AMENDMENT
OF A
MISSOURI NONPROFIT CORPORATION

WHEREAS,

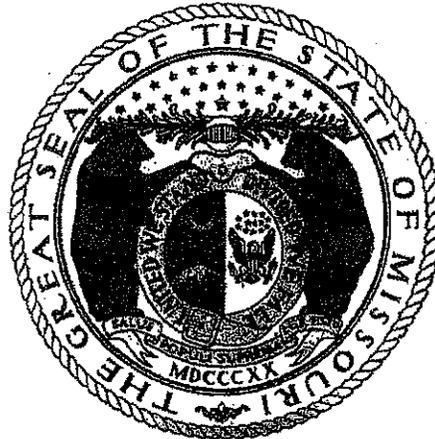
LIFT FOR LIFE ACADEMY & GYM, INC.

Formerly,

LIFT FOR LIFE GYM

a corporation organized under The Missouri Nonprofit Corporation Law has delivered to me duplicate originals of Articles of Amendment of its Articles of Incorporation and has in all respects complied with requirements of law governing the amendment of Articles of Incorporation under The Missouri Nonprofit Corporation Law, and that the Articles of Incorporation of said corporation are amended in accordance therewith.

IN TESTIMONY WHEREOF, I have set my hand and imprinted the GREAT SEAL of the State of Missouri, on this, the 10th day of MARCH, 2003.




Secretary of State

\$10.00



State of Missouri
 Robin Carnahan, Secretary of State
 Corporations Division
 P.O. Box 778 / 600 W. Main Street, Rm 322
 Jefferson City, MO 65102

File Number: 200702521106
 N00041726
 Date Filed: 01/22/2007
 Robin Carnahan
 Secretary of State

**Articles of Amendment
 for a Nonprofit Corporation**
 (Submit with filing fee of \$10.00)

The undersigned corporation, for the purpose of amending its articles of incorporation, hereby executes the following articles of amendment:

- (1) The name of corporation is: LIFT FOR LIFE ACADEMY & GYM, INC.
- (2) The amendment was adopted on 01/17/07 and changed article(s) NAME #1 to state as follows:
month/day/year

LIFT FOR LIFE ACADEMY, INC.
(ARTICLE ONE IS BEING CHANGED)

(3) If approval of members was not required, and the amendment(s) was approved by a sufficient vote of the board of directors or incorporators, check here and skip to number (5): _____

(4) If approval by members was required, check here and provide the following information: _____

- A. Number of memberships outstanding: 11
- B. Complete either C or D:
- C. Number of votes for and against the amendments(s) by class was:

Class:	Number entitled to vote:	Number voting for:	Number voting against:
<u>N/A</u>	<u>8</u>	<u>8</u>	<u>0</u>
_____	_____	_____	_____

Please see next page

State of Missouri
 Amend/Restate - NonProfit 2 Page(s)



T070240f002

Name and address to return filed document:

Name: _____
 Address: _____
 City, State, and Zip Code: _____

Corp. 53A (01/05)

D. Number of undisputed votes cast for the amendment(s) was sufficient for approval, and was:

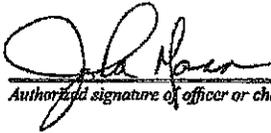
Class:	Number Voting undisputed:
_____	8
_____	_____
_____	_____

The number of votes cast in favor of the amendment(s) by each class was sufficient for approval by that class.

(5) If approval of the amendment(s) by some person(s) other than the members, the board or the incorporators was required pursuant to section 355.606, check here to indicate that approval was obtained: _____

In Affirmation thereof, the facts stated above are true and correct:

(The undersigned understands that false statements made in this filing are subject to the penalties provided under Section 575.040, RSMo)



Authorized signature of officer or chairman of the board

John Mann

Printed Name

President

Title

1/18/07

Date

State of Missouri



Robin Carnahan
Secretary of State

CERTIFICATE OF AMENDMENT
OF A
MISSOURI NONPROFIT CORPORATION

WHEREAS,

LIFT FOR LIFE ACADEMY, INC.
N00041726

Formerly,

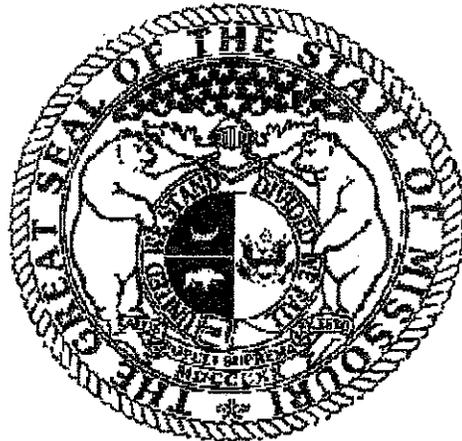
LIFT FOR LIFE ACADEMY & GYM, INC.

a corporation organized under The Missouri Nonprofit Corporation Law has delivered to me its Articles of Amendment of its Articles of Incorporation and has in all respects complied with the requirements of law governing the Amendment of Articles of Incorporation under The Missouri Nonprofit Corporation Law, and that the Articles of Incorporation of said corporation are amended in accordance therewith.

IN TESTIMONY WHEREOF, I hereunto
set my hand and cause to be affixed the
GREAT SEAL of the State of Missouri.
Done at the City of Jefferson, this
22nd day of January, 2007.

Robin Carnahan

Secretary of State



B.1-2: IRS Determination Letter

 **IRS** Department of the Treasury
Internal Revenue Service
P.O. Box 2508
Cincinnati OH 45201

In reply refer to: 0248454921
Sep. 03, 2008 LTR 4168C E9
43-1535886 000000 00 000
00017562
BODC: TE

LIFT FOR LIFE ACADEMY INC
1731 S BROADWAY
ST LOUIS MO 63104-4050313



015432

Employer Identification Number: 43-1535886
Person to Contact: MS. EVANS
Toll Free Telephone Number: 1-877-829-5500

Dear TAXPAYER:

This is in response to your request of Aug. 22, 2008, regarding your tax-exempt status.

Our records indicate that a determination letter was issued in FEB. 1991, that recognized you as exempt from Federal income tax, and discloses that you are currently exempt under section 501(c)(3) of the Internal Revenue Code.

Our records also indicate you are not a private foundation within the meaning of section 509(a) of the Code because you are described in section(s) 509(a)(1) and 170(b)(1)(A)(vi).

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

If you have any questions, please call us at the telephone number shown in the heading of this letter.

Sincerely yours,

Michele M. Sullivan

Michele M. Sullivan, Oper. Mgr.
Accounts Management Operations I



BOARD OF DIRECTORS HANDBOOK

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April 29, 2016

Dear New Board Member:

We welcome you to the Board of Directors of Lift For Life Academy. It is a pleasure and privilege to be a member of the Board of Directors of Lift for Life Academy and we look forward to your active participation in the organization.

Lift for Life is an exciting and dynamic organization. Since its founding as the first charter school in the city of Saint Louis, we have grown from a one grade school to now include a full middle school and a high school. Since our inception, our annual budget has increased from approximately \$200,000 to over \$7,000,000. In that time period our staff has increased from a mere handful to more than 100 paid employees and many volunteers.

The Academy has sought to provide a positive alternative educational experience for inner city students in the difficult middle and high school years. The school program has grown from 60 students to approximately 600 students during a period of major cuts in education spending by the State of Missouri, the school's primary source of funding.

As a Board member you will be challenged to address many difficult and unique problems but the success of the organization provides great rewards for those efforts.

Lift for Life will look to you for substantial effort and creativity to tap the financial resources and operational expertise of the St. Louis community to achieve our goals. We have built an organization of which all Board members, staff, volunteers and donors can be proud. We have high aspirations for our students, staff, organization and you, as a member of the Board of Directors.

Thank you in advance for your contributions to make a great organization even better.

Sincerely,

Scott R. Dolan

LIFT FOR LIFE ACADEMY
1731 S. Broadway, St. Louis, Missouri

Mission

The mission of Lift For Life Academy is a challenging learning community where all students are empowered to maximize their full potential as students and citizens.

Vision

Lift For life Academy is an exciting learning community where students, staff and families work together to assure that every student soars to lifelong excellence in academics and character.

Values

We All Count We are committed to providing a safe, positive, nurturing environment to explore, understand and appreciate differences. We encourage people to share their ideas openly, have them heard and empower them to make an impact

Respect We are committed to practicing open, honest communication and acting ethically with kindness in all we do. We will promote the practice of being self-aware, self-managed and self-directed.

Teamwork We are committed to empowering each individual to make a positive impact by communicating with others, sharing and combining ideas in new ways to create solutions that can't be achieved by one person alone.

Excellence We are committed to supporting a desire for knowledge and lifelong learning. We are committed to creating new solutions to help personalize teaching and learning to improve outcomes across abilities. Each student will achieve strong self-esteem and high personal expectations.

History

As a result of working with inner-city children, for over 15 years, Marshall Cohen, the founder of Lift For Life, became intimately aware of the many challenges and obstacles facing urban youth in St. Louis, especially in the area of education.

Lift for Life Academy opened at the start of the 2000 academic year as St. Louis' first charter school, in a converted garage, with 60 sixth grade students, under the sponsorship of Southeast Missouri State University. The Academy was created to focus on St. Louis city students who are most at risk of dropping out of school.

In summer 2001, Marshall Cohen, along with Cohen's wife, Carla Scissors-Cohen, and the Board of Directors found a permanent home for the Academy in the famous Manufacturer's

Bank and Trust Company building located in the historic Soulard neighborhood. After eight years of success as a middle school, under the leadership of John Mann, the Board decided to establish a high school so Academy students could continue to learn in a community of teachers and peers they had come to know and trust. Classroom space was built and/or renovated each year to accommodate the next grade level. In 2009, a ninth grade was added and grades 10-12 were added in the following three years. The first graduating class was in 2012.

Today Lift for Life Academy serves approximately 600 students in grades 6-12. Life For Life Academy has achieved significant success. For example, in the 2014 Missouri Department of Elementary and Secondary Education (DESE) Annual Performance Report (APR), the Academy improved its performance score by 30 points to gain one of the highest charter school scores in St. Louis. This score was achieved through the dedication and hard work of faculty, staff and students with the support of their families. While many students who enroll and join our school perform at a level two to four years below grade level, we are able to achieve, if not exceed academic proficiency by graduation. Since 2012, our students have achieved a graduation rate in excess of 93%, which enables our graduates to excel after graduation.

Lift For Life Academy has an extended school year that begins in August and extends through late July, which gives students an opportunity to succeed academically and spend the majority of their time in a positive, enriching environment during the majority of the summer. Lift For Life's after-school Honors Academy, Prime Time Activities, and tutoring programs also provide students extra support and experiential learning opportunities to enable them to advance academically.

Lift For Life Academy teachers, staff, administrators, and board members believe that all students, regardless of socioeconomic standing or previous difficulties in school, can learn. Regardless of past performance, there are high academic and high behavioral expectations for all Lift For Life students. Lift For Life's program is focused on giving students the tools they need to not only stay in school, but to succeed in school and beyond.

In one student's words:

My definition of home is the place where one feels most comfortable, confident, and at peace. That's exactly what Lift For Life is for me. I have been here since the sixth grade and I wouldn't rather be anywhere else. Some of my best memories occurred at this school. I have made great friends and built lasting relationships with both students and staff. Lift For Life Academy has taught me great leadership skills and how to be a better asset to society. Around my immediate family I'm expected to know how to be a big sister and a responsible teenager. But at school I'm taught how to be a better person. I'm not expected to just know things, I'm expected to know how to learn new things. —Terriana Glass—11th Grade

BOARD OF DIRECTORS – OVERALL ROLES AND RESPONSIBILITIES

Members of the Lift For Life Academy Board of Directors will provide governance to the organization, represent the school in the community, and ensure that it fulfills its legal obligations.

Members will have the following duties in the areas of planning, management, operations, and finance/audit.

Strategic Planning

- Approve the organization's mission and philosophy and review management's performance in achieving it.
- Develop a strategic plan for the organization which is consistent with the organization's philosophy and review management's performance in implementing it.
- Annually assess the environment and approve the organization's strategy in relation to it.
- Continually review and approve the organization's plans for funding.
- Review and approve the organization's long-term financial goals.
- Approve major organizational policies.

Personnel / Board Development

- Hire, monitor, appraise, advise, support, reward, and when necessary, change top management.
- Ensure that the organizational strength and manpower are equal to the requirements of the short term and long range goals.
- Approve appropriate compensation and benefit policies and practices.
- Propose a slate of directors to members and fill vacancies as needed.
- Annually approve the Performance Review of the Principals and top management. Establish their compensation based on recommendations of the Executive Committee.
- Determine eligibility for and appoint Board Committees.
- Annually review the performance of the Board and take steps to improve its performance.

Operations

- Review the results achieved by management as compared with the organization's philosophy, annual and long range goals, and the performance of similar schools/organizations.
- Be certain that the financial structure of the organization is adequate for its current needs and its long-range strategy.
- Provide candid and constructive criticism, advice, and comments.
- Approve major actions of the organization, such as capital expenditures and major program and service changes.

Finance / Audit

- Review and approve the organization's annual budget.
- Stay informed through reports and other financial statements of the condition of the organization and its operations.
- Ensure that financial reports properly reflect the operating results and financial condition of the organization.
- Ascertain that management has established appropriate policies to define and identify conflicts of interest throughout the organization, and is diligently administering and enforcing those policies.
- Appoint independent auditors subject to approval by members.
- Review compliance with relevant material laws affecting the company.

Lift For Life Board Members Should Endeavor To:

- Attend all Board and committee meetings and functions, such as special events.
- Be informed about Lift For Life's mission, charter, bylaws, policies, and projects.
- Review agenda and supporting materials prior to Board and committee meetings.
- Serve on committees or task forces and offer to take on special assignments.
Current standing committees are:
 - Operations Committee
 - Development Committee
 - Education Committee
 - Executive Committee
 - Finance Committee
- Make a personal financial contribution. Each board member is required to make a personal financial contribution to the organization each year. Each board member should endeavor to raise or contribute funds each year in excess of \$1,000.00.
- Inform others about the organization.
- Suggest possible nominees who can make significant contributions to the work of the Board and the organization.
- Keep up-to-date on pertinent educational developments in the news and elsewhere.
- Follow conflict of interest and confidentiality policies.
- Refrain from making special requests of the staff.
- Assist the Board in carrying out its fiduciary responsibilities, such as reviewing the organization's monthly financial reports and annual financial statements.

BOARD OFFICER - POSITION DESCRIPTIONS

President of the Board

The President is responsible for ensuring that the Board of Directors functions effectively, interacts with management effectively, and fulfills its responsibilities for the governance of Lift For Life Academy. The President will be a partner to the Executive Director, helping management work with the Board to achieve the organization's goals.

The President will convene and preside at regularly scheduled Board and Executive Committee meetings. In the event the President can not attend a meeting, he/she will arrange for other members of the executive committee to preside at the meeting in the following order: Vice-President, Secretary and Treasurer.

In addition, the President's responsibilities will include:

Board Meetings

1. Overseeing Board and executive committee meetings.
2. Assisting the Executive Director in preparing the agenda for Board meetings.
3. Directing and overseeing the process of developing and updating the organization's strategic plan.

Board Development

1. Appointing all committee chairs and with the Executive Committee, recommending who will serve on committees.
2. Working with the nominating committee to recruit new Board members.
3. Assisting the Executive Director in conducting new Board member orientation.

Working with the Executive Director

1. Work in partnership with the Executive Director to make sure Board resolutions are carried out.
2. Work as a conduit between management and the Board. The President will communicate any concerns management has in regard to the role of the Board of Directors or any individual directors as well as communicating to the Executive Director the concerns of the Board and other constituencies.
3. Act as an alternate spokesperson for the organization.

Performance Reviews

1. Coordinating Executive Director's annual performance evaluation and overseeing the annual performance evaluations of the Deputy Director.
2. Periodically consulting with Board members regarding their role while helping them assess their performance.
3. Annually focusing the Board's attention on matters of institutional governance that relate to its own structure, role, and relationship to management.

Vice President

The Vice-President will chair committees on special subjects as designated by the President and the Board. The Vice-President will also:

- Serve on the executive committee.
- Carry out special assignments as requested by the Board President.
- Understand the responsibilities of the Board President and be able to perform these duties in the President's absence.
- Participate as a vital part of the Board leadership.

Secretary

The Secretary will be responsible for keeping records of Board actions in addition to:

- Overseeing the taking of minutes at all Board meetings.
- Assuring that corporate records are maintained.
- Serving on the executive committee.

Treasurer

The Treasurer will chair the Finance Committee, assist in the preparation of the budget, help develop fundraising plans, and make financial information available to Board members and the public. He/She will also:

- Understand financial accounting for nonprofit organizations.
- Manage, with the finance committee, the board's review of and action related to the board's financial responsibilities.
- Work with the Executive Director and Business Manager to ensure that appropriate financial reports are made available to the Board on a timely basis.

- Assist the Executive Director or the Business Manager in preparing the annual budget and presenting the budget to the Board for approval.
- Review the annual audit and answer Board members' questions about it.

RESTATED

BYLAWS

LIFT FOR LIFE ACADEMY

ARTICLE I

PURPOSES AND RESTRICTIONS

The purposes of the Corporation shall be those nonprofit purposes stated in the Articles of Incorporation of the Corporation, as they may be amended. No part of the net earnings or other assets of the Corporation shall inure to the benefit of, be distributed to or among, or revert to, any director, officer, contributor or other private individual having, directly or indirectly, any personal or private interest in the activities of the Corporation, except that the Corporation may pay reasonable compensation for services rendered and may make payments and distributions in furtherance of the nonprofit purposes stated in the Articles of Incorporation.

ARTICLE II

OFFICES

The principal office of the Corporation in the State of Missouri shall be located in the City of St. Louis. The Corporation may have such other offices within or without said City as may be required.

The registered office of the Corporation required under the laws of the State of Missouri to be maintained in the State of Missouri may be, but need not be, identical with the principal office in the State of Missouri, and the address of the registered office may be changed from time to time in conformity with the laws of the State of Missouri. The Corporation shall maintain a registered agent whose address shall be the same as that of the registered office of the Corporation.

ARTICLE III

MEMBERS

The Corporation shall have no Members having voting rights.

ARTICLE IV

BOARD OF DIRECTORS

A. Management. The affairs of the Corporation shall be managed, supervised and controlled by a Board of Directors. The Board of Directors shall have not less than three (3) members, nor more than twenty (20) members and thereafter the number of directors constituting the Board shall be as fixed from time to time by the Board of Directors. Directors shall be elected or appointed in the manner specified in Section B hereof. Directors are non-compensated beyond reimbursement of reasonable expenses.

B. Term and Election of Directors. Except with respect to the Board position filled by the Founder/Executive Director, the full term of office of directors shall be three (3) years. To the extent practicable, taking into account increases or decreases in the number of Directors constituting the Board of Directors, one-third of the Board of Directors shall be elected each year, in a self-perpetuating manner, at the designated meeting of the Board of Directors, the directors so elected filling the place of retiring Directors. In the event of a change in the number of Directors, the resolution effectuating such change shall specify the years in which the terms of the directorships thereby created shall first expire. The terms of office of *all* Directors and officers shall commence upon the date of their election and shall end on the date of the Annual Meeting of the Directors in the year in which such Director's respective term of office expires.

Vacancies occurring in the Board of Directors, including vacancies due to an increase in the number of directors, may be filled by the directors then in office. There shall be no limit to the number of terms that may be served by a Director,

C. Executive Director. The Executive Director shall serve as an ex-officio, non-voting member of the Board of Directors and may be compensated for managing the day-to-day financial and business operations. The Executive Director reports directly to the Board of Directors.

D. Non-Voting Members. In addition to the Executive Director, there may be other non-voting members of the board. One non-voting board seat will always be occupied by a teacher who shall be elected by the academic teaching staff to serve a one year term on the board. The teachers will also elect an alternate to attend board meetings in the event that their primary representative is unable to attend. The Principal(s) and Deputy Director of Lift For Life Academy will also occupy a non-voting seat on the Board.

E. Removal and Resignation. Any director may resign at any time by giving written notice to the Board of Directors, the President or the Secretary of the Corporation; unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective. Any director may be removed, with or without cause, by the affirmative vote of at least two-thirds (2/3) of the whole Board. Any such resignation or removal shall take effect at the time specified therein. Absences. Three (3) successive unexcused absences of a Director from meetings of the Board of Directors may be treated by the Board as equivalent to the resignation of such Director from the Board of Directors

F. Special Meetings. Special meetings of the Board of Directors may be called by or at the request of the President or by any two directors.

G. Meetings. Meetings of the Board of Directors, regular or special, shall be held at least six times a year (approximately every other month), and may be held at any place within or outside of the State of Missouri. Meetings of the Board of Directors shall be held upon such notice as provided herein. Neither the business to be transacted at, nor the purpose of, any regular or special meeting of the Board of Directors need be specified in the notice or waiver of notice of such meeting.

H. Participation Through Electronic Communication. Members of the Board of Directors, or of any committee designated by the Board of Directors, may participate in a meeting of the Board or committee by means of conference telephone or similar communications equipment whereby all persons participating in the meeting can hear each other, and participation in a meeting in this manner shall constitute presence in person at the meeting.

I. Action Without Meeting. Any action which is required to be or may be taken at a meeting of the directors, or any committee established by the Board of Directors, may be taken without a meeting if consents in writing, setting forth the action so taken, are signed by all of the members of the Board or of the committee as the case may be. The consent shall have the same force and effect as a unanimous vote at a meeting duly held, and may be stated as such in any certificate or document. The Secretary shall file the consents with the minutes of the meetings of the Board of Directors or of the committee as the case may be.

J. Notice. Notice of any annual, regular or special meeting shall be given at least five (5) days previous thereto by written notice delivered either personally, by telegraph, e-mail, teletype, facsimile, or other form of wire or wireless communication, or by mail to each director at his or her business or home address. Written notice shall be deemed effective at the earliest of the following: (i) when received; (ii) five days after its deposit in the United States mail, as evidenced by the postmark, if mailed correctly and with first class postage affixed; or (iii) on the date shown on the return receipt, if sent by registered or certified mail, return receipt requested, and the receipt is signed by or on behalf of the addressee. Any director may waive notice of any meeting. The attendance of a director at any meeting shall constitute a waiver of notice of such meeting, except where a director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. Neither the business to be transacted at, nor the purpose of, any regular or special meeting of the Board of Directors need be specified in the notice or waiver of notice of such meeting.

K. Quorum. One-half of the members of the Board of Directors (excluding non-voting members) shall constitute a quorum for the transaction of business at any meeting of the Board of Directors.

L. Manner of Acting and Rules of Order. In all matters not covered by the Bylaws, parliamentary procedures shall be governed by the manual known as "Robert's Rules of Order, the Modern Edition." The act of the majority of the directors present at a meeting of the

directors at which a quorum is present shall be the act of the Board of Directors unless a greater number is required under the Articles of Incorporation, these Bylaws, any applicable laws of the State of Missouri or Robert's Rules of Order.

ARTICLE V

OFFICERS

A. Number and Election. The officers of the Corporation shall be a President, a Vice President, a Secretary and a Treasurer. The Board of Directors may also elect up to two additional Vice Presidents, an Assistant Secretary, and an Assistant Treasurer. All officers shall be elected at the Annual Meeting of the Board by a majority of those Board members present including newly-elected members, and said officers shall hold office at the pleasure of the Board for two (2) years and until their successors shall have been elected and qualified. Where a vacancy occurs in an office, it shall be filled by the Board for the unexpired term.

B. President. The President shall be the chief executive officer of the Corporation. The President shall preside at all meetings of the Board of Directors and the Committees thereof, shall lead the Board of Directors in the setting of the Corporation's policies and shall have the power to transact all of the usual, necessary and regular business of the Corporation as may be required and, with such prior authorization of the Board as may be required by these Bylaws, to execute such contracts, deeds, bonds and other evidences of indebtedness, leases and other documents as shall be required by the Corporation; and, in general, shall perform all such other duties incident to the office of President and such other duties as may from time to time be prescribed by the Board of Directors. An individual must serve on the Board of Directors for at least one year to be eligible for the position of President.

C. Vice President. The Vice President shall act as chief executive officer in the absence of the President and, when so acting, shall have all the power and authority of the President. Further, the Vice President shall have such other and further duties as may from time to time be assigned by the Board of Directors.

D. Secretary. The Secretary shall record and preserve the minutes of the meetings of the Board of Directors and all committees of the Board, shall be responsible for authenticating records of the Corporation, shall cause notices of all meetings of the Board of Directors and committees to be given to the members thereof, and shall perform all other duties incident to the office of Secretary or as from time to time directed by the Board of Directors or by the President.

E. Treasurer. The Treasurer shall be responsible for all funds of the Corporation, shall direct that such funds be deposited in such bank or banks as the Board of Directors may from time to time determine, and shall make reports to the Board of Directors as requested by the Board. The Treasurer shall see that an accounting system is maintained in such a manner as to give a true and accurate accounting of the financial transactions of the Corporation, that reports of such transactions are presented promptly to the Board of Directors, that all expenditures are presented promptly to the Board of Directors, that all expenditures are made to the best possible advantage, and that all accounts payable are presented promptly for payment. The Treasurer

shall further perform such other duties incident to his or her office and as the Board or the President may from time to time determine. If required by the Board of Directors, the Treasurer shall give a bond for the faithful discharge of his or her duties in such sum and with such surety or sureties as the Board of Directors shall determine.

F. Executive Committee. The Executive Committee will be comprised of the Officers of the Board of Directors (President, Vice President(s), Treasurer, and Secretary) and the Executive Director. Committee members will meet regularly outside of board meetings to oversee the administration of the Academy, refer issues to committees of the board, and prepare the agenda for board meetings.

G. Executive Director. The Executive Director may execute and deliver contracts, leases, agreements, notes, deeds of trust and other documents in the name of and on behalf of the Corporation and shall perform such other responsibilities as are determined by the Board of Directors. The Executive Director shall be responsible for the day-to-day operations of the Corporation and the implementation of the policies of the Board of Directors.

H. Removal and Resignation. Any officer may be removed, with or without cause, by the vote of a majority of the entire Board of Directors at any meeting of the Board. Any officer may resign at any time by giving written notice to the Board of Directors, the President or the Secretary. Any such resignation or removal shall take effect at the time specified therein.

ARTICLE VI

GENERAL PROVISIONS

A. Contracts, Etc., How Executed. Except as in these Bylaws otherwise provided or restricted, the Board of Directors may authorize any officer or officers, agent or agents to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Corporation, and such authority may be general or confined to specific instances; and, unless so authorized, no officer, agent or employee shall have any power or authority to bind the Corporation by any contract or engagement or to pledge its credit or to render it liable pecuniarily for any purpose or in any amount.

B. Deposits. All funds of the Corporation shall be deposited from time to time to the credit of the Corporation with such banks, bankers, trust companies or other depositories as the Board of Directors may select or as may be selected by any officer or officers, agent or agents of the Corporation to whom such power may be delegated from time to time by the Board of Directors.

C. Checks, Drafts, etc. All checks, drafts or other orders for the payment of money, notes, acceptances or other evidence of indebtedness issued in the name of the Corporation, shall be signed by such officer or officers, agent or agents of the Corporation, and in such manner as shall be determined from time to time by resolution of the Board of Directors in accordance with the provisions of these Bylaws. Endorsements for deposit to the credit of the Corporation in any of its duly authorized depositories may be made without countersignature, by the President, Vice

President or Treasurer, or by any other officer or agent of the Corporation to whom the Board of Directors, by resolution, shall have delegated such power, or by hand-stamped impression in the name of the directors.

ARTICLE VII

CONFLICT OF INTEREST

No contract or transaction between the Corporation and one or more of its directors or officers, or between the Corporation and any other corporation, partnerships, association, or organization in which one or more of its directors or officers are directors or officers, or have a financial interest, shall be void or voidable solely for that reason, or solely because the director or officer is present at or participates in the meeting of the Board or committee thereof which authorizes the contract or transaction, or solely because his or her or their votes are counted for such purposes, if the material facts as to his or her relationship or interest and as to the contract or transaction are disclosed or are known to the Board of Directors or the committee, and the Board or committee in good faith, taking into account the fairness of contract or transaction, authorizes the contract or transaction by the affirmative votes of a majority of the disinterested directors present. The Directors and Officers of the Corporation shall abide by all applicable governmental rules and regulations governing conflicts of interest.

ARTICLE VIII

AMENDMENTS

A. Amendment of Articles of Incorporation. The Articles of Incorporation of the Corporation may be amended by a majority vote of the Board of Directors. The Corporation shall provide notice to each member of the Board of Directors of any meeting at which an amendment is to be voted on. Such notice stating that the purpose, or one of the purposes, of such meeting is to consider a proposed amendment to the Articles of Incorporation and such notice contain or be accompanied by a copy or summary of the amendment or state the general nature of the amendment.

B. Amendment of Bylaws. These Bylaws, excepting the provisions of Article I hereof, may be amended by a majority vote of the Board of Directors.

ARTICLE IX

INDEMNIFICATION

C. Mandatory Indemnification. The Corporation shall indemnify any Director who was wholly successful, on the merits or otherwise, in the defense of any proceeding to which the Director was a party because he or she is or was a Director of the Corporation against reasonable expenses actually incurred by the Director in connection with the proceeding.

D. Permissive Indemnification.

(1) The Corporation may indemnify any person who was or is a party or is threatened to be made a party to any threatened, pending or completed action, suit, or proceeding, whether civil, criminal, administrative or investigative, other than an action by or in the right of the Corporation, by reason of the fact that he or she is or was a Director, officer, employee or agent of the Corporation, or is or was serving at the request of the Corporation, or is or was serving at the request of the Corporation as a Director, officer, employee or agent of another Corporation, partnership, joint venture, trust or other enterprise, against expenses, including attorneys' fees, judgments, fines and amounts paid in settlement actually and reasonably incurred by him or her in connection with such action, suit, or process if he or she acted in good faith and in a manner he or she reasonably believed to be in or not opposed to the best interests of the Corporation. The termination of any action, suit, or proceeding by judgment, order, settlement, conviction, or upon a plea of nolo contendere or its equivalent, shall not, of itself, create a presumption that the person did not act in good faith and in a manner which he or she reasonably believed to be in or not opposed to the best interests of the Corporation, and, with respect to any criminal action or proceeding, had reasonable cause to believe that his or her conduct was unlawful.

(2) The Corporation may indemnify any person who was or is a party or is threatened to be made a party to any threatened, pending or completed action or suit by or in the right of the Corporation to procure a judgment in its favor by reason of the fact that he or she is or was a Director, officer, employee or agent of the Corporation, or is or was serving at the request of the Corporation as a Director, officer, employee or agent of another Corporation, partnership, joint venture, trust or other enterprise against expenses, including attorneys' fees, and amounts paid in settlement actually and reasonably incurred by him or her in connection with the defense or settlement of the action or suit if he or she acted in good faith and in a manner he or she reasonably believed to be in or not opposed to the best interests of the Corporation; except that no indemnification shall be made in respect of any claim, issue or matter as to which such person shall have been adjudged to be liable for negligence or misconduct in the performance of his or her duty to the Corporation unless and only to the extent that the court in which the action or suit was brought determines upon application that, despite the adjudication of liability and in view of all the circumstances of the case, the person is fairly and reasonably entitled to indemnification for such expenses which the court shall deem proper.

(3) To the extent that a Director, officer, employee or agent of the Corporation has been successful on the merits or otherwise in defense of any action, suit, or proceeding referred to in subsections (1) and (2) of this section, or in defense of any claim, issue or matter therein, he or she shall be indemnified against expenses, including attorneys' fees, actually and reasonably incurred by him or her in connection with the action, suit, or proceeding.

(4) Any indemnification under subsections (1) and (2) of this section, unless ordered by a court, shall be made by the Corporation only as authorized in the specific case upon a determination that indemnification of the Director, officer, employee or agent

is proper in the circumstances because he or she has met the applicable standard of conduct set forth in this section. The determination shall be made by the Board of Directors by a majority vote of a quorum consisting of Directors who were not parties to the action, suit, or proceeding, or if such a quorum is not obtainable, or even if obtainable a quorum of disinterested Directors so directs, by independent legal counsel in a written opinion.

(5) Expenses incurred in defending a civil or criminal action, suit or proceeding may be paid by the Corporation in advance of the final disposition of the action, suit, or proceeding as authorized by the Board of Directors in the specific case upon receipt of an undertaking by or on behalf of the Director, officer, employee or agent to repay such amount unless it shall ultimately be determined that he or she is entitled to be indemnified by the Corporation as authorized in this section.

(6) The indemnification provided by this section shall not be deemed exclusive of any other rights to which those seeking indemnification may be entitled under Section 537.117, Mo. Rev. Stat. 1986, any other provision of law, the Articles of Incorporation of the Corporation or these Bylaws or any agreement, vote of disinterested Directors or otherwise, both as to action in his or her official capacity and as to action in another capacity while holding such office, and shall continue as to a person who has ceased to be a Director, officer, employee or agent and shall inure to the benefit of the heirs, executors and administrators of such a person.

(7) The Corporation shall have the power to give any further indemnity, in addition to the indemnity authorized or contemplated under other subsections of this section, including subsection (6), to any person who is or was a Director, officer, employee or agent, or to any person who is or was serving at the request of the Corporation as a Director, officer, employee or agent of any other Corporation, partnership, joint venture, trust or other enterprise, provided such further indemnity is either (i) authorized, directed, or provided for in the Articles of Incorporation of the Corporation or any duly adopted amendment thereof or (ii) is authorized, directed, or provided for in these Bylaw or agreement of the Corporation which has been adopted by a vote of the Board of Directors of the Corporation, and provided further that no such indemnity shall indemnify any person from or on account of such person's conduct which was finally adjudged to have been knowingly fraudulent, deliberately dishonest or willful misconduct.

(8) For the purpose of this section, references to the "the Corporation" include all constituent corporations absorbed in a consolidation or merger as well as the resulting or surviving corporation so that any person who is or was a Director, officer, employee or agent of such a constituent corporation or is or was serving at the request of such constituent corporation as a Director, officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise shall stand in the same position under the provisions of this section with respect to the resulting or surviving corporation as he or she would if he or she had served the resulting or surviving corporation in the same capacity.

(9) For purposes of this section, the term “other enterprise” shall include employee benefit plans; the term “fines” shall include any excise taxes assessed on a person with respect to an employee benefit plan; and the term “serving at the request of the Corporation” shall include any service as a Director, officer, employee or agent of the Corporation which imposes duties on, or involves services by, such Director, officer, employee, or agent with respect to an employee benefit plan, its participants, or beneficiaries; and a person who acted in good faith and in a manner he or she reasonably believed to be in the interest of the participants and beneficiaries of an employee benefit plan shall be deemed to have acted in a manner “not opposed to the best interests of the Corporation” as referred to in this section.

E. Insurance. The Corporation is required to purchase and maintain Directors and Officers insurance on behalf of an individual who is or was a Director of Lift For Life Academy. The Corporation may purchase and maintain insurance on behalf of an officer, employee, or agent of the Corporation, or who, while a Director, officer, employee, or agent of the Corporation, is or was serving at the request of the Corporation as a Director, officer, partner, trustee, employee, or agent of another foreign or domestic business or nonprofit Corporation, partnership, joint venture, trust, employee benefit plan, or other enterprise, against liability asserted against or incurred by him or her in that capacity or arising from his or her status as a Director, officer, employee, or agent, whether or not the Corporation would have power to indemnify the person against the same liability under section (A) or (B) above.

ARTICLE X

MISCELLANEOUS PROVISIONS

A. Nondiscrimination. The officers, directors, employees and persons served by this corporation shall be selected entirely on a nondiscriminatory basis with respect to age, sex, race, religion, and national origin.

B. Committees. There shall be an Executive Committee, Development Committee, Finance Committee, Operations Committee and Education Committee. Non-board members may serve as resources for these committees. The Development Committee shall oversee, develop, implement and assist with public relations and fund-raising activities of the Corporation. The Executive Committee shall ascertain the needs of the board, recruit potential board members, and present possible new members to the Board of Directors at least once a year. The Finance Committee shall oversee all financial affairs of the organization including reviewing and recommending to the full Board the annual operating and capital budgets. The Operations Committee shall oversee the operational and technology capabilities, risk mitigation or elimination, and facilitate oversight of the business strategy including facilitating review and update of the strategic plan for full Board approval. The Education Committee shall be responsible for the review of education programs of the Corporation. The President shall from time to time appoint such standing, special or advisory committees as are authorized by the Board of Directors. Each committee shall consist of such number of persons as the Board of Directors deems advisable. All acts of such committees shall be subject to approval of the Board

of Directors. The Board of Directors may establish such other Committees from time to time as it deems appropriate.

C. Fiscal Year. The fiscal year of this corporation shall begin on July 1st of each year and end on June 30th of the following year.

Appendix 15



Dr. Kelvin Adams, Superintendent
St. Louis Public Schools
801 N. 11th Street
St. Louis, MO 63101

August 23, 2017

Dr. Adams:

I'm writing to inform you that Southeast Missouri State University, upon approval by our Board of Regents, plans to submit a renewal application for the Lift for Life Academy (LFLA) charter school to the Department of Elementary and Secondary Education and the Missouri State Board of Education. Lift for Life Academy serves approximately 580 students in grades 6-12 and has plans to request expansion to grades PK-5 in the near future. LFLA is located at 1731 S. Broadway, St. Louis, Missouri, 63104. Should you have any questions, please don't hesitate to contact me.

Sincerely,

A handwritten signature in black ink that reads "Laura Brock". The signature is fluid and cursive, with a long horizontal line extending to the right.

Laura Brock
Liaison for Charter Schools
College of Education
lbrock@semo.edu
314-683-7230

cc. Dr. Diana Rogers-Adkinson, Dean

Appendix 33.1

Lift for Life Academy Performance Contract – 2015-2018

The Performance Contract for Lift for Life Academy reflects expectations set forth in the school's charter, contract with Southeast Missouri State University and the Annual Performance Plan goals set each year in collaboration between Lift for Life Academy and the Southeast Missouri University Sponsorship Office. These goals represent the minimum level of performance expected during the charter term. Performance below any of the goals in this Performance Contract obligates the University to require interventions in curriculum, instruction, operations, and/or personnel. Performance on both this contract and the performance plan will be considered in any renewal, intervention, probation, or revocation decisions.

Academic Achievement Targets:

The following academic goals are based on the current state assessment (MAP) and will be renegotiated based on any new assessment as necessary.

Table 1. Lift for Life Academy Academic Achievement		
Measure	Annual Minimum Targets	
Academic Achievement on State Assessments	Math and Communication Arts: "Approaching" on status and annual progress and/or growth based on MAP and EOC Science and Social Studies: "Approaching" on status and annual progress based on MAP and EOC	
Subgroup Achievement State Assessments	Math and Communication Arts: "Approaching" on status and annual progress and/or growth based on MAP and EOC Science and Social Studies: "Approaching" on status and annual progress based on MAP and EOC	
Average ACT Composite	18	
ACT Range	25 th Percentile	75 th Percentile
	TBD**	TBD**

Additional MSIP Targets:

The following goals assume the current state accountability system and structure (MSIP 5) is in place through the 2017-2018 school year.

Table 1. Lift for Life Academy MSIP 5	
Measure	Annual Minimum Target
Student Attendance	"On Track"*
4 year Graduation Rate	90%
Overall All APR Score	70%

In addition to the student performance targets the board of directors will also be held to the following minimum standards:

Finance Standards:

1. School will comply with annual auditing and ASBR requirements and remedy any audit findings
2. Produce regular financial statements and ensure board review and oversight of payments, paying all obligations in a timely manner.
3. Meet the minimum 3% fund balance.

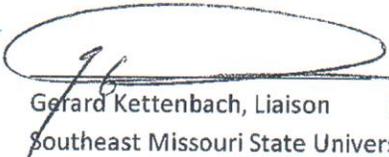
Governance Standards:

1. Board adheres to all state and federal laws including Missouri Sunshine Law
2. All board members receive ongoing training in Missouri Sunshine Law, nepotism, school governance, student achievement, school law, finance and policy and conflict of interest.
3. New board members will receive such training within their first year of board service.

Over the three-year length of the contract, Lift for Life Academy and Southeast Missouri State University reserve the right to amend targets for each goal based on changes to the state assessment or accountability systems. Performance Contract Targets may also be adjusted, upon mutual agreement, based on LFLA's actual performance on each target over the course of the contract term.

 07/15/15

Scott Dolan, President Date
Lift for Life Academy

 2015-07-23

Gerard Kettenbach, Liaison Date
Southeast Missouri State University

* "On Track" per DESE definition for progress on current MSIP 5 report
**Will be determined after first administration of ACT in spring 2015

Appendix 35.1



Charter School Office
College of Education

Lift for Life Academy
Performance Contract 2018-2023
November 30, 2017

As the official charter school sponsor of Lift for Life Academy (LFLA) Southeast Missouri State University (SEMO) is legislatively required to monitor compliance and performance of the school, recommend sanctions, if necessary, and revocation and closure when the school demonstrates an inability to meet standards. This performance contract represents expectations in the LFLA's charter term effective July 1, 2018-June 30, 2023.

-Adapted with permission, University of Missouri, St. Louis 2017

A. Governance

Charter schools are governed by an independent board of directors that are required to abide by all laws governing 501(c)3 organizations, and public schools. For the term of this performance contract, the board of Lift for Life Academy will:

1. Consistently abide by all Missouri laws, including the Missouri Sunshine Law in all its operations.
2. Maintain an active, involved board as described in their charter.
3. Meet all standards for governance listed below as assessed by the SEMO sponsor during its annual review:

Standard	Metric	MET: M NOT MET: NM				
		18-19	19-20	20-21	21-22	22-23
A.1 The school Board operates legitimately and in the best interest of its students and mission.	Governance records Criminal background and FCSR checks as outlined in section RSMo160.400.14					
A.2 All board members receive training in Missouri Sunshine Law, nepotism, school governance, student achievement, school law and policy and conflict of interest within their first year of service.	Board survey Board minutes					
A.3 Appropriate Board Policies are developed, revised as needed, and followed.	Board Policies and appropriate school documents, such as enrollment procedures, student handbooks, etc.					
A.4 Meetings are regularly scheduled and appropriately conducted.	Governance records.					
A.5 Governance records and documentation are appropriately created and maintained.	Board Meeting Agenda, notices, minutes, and supporting documentation.					
A.6 School business is conducted in a transparent manner subject to the provisions and sections 610.010 to 610.030, Missouri Sunshine Law; free of conflict of interest, and models best practices regarding governance roles and responsibilities.	Fiscal records. Fiscal Audits and ASBR. Core Data Reports.					
A.7 The Board implements a transparent process for evaluating the school leader that includes evaluation of core competency categories and progress made on yearly school goals.	School leader evaluation document					
A.8 The Board communicates in a timely manner with SEMO's sponsorship liaison about significant policy, personnel, school performance or legal issues.	Board-sponsor communications					
A.9 The Board annually self-evaluates using a standardized tool that assesses performance based on setting goals, developing policy, and communication.	Board self-evaluation document					
A.10 The Board officially reviews the sponsor's Annual Review at one of its board meetings.	Board minutes					

B. School Leadership

For the term of this performance contract:

1. The executive director and administrators of Lift for Life Academy will meet all standards for school leadership listed below as assessed by the SEMO sponsor during its annual review:

Standard	Metric	MET: M NOT MET: NM				
		18-19	19-20	20-21	21-22	22-23
		B.1 Student enrollment procedures, including open enrollment and lottery, if needed, are appropriately conducted and documented.	School policies, procedures, and practices Enrollment and attendance documents Core Data			
B.2 Student enrollment and attendance numbers are in line with the charter agreement, and provide evidence that the school is a viable school of choice for the community.	Student enrollment data Student attendance data. Student retention data Core Data reports Charter agreement					
B.3 Personnel procedures and practices are conducted in a manner that promotes instructional effectiveness and continuous school improvement.	Teacher and administrator retention data School Improvement Plan Professional Development Plan Academic accountability indicators					
B.4 School meets all state and local standards relative to health and safety; and maintains a clean and safe environment that supports the educational mission of the school.	Board Policies and documentation Health and safety permits Fiscal records On-site observations and reports					

Student Retention Rate						
Enrollment from the beginning of the year to the end of the same year.						
Target: $\geq 80\%$						
	Baseline 17-18	18-19	19-20	20-21	21-22	22-23
Actual Rate	TBD					
Met: M Not Met: NM						

Teacher Retention Rate						
Percent of teachers at the end of the school year who return the following year.						
Target: $\geq 80\%$						
	Baseline 17-18	18-19	19-20	20-21	21-22	22-23
Actual Rate	TBD					
Met: M Not Met: NM						

Notes:

C. Financial Operations

The school depends on the board maintaining proper fiduciary responsibility. For the term of the charter, Lift for Life Academy will:

1. Comply with annual auditing and ASBR requirements, and remedy all audit findings.
2. Maintain adequate fiscal health, as evidenced by producing regular financial statements, ensuring board review and oversight of payments, and paying all obligations in a timely manner.
3. Maintain an Ending Cash Fund Balance that is no less than three percent (3%).
4. Meet all standards for fiscal operations listed below as assessed by the SEMO sponsor during its annual review:

Standard	Metric	MET: M NOT MET: NM				
		18-19	19-20	20-21	21-22	22-23
C.1 Fiscal records are appropriately maintained.	Governance records. Fiscal records. Independent Fiscal Audit. Annual Report to the Board (ASBR).					
C.2 The school operates in a fiscally sound and appropriate manner.	Governance records. Fiscal reports. Independent Fiscal Audit. Annual Report to the Board (ASBR).					
C.3 School business and expenses, including personnel, are made free of conflict of interest and directed toward meeting the mission of the school.	Governance records. Fiscal reports and including payroll and retirement records. Independent Fiscal Audit. Annual Report to the Board (ASBR).					
C.4 Core Data and other required school reporting is conducted in a timely and appropriate manner.	Fiscal reports. Governance records. Core Data Reports.					

Notes:

D. Reporting

Schools maintain and submit large amounts of data to all regulatory authorities. SEMO monitors compliance of all these requirements. For the term of the charter, Lift for Life Academy will:

1. Maintain a 90% compliance rate for submitting required data and reports to SEMO.
2. Consistently comply with DESE reporting requirements and requests, including MOSIS Submissions and Tiered Monitoring requirements.

	18-19	19-20	20-21	21-22	22-23
Met: M Not Met: NM					

Notes:

E. Academic Achievement, Attendance and Annual Performance Report (APR)

The most important measure of success in any school is student outcomes, and quality teaching is the most important input to successful outcomes. For the term of this performance contract, Lift for Life Academy will:

1. Maintain a professional development system that includes: a teacher evaluation system that meets state requirements, retention of excellent teachers, and removal or development of teachers that are not meeting expectations.
2. Generate a higher MAP Index score than **SLPS** on a majority of the required assessments in the content areas of English Language Arts, Mathematics, and Science. The LEA Supporting Data MAP Index aggregate scores, as calculated (MSIP5) for the Missouri Annual Performance Report (APR), will be utilized for this accountability measure.
3. Proficiency scores on the MAP will increase by 3% annually and meet or exceed **SPLS** scores.
4. Meet MSIP-5 academic achievement targets below:

MSIP 5 Standards 1 and 2: Academic Achievement/Subgroup Achievement

Measure	MPI Scores/MAP Proficiency						
	16-17	17-18	18-19	19-20	20-21	21-22	22-23
• ELA MPI	230.1						
➤ SLPS ELA MPI	--						
<i>M/NMP/NM</i>	--						
• ELA % Proficient/Advanced	24.9%						
➤ SLPS ELA % Prof./Adv.	--						
<i>M/NMP/NM</i>	--						
• Math MPI	222.6						
➤ SLPS Math MPI	--						
<i>M/NMP/NM</i>	--						
• Math % Proficient/Advanced	13.7%						
➤ SLPS Math % Prof./Adv.	--						
<i>M/NMP/NM</i>	--						
• Science MPI	306.5						
➤ SLPS Science MPI	--						
<i>M/NMP/NM</i>	--						
• Science % Proficient/Advanced	44.2%						
➤ SLPS Science % Prof./Adv.	--						
<i>M/NMP/NM</i>	--						

KEY--Met: M Not Met with Progress: NMP Not Met: NM

* Annual Minimum Targets may be adjusted on an annual basis by mutual agreement of the SEMO Charter School Office and Lift for Life Academy

** Annual Minimum Targets are based on the current state assessment (MAP) and will be renegotiated based on any new or revised state assessment as necessary.

MSIP 5 Standard 3: Attendance

5. For the term of this performance contract, Lift for Life Academy will meet the following MSIP5 90/90 attendance targets (overall average of 2% growth per year):

Measure	2% Average Annual Growth Towards Target: 90% by 2023						
	16-17	17-18	18-19	19-20	20-21	21-22	22-23
Actual percent of students with 90% attendance rate	78.3%						
<i>Met: M Not Met with Progress: NMP Not Met: NM</i>							

Annual Performance Report (APR)

6. For the term of this performance contract, Lift for Life Academy will meet the following MSIP5 APR targets:

Measure	Annual Target: \geq 70%						
	16-17	17-18	18-19	19-20	20-21	21-22	22-23
APR Percentage	85.4%	\geq 70					
<i>Met: M Not Met with Progress: NMP Not Met: NM</i>							

Note: These goals are based on the current state accountability system and structure (MSIP 5) and will be renegotiated based on any new or revised accountability system and structure as necessary.

Comparison to SLPS Buildings

If Lift for Life Academy’s APR percentage averages below 70 for two or more years, LFLA’s student achievement data will be equal to or exceed peer school buildings of similar size and scope in the St. Louis Public School District as follows:

Elementary and Middle Schools:

- Recalculation of APR percentage using MSIP 5 Performance Standards 1 – 3 only.

High Schools:

- Recalculation of APR percentage using MSIP 5 Performance Standards 1 – 3 and 5 only

AND/OR

- English Language Arts: MPI scores and/or % of proficient or advanced
- Math: MPI scores and/or % of proficient or advanced
- Science: MPI scores and/or % of proficient or advanced

Three to five comparison schools will be chosen based on location, enrollment numbers and selectivity, student demographics, and percentage of free or reduced lunch.

Any one (1) of the indicators earning a *Not Met* determination will be included in a subsequent school improvement plan, with specific steps for improvement, timeline, and re-assessment. Any *Not Met* determinations for that same indicator in subsequent years may result in the school being placed on probation, as per SEMO charter school policies.

Additionally, should the school fail to meet the targets on a majority of the indicators, the University will comply with section **160.405.8 (1)-(6)** of the charter school law which includes taking appropriate remedial action, probation, or consideration of revocation of the charter.

Furthermore, this performance contract is for five years of operation of the school. In the fifth year, Lift for Life Academy and SEMO will determine, based on SEMO policy and procedures and successful completion of this contract, if the school is prepared for renewal. At that time, a new performance contract will be created to address the next five years of the proposed, renewed charter.

The Board of Directors of Lift for Life Academy approved this contract on November 30, 2017.

In agreement:

Signature

Karl Kunkel, Ph.D.
Provost
Southeast Missouri State University

Signature

Mr. Scott Dolan, Chair
Board of Directors
Lift for Life Academy

Date

Date

Signature

Diana Rogers-Adkinson, Ph.D.
Dean, College of Education
Southeast Missouri State University

Signature

Mr. Marshall Cohen
Executive Director
Lift for Life Academy

Date

Date

Signature

Laura Brock, Ph.D.
Charter Liaison, College of Education
Southeast Missouri State University

Date