

Jordan Lake Academy
Clarification Document

Greetings to the Advisory Board,

Several auditors expressed questions and concerns about our relationship with Glenn Way, Charter One, and American Leadership Academy. While Mr. Archunde and Mr. Enkey previously worked for American Leadership Academy, they have no relationship with it, Mr. Way, or Charter One. Neither has spoken with any of the listed organizations or their representatives for over two years. Both Mr. Enkey and Mr. Archunde left ALA because they felt uncomfortable with revelations about the organization's business practices. While ALA delivers a great experience and education to students, the conduct of the board and corporate office were often suspect and led to a parting of the ways. Education Capital Solutions is in no way connected to Glenn Way, Charter One, or American Leadership Academy. When interviewing possible partners we were careful to ask about any connections to Glenn Way or his partner as we do not wish to be affiliated with them. We are hoping to duplicate the success of their academics and school culture while maintaining real transparency and not enriching individuals. This is why the board of JLA has resisted working with CMOs or EMOs. However, the feedback of the CAB is leading us to reconsider this stance in order to achieve a more acceptable application.

Another issue raised by the auditors was the projected enrollment of the school. It is worth noting that Mr. Archunde and Mr. Enkey have opened schools with larger enrollments in much smaller demographic areas and with much stronger charter and public school competition. The target area has a growing population with a high degree of mobility; it also contains a few charters with large waiting list of families eager for a charter option. Large and small are relative terms. A K-8 with 702 students is relatively small compared to the K-5 schools in the area whose enrollments exceed 1,000 students. The goal of a "small" school is create a community where personal relationships thrive. Mr. Archunde's and Mr. Enkey's experience demonstrate this is possible with a school of the proposed size.

The projected enrollment was arrived at by examining what is realistic and what is ideal. Looking at the demographic data there are more than 26,000 elementary aged students within 5 miles of the proposed charter site. A best practice used by our board in estimating enrollment is that 90% of your enrollment should come from within 5 miles of the school. This number should not exceed 5% of the available population. 702 students (the full target enrollment) is 2.7% of the available population in the five mile radius. This projection is supported by the experience of other charters in the area that filled their caps without difficulty.

While this shows the size is realistic, the ideal is determined using other means. Schools can be too small. Without enough population opportunities for leadership, clubs, and sports may not be feasible. This would hamper the culture of the school and experience of the students. Schools can also be too large. In this system only the best players play, the most talented act, and the most gifted compete for academic position. If too large relationships are developed with the best and worst actors while the large majority in the middle might be ignored. Too large and relationships suffer, too small and opportunities do. We are aiming for a "Goldilocks zone" that attempts to borrow the best of both worlds. We call this the genius of small. Large enough to offer lots of opportunities, small enough to maintain relationships.