

EXHIBIT 1



04/14/2016

2012-13 Top to Bottom Ranking List Detroit Community Schools - High School

Rank	City	District Code	School	District	ISD	Grade List
27 - Reward	08456	82925	Detroit Community Schools-High School	Detroit Community Schools	Wayne RESA	9, 10, 11, 12

EXHIBIT 2



STATE OF MICHIGAN
DEPARTMENT OF EDUCATION
LANSING

RICK SNYDER
GOVERNOR

MICHAEL P. FLANAGAN
STATE SUPERINTENDENT

April 15, 2015

Ms. Sharon McPhail, Superintendent
Detroit Community Schools
12675 Burt Road
Detroit, MI 48223-3314

Dear Ms. McPhail:

Congratulations! On behalf of the Michigan Department of Education, I am providing release from Priority School Status for the following 2010 Priority/PLA Cohort school(s): Detroit Community High School.

Your hard work and focus on data-driven decisions are promising and have positively impacted student achievement outcomes. It is my hope during these intense times of decision making that your urgency and attention remain consistent with best practices for sustained student outcomes that will lead to 85 percent proficiency by the 2021-2022 school year.

By September 1, 2015, please submit a School Improvement Plan (SIP) according to Section 380.1277 of the Michigan Revised School Code and the MDE SIP protocols. You can locate more information about the SIP at www.advanced-ed.org. Please consider using successful components of your Reform-Redesign Plan to inform your SIP.

If you need additional information about developing your School Improvement Plan, please contact Stephen Best, Assistant Director of the Office of Education Improvement and Innovation at (517) 373-8480 or Bests1@michigan.gov.

Sincerely,

Mike Flanagan
State Superintendent

Cc: Natasha Baker, State School Reform Officer
Linda Forward, Interim Deputy Superintendent – Education Services
William Coleman, Principal
Richard Robinson, School Board President
Steven Ezikian, ISD Superintendent
Michael Parish, PSA Authorizer
Candace Sweda, Union Representative

STATE BOARD OF EDUCATION

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608 WEST ALLEGAN STREET • P.O. BOX 30008 • LANSING, MICHIGAN 48909

EXHIBIT 3



October 15, 2013

Ms. Sharon McPhail
Superintendent
Detroit Community Schools
12675 Burt Rd.
Detroit, Michigan 48223

Re: Possible Corruption

Dear Superintendent McPhail:

This correspondence serves two purposes: to detail our investigative efforts with regard to possible corruption within the Detroit Community Schools (DCS); and its status.

As stated, the Detroit Crime Commission (DCC) exists to lessen the burdens on public safety through a variety of efforts and initiatives, with the exposure of public corruption being one of its cornerstones. On December 6, 2012 and at your request, the DCC began investigating anomalies surrounding the activities of DCS officials prior to your arrival. Based on witness statements, interviews, and the lack of internal controls prior to the 2011/2012 academic year, we strongly believe public funds were misused by several individuals associated with the DCS. To confirm our beliefs, we sought to enlist pro bono services of one of the State's most highly regarded accounting firms, Deloitte, for a forensic audit. Although we remain confident assistance from Deloitte was forthcoming, the time frame was uncertain and changes in the Board of Directors forced us to turn the investigation over to a law enforcement agency prior to the audit.

On October 9, 2013, our investigation into possible corruption involving DCS officials was turned over to the Federal Bureau of Investigation (FBI). In accordance to our model, once an investigation is turned over to the appropriate law enforcement agency, the DCC suspends all investigative activities unless requested otherwise by that agency.

You may contact FBI Supervisory Special Agent Robert Beeckman, Detroit Division, at telephone number (313) 965-2323 for any additional information regarding this investigation.

As a bridge between public safety and the community, we appreciate you bringing this matter to our attention, which is exactly the type of investigation the DCC was created to address. In the meantime, please feel free to contact me at (313) 324-3768 if you have any questions regarding our role or mission.

Sincerely,

Ellis D. Stafford
Operations Director

EXHIBIT 4

Detroit Community Schools 2013/14
Student Achievement Data - Scantron Performance Series

Reading

Grade Level	Fall 2013 9/2013 – 10/2013	Winter 2014 1/2014-2014	Gains 9/2013-1/2014
	Scale Score	Scale Score	
2	1803	1915	112
3	1997	2053	56
4	2204	2249	45
5	2379	2508	129
6	2507	2576	69
7	2523	2629	106
8	2693	2838	145

Math

Grade Level	Fall 2013 9/2013 – 10/2013	Winter 2014 1/2014-2014	Gains 9/2013-1/2014
	Scale Score	Scale Score	
2	1771	1891	120
3	1987	2053	66
4	2139	2188	49
5	2210	2264	54
6	2319	2340	21
7	2380	2431	51
8	2444	2511	67

Science

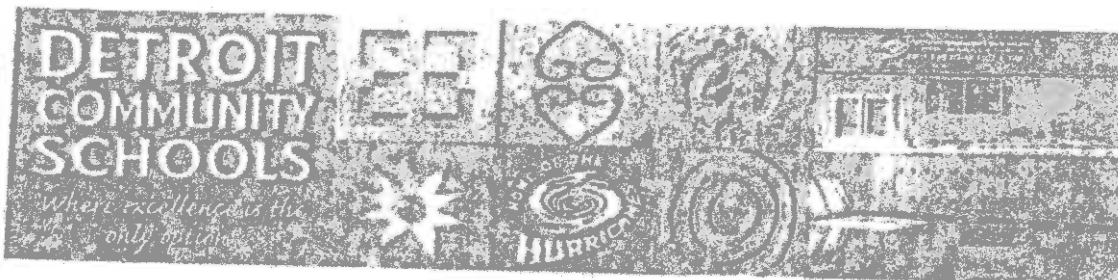
Grade Level	Fall 2013 9/2013 – 10/2013	Winter 2014 1/2014-2014	Gains 9/2013-1/2014
	Scale Score	Scale Score	
2	1867	2025	158
3	2109	2178	69
4	2266	2350	84
5	2333	2397	64
6	2369	2429	60
7	2437	2445	8
8	2524	2547	23

EXHIBIT 5

Detroit Community Schools
Average ACT Score over the past 5 years

	2009	2010	2011	2012	2013	Gains/Losses From 2012 to 2013
Average Act Score	14.1	14.5	13.8	15.1	15.72	+0.62
English ACT Score	12.3	13	11.9	14	14	0
% are English college ready	8.9	13.3	7.4	18	18	0
Math ACT Score	14.7	14.9	14.5	15.4	17.6	+2.2
% are Math college ready	0	1.7	0	3.9	20	+16.1
Reading ACT Scores	13.9	14.6	13.2	14.7	15.5	+0.8
% are Reading college ready	4.1	5	2.2	6.3	6.7	+0.4
Science ACT Scores	15.1	14.9	15	15.9	15.8	-0.1
% are Science college ready	0	0	0	1.6	0	-1.6

EXHIBIT 6



Mission Statement

The mission of Detroit Community Schools is to awaken our students' highest aspirations and develop the capabilities they need to lead purposeful and productive lives. We believe that all students should be prepared to enter college, pursue a career or engage in other forms of meaningful work in our ever-changing global society. Therefore, we offer a rigorous educational program that integrates academic, artistic and experiential learning within a supportive community characterized by encouragement, collaboration and mutual respect.

Detroit Community Schools
12675 Burt Rd.
Detroit, MI 48223
313-537-3570

BOARD RESOLUTION

CERTIFIED TRUE COPY OF AN EXTRACT FROM THE MINUTES OF A MEETING OF THE BOARD OF DIRECTORS OF Detroit Community Schools LIMITED DULY CONVENED AND AT WHICH A PROPER QUORUM WAS PRESENT HELD AT THE REGISTERED OFFICE OF THE COMPANY AT 12675 Burt Rd., Detroit, MI 48223 ON March 27, 2014.

We hereby certify that the following resolution of the Board of directors of Detroit Community Schools was passed at the Meeting of the Board held on March 27, 2014 and has been duly recorded in the Minutes Book of the said Company. "RESOLVED THAT the Board of Directors of Detroit Community Schools that the Detroit Community Schools Board of Directors hereby accepts the resignation of Dr. Richard Robinson from the position of *Chief Administrative Officer*. The Detroit Community Schools Board of Directors hereby appoints Sharon McPhail as *Chief Administrative Officer*. Dr. Robinson's resignation of the *Chief Administrative Officer* position and Ms. McPhail's appointment to the *Chief Administrative Officer* position shall become contemporaneous with her removal from the employ of our management company, MM1, Inc. and she shall become a direct employee of Detroit Community Schools. Ms. McPhail's compensation (salary & benefits) as *Chief Administrative Officer* shall be equal to her compensation as Superintendent. The *Chief Administrative Officer's* employment and compensation may only be modified with a 2/3 vote of the Board of Directors."

Place: Detroit Community Schools

Date: March 27, 2014

CERTIFIED TRUE COPY

For: Detroit Community Schools

Signatory

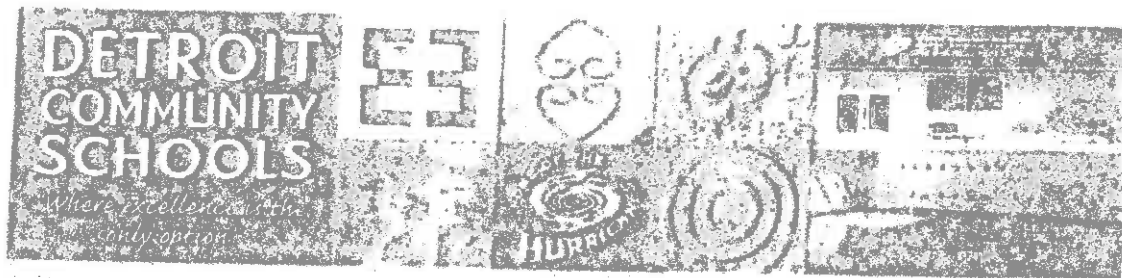
SPECIMEN SIGNATURES

NAME

Patrick Devlin

SIGNATURE

Secretary to the Board



Mission Statement

The mission of Detroit Community Schools is to awaken our students' highest aspirations and develop the capabilities they need to lead purposeful and productive lives. We believe that all students should be prepared to enter college, pursue a career or engage in other forms of meaningful work in our ever-changing global society. Therefore, we offer a rigorous educational program that integrates academic, artistic and experiential learning within a supportive community characterized by encouragement, collaboration and mutual respect.

Detroit Community Schools
12675 Burt Rd.
Detroit, MI 48223
313-537-3570

BOARD RESOLUTION

CERTIFIED TRUE COPY OF AN EXTRACT FROM THE MINUTES OF A MEETING OF THE BOARD OF DIRECTORS OF Detroit Community Schools LIMITED DULY CONVENED AND AT WHICH A PROPER QUORUM WAS PRESENT HELD AT THE REGISTERED OFFICE OF THE COMPANY AT 12675 Burt Rd., Detroit, MI 48223 ON August 28, 2014.

We hereby certify that the following resolution of the Board of directors of Detroit Community Schools was passed at the Meeting of the Board held on **August 28, 2014** and has been duly recorded in the Minutes Book of the said Company. **"RESOLVED THAT** that the Detroit Community Schools Board of Directors hereby amends the duties & responsibilities of Sharon McPhail, Esq. as Chief Administrative Officer as follows:

The Chief Administrative Officer is responsible for managing and supervising all activities of Detroit Community Schools including, but not limited to:

- Recruitment, hiring, evaluation and termination of staff
- Establishment of staff salary and work schedules
- School marketing and enrollment of students
- Approval of changes to the District & School Improvement Plans
- Approval and promulgation of standard operating procedures governing all aspects school operations
- Execution of contracts
- Signing and approving all checks and drafts on DCS bank accounts
- Execution of official documents on behalf of Board President
- Engagement of attorneys on as needed basis
- Modify and amend school calendar and hours of operation as needed
- Preparation of monthly & quarterly financial statements."

Place: Detroit Community Schools

CERTIFIED TRUE COPY

Date: August 28, 2014

For: Detroit Community Schools

Signatory

SPECIMEN SIGNATURES

NAME

SIGNATURE

Rev Robert Dulin, Board Secretary

Robert D. Dulin

EXHIBIT 7

THE REVISED SCHOOL CODE (EXCERPT)
Act 451 of 1976

380.1246 Superintendent, principal, assistant principal, administrator of instructional programs, or chief business official; conditions for employment; continuing education; rules; time period to meet certification requirements.

Sec. 1246. (1) A school district, public school academy, or intermediate school district shall not continue to employ a person as a superintendent, principal, assistant principal, or other person whose primary responsibility is administering instructional programs or as a chief business official unless the person meets 1 or more of the following requirements, as applicable:

(a) For a superintendent, principal, assistant principal, or other person whose primary responsibility is administering instructional programs, or a chief business official, who was employed as a school administrator in this state on or before the effective date of the amendatory act that added this subdivision, has completed the continuing education requirements prescribed by rule under subsection (2).

(b) Subject to subsection (3), for a superintendent, principal, assistant principal, or other person whose primary responsibility is administering instructional programs and who is initially employed as a school administrator in this state after the effective date of the amendatory act that added this subdivision, possesses a valid Michigan school administrator's certificate issued under section 1536.

(2) The superintendent of public instruction shall promulgate rules establishing continuing education requirements as a condition for continued employment for persons described in subsection (1)(a). The rules shall prescribe a minimum amount of continuing education that shall be completed within 5 years after initial employment and shall be completed each subsequent 5-year period to meet the requirements of subsection (1)(a) for continued employment.

(3) A school district, public school academy, or intermediate school district may employ as a superintendent, principal, assistant principal, or other person whose primary responsibility is administering instructional programs a person who is enrolled in a program leading to certification as a school administrator under section 1536 not later than 6 months after he or she begins the employment. A person employed as a school administrator pursuant to this subsection has 3 years to meet the certification requirements of section 1536, or the school district, public school academy, or intermediate school district shall not continue to employ the person as a school administrator described in this subsection.

History: 1976, Act 451, Imd. Eff. Jan. 13, 1977;—Am. 1986, Act 163, Imd. Eff. July 7, 1986;—Am. 1991, Act 63, Imd. Eff. July 3, 1991;—Am. 1993, Act 335, Imd. Eff. Dec. 31, 1993;—Am. 1994, Act 413, Imd. Eff. Dec. 29, 1994;—Am. 1995, Act 289, Eff. July 1, 1996;—Am. 2004, Act 148, Imd. Eff. June 15, 2004;—Am. 2009, Act 205, Imd. Eff. Jan. 4, 2010.

Popular name: Act 451

Administrative rules: R 380.1201 of the Michigan Administrative Code.

- (k) "Performance-based program" means an approved program that requires the demonstration of knowledge, application, skills, behavior, and impact on improving leadership as measured by performance indicators.
- (l) "Satisfactory credit" means a "B" average or 3.0 or the equivalent as submitted to the department on an official transcript by an approved institution.
- (m) "Secondary school" means a school with any combination of grades 6 to 12.
- (n) "School district" means a local school district established under section 5 of 1976 PA 451, MCL 380.5, an intermediate school district established under part 7 of 1976 PA 451, a public school academy established under part 6a of 1976 PA 451, an urban high school academy established under part 6c of 1976 PA 451, a strict discipline academy established under sections 1311b to 1311f of 1976 PA 451, MCL 380.1311b to MCL 380.1311f, and a school of excellence under part 6e of 1976 PA 451.
- (o) "Specialty endorsement" means an administrator certificate endorsement which acknowledges the successful completion of an approved performance-based program in a recognized specialized administrative supervisory and leadership function.
- (p) "State board" means the state board of education.
- (q) "Supervising" means all of the following:
 - (i) Being responsible for program content.
 - (ii) Directing the activities of instructional staff at the level of the administrator's certificate.
 - (iii) Evaluating the instructional staff.
 - (iv) Recommending instructional staff for employment and termination.
- (r) "Year" means a school year consisting of a minimum of 150 days.

History: 1988 AACCS; 2008 AACCS; 2012 AACCS.

R 380.102 Persons eligible to hold administrator certificates.

Rule 2. A person who has completed a state-board approved administrator preparation program or an approved administrator alternate route program may be issued an administrator's certificate and basic endorsement as determined by the superintendent of public instruction under section 1536 of 1976 PA 451, MCL 380.1536 in any of the following:

- (a) A central office administrator.
- (b) A principal.
- (c) An assistant principal.

History: 1988 AACCS; 2008 AACCS; 2012 AACCS.

R 380.102a Person required to hold administrator certificate.

Rule 2a. A person whose primary responsibility is administering instructional programs shall hold an administrator certificate pursuant to section 1246 of 1976 PA 451, MCL 380.1246.

History: 2012 AACCS.

EXHIBIT 8

Examples of Public School Academies (PSAs) with Uncertified Administrators
As of April 19, 2016

PSA Name	Charterive Agency	Education Service Provider	Lead Administrator Name Per CEF/CEM PSA District Listing	Administrator Name Per PSA District Detail List	Administrator Name Per PSA Website	Position Per PSA Website	MOECS Certification
Arts Academy in the Woods	Macomb ISD	Self-managed	Mr. Michael Mitchell	Mr. Michael Mitchell	Dr. Michael Mitchell	Principal	Teaching only
Blanchie Kelso Bruce Academy-District	Wayne County RESA	Evans Solutions	Mr. Blair Evans		Mr. Blair Evans	CEO	None
Blanchie Kelso Bruce Academy-District	Wayne County RESA	Evans Solutions	Mr. Blair Evans		Dr. Angelele Melhado	Chief Administrative Officer	Teaching, Expired 6/30/1994
Blanchie Kelso Bruce Academy-Bowman Site	Wayne County RESA	Evans Solutions	Mr. Blair Evans	Ms. Cheryl Stou	Dr. Angelele Melhado	Chief Administrative Officer	Teaching only
Blanchie Kelso Bruce Academy-Connor Site	Wayne County RESA	Evans Solutions	Mr. Blair Evans	Ms. Charity Dorgan	Dr. Angelele Melhado	Chief Administrative Officer	Teaching, expired 7/30/2002
Blanchie Kelso Bruce Academy-DePaul Site	Wayne County RESA	Evans Solutions	Mr. Blair Evans	Ms. Nadelyn Hodkins	Dr. Angelele Melhado	Chief Administrative Officer	Teaching only
Blanchie Kelso Bruce Academy-St. Antoine Site	Wayne County RESA	Evans Solutions	Mr. Blair Evans	Ms. Delfra Bruce	Dr. Angelele Melhado	Chief Administrative Officer	School Administrator, Exp. 6/30/1996
Blanchie Kelso Bruce Academy-West/Selden Site	Wayne County RESA	Evans Solutions	Mr. Blair Evans		Dr. Angelele Melhado	Chief Administrative Officer	Teaching only
Cesar Chavez Academy, ES	Saginaw Valley State Univ.	Leona Group	Mr. Javier Garbay	Mr. Javier Garbay/Superintendent	Mr. Javier Garbay	RVP	None
Cesar Chavez Academy, Elementary East	Saginaw Valley State Univ.	Leona Group	Mr. Javier Garbay	Ms. Adasina Philpaw, Principal	Ms. Adasina Philpaw	K-5 School Leader	School Administrator, Cert.
Cesar Chavez Academy, Intermediate	Saginaw Valley State Univ.	Leona Group	Mr. Javier Garbay	Mr. Javier Garbay, Superintendent	Mr. Javier Garbay	RVP	None
Cesar Chavez Academy, High School	Saginaw Valley State Univ.	Leona Group	Mr. Javier Garbay	Ms. Lynette Garza			Teaching Cert only, Exp 6/30/2012
Cesar Chavez Academy, Middle School	Saginaw Valley State Univ.	Leona Group	Mr. Javier Garbay	Ms. Lenka McDoud			None
Detroit Academy of Arts & Sciences	Oakland University	Self managed	Mr. Maurice Morton				
Early Career Academy	Grand Valley State Univ.	ITT Educational Services	Dr. Phyllis Noda	Dr. Phyllis Noda, Administrator	None shown		Teaching cert only issued 1974
Excel Charter Academy	Grand Valley State	National Heritage Academies	Mr. Dan Barrels	Mr. Dan Barrels, Principal	Mr. Dan Barrels	Principal	Teaching only, Exp. 6/30/2017
Grand Rapids Child Discovery Center	Grand Rapids Public Schs.	Self-managed	Mr. John Robinson	Mr. John Robinson, Administrator	Mr. John Robinson	Principal & Exec. Dir.	None of "John Robinson" shown have Admin Cert.
Grand Traverse Academy	Lake Superior Univ.	Full Spectrum	Mrs. Susan Dameron	Mrs. Susan Dameron, Superintendent	Ms. Susan Dameron	Supt. & Sec. Princ.	None
Grattan Academy	Saginaw Valley State Univ.	MJ Management Services	Mrs. Elizabeth Kehler	Mrs. Elizabeth Kehler, Administrator	Libby Kehler	Elem. Principal	None
Marvin Winans Academy of Performing Arts	Saginaw Valley State	Solid Rock Management	Dr. Randy Hayward		Dr. Randy Hayward	Superintendent	None
Marvin Winans Academy of Performing Arts	Saginaw Valley State	Solid Rock Management			Dr. Marvin Winans	Chancellor	None
Marvin Winans Academy of Performing Arts	Saginaw Valley State	Solid Rock Management			Ms. Troni Ingram	Principal	School Administrator Exp. 6/30/17
Michigan School for the Arts	Oakland University	Creative School Studies	Dr. Carl Byerly	Ms. Kathleen Bender		Principal	School Administrator Exp. 6/30/20
Michigan School for the Arts	Oakland University	Creative School Studies	Dr. Carl Byerly	Dr. Donald J. Hammond, Principal	Dr. Donald J. Hammond		Teaching Cert. Exp. 6/30/2008
Michigan Technical Academy	Central Michigan Univ.	Matchbook Learning Solutions	Dr. Amy Galloway-Swann	Dr. Amy Galloway-Swann, Superintendent	Dr. Amy Galloway-Swann, Superintendent	Philip Price	School Administrator Exp. 6/30/19
Michigan Technical Academy, ES	Central Michigan Univ.	Matchbook Learning Solutions	Dr. Amy Galloway-Swann	Dr. Amy Galloway-Swann, Superintendent	Philip Price	Elem. Principal	Teaching Sub Permit Only
Michigan Technical Academy, MS	Central Michigan Univ.	Matchbook Learning Solutions	Dr. Amy Galloway-Swann	Dr. Amy Galloway-Swann, Superintendent	Philip Price	Elem. Principal	Admin Certification
Michigan Virtual Charter Academy	Grand Valley State Univ.	K12	Mr. Andrei Nichols	Mr. Andrei Nichols	Dr. James Spruill	MS Principal	Teaching Only
Rutherford Winans Academy	Detroit City School District	Solid Rock Management	Mr. Reginald Scott	Mr. Andrei Nichols	Mr. Andrei Nichols	Interim Head of School	None
Rutherford Winans Academy	Detroit City School District	Solid Rock Management	Mr. Reginald Scott		Not Shown		None
	Detroit City School District	Solid Rock Management		Karen Abbott, Principal	Not Shown		Teaching, Expired 6/30/1982

Notes:
1) Lead Administrator information obtained from MDE's Center for Educational Performance & Information/Educational Entity Master file
2) Certifications were verified through the Michigan Online Educator Certification System (MOECS). Please note that certifications earned with names (e.g.m married names) other than what is used in the CEF/CEM files may result in missing Admin Certifications in this report.

EXHIBIT 9

Analysis of PSA Districts "Lead Administrators"*
 April 15-April 18, 2016

Page #	# of PSA Districts	Yes have Michigan Admin Cert	No, Do not have Michigan Admin Cert	Unable to Determine Due to Multiple Names in Database
1	18	6	11	1
2	19	7	10	2
3	20	10	8	2
4	20	10	9	1
5	20	10	10	
6	19	6	11	2
7	20	12	7	1
8	20	9	9	2
9	19	13	5	1
10	19	6	12	1
11	20	10	8	2
12	19	14	4	1
13	19	7	11	1
14	18	13	5	
15	18	11	4	3
16	12	4	6	2
	300	148 49.30%	130 43.30%	22 7.30%

* Source for "Lead Administrator" Names: Michigan Department of Education, Center for Educational Performance & Information's (CEPI's) Educational Entry Master (EEM)

Source Used to Look up Michigan Admin Certification: Public Credential Search database
<https://mdoe.state.mi.us/moecc/publiccredentialsearch.aspx>

April 20, 2016

AN OPEN LETTER FROM THE CAO OF DETROIT COMMUNITY SCHOOLS

There is much said by many about helping Detroit schoolchildren, about the achievement gap between the rich and the poor and about commitment to fairness and good government. With all of the discussion around these issues, one would think that positive change would be welcomed. In the end, it seems, politics prevails and the public is left wondering what to believe. It is for that reason that I write today to refute the false and/or misleading article recently written by a reporter at Bridge Magazine, attacking Detroit Community Schools, a charter school district not related to Detroit Public Schools. Attached to this letter are exhibits which are easily available to anyone on the internet¹ and which refute the most significant allegations made by the writer of the article.

I invite you, with or without notice, to come to Detroit Community Schools District² ("DCS") to see for yourself what we are doing here and to reach your own conclusions. Reporters, given that they have done their ethical due diligence, are free to make their own conclusions about factual data. I believe that a free press is fundamental to a free society and, whether I like the conclusions or not, I will forever defend the right of the press to make them. However, when inaccurate information is conveyed to the public to create an impression that is without foundation, it is a rebuke to the constitutional protections that are afforded to the press.

I have been asked why I would take this position: Growing up in Cambridge, Massachusetts in the shadow of Harvard University and M.I.T., I was fortunate to attend a public school system that was second to none in the nation. Cambridge High and Latin was a unique place, given to progressive attitudes by almost everyone I encountered. I was a child who wanted to save the world and I believed that, with other like-minded people, I could do that. There has never been any legal or moral scandal connected with my name. Despite learning over the years that change is difficult, I have never stopped

¹ See Exhibit 8, which is taken from data found at MDE's Center for Educational Performance and Information/Educational Entity Master File. This chart did require significant preparation time but the underlying information is available to any person on the internet.

² The Governor has adopted the DCS name for Detroit Public Schools. We are a charter school district and are not related to the DPS system.

trying. This position was an opportunity to give children some of what Cambridge High and Latin gave me.

Preliminarily, I would like to address my qualifications for this position. I have been a social worker, a lawyer and held many policy-making positions. I have served as Chair of the Detroit Police Commission, Assistant United States Attorney, the Chief of District Courts for the Wayne County Prosecutor's Office, an elected member of the Detroit City Council and I have held many other responsible positions. I am most proud of my tenure as the President of the National Bar Association. My final act in "retirement" is this position as the CAO (once Superintendent) of this small k12 school district, where most of the children live in abject poverty.

When I accepted my current position in mid-September of 2012, DCS High School had been in "priority" (failing) status since 2010. K8 was not designated as failing but the test scores were abysmal. I, quite honestly, was not sure that I could remedy the problems, there being so many.³ There was a pile of unpaid bills totally nearly one million dollars and no money in the bank. As a failing school, the high school had been required to fire the Principal and 50% of the teaching staff. The High School was staffed with substitute teachers. In this letter, I will address the conclusions reached by the Bridge reporter and provide documentary evidence that disprove her factual assertions as to several key issues, including:

- *Is DCS a "failing" school?
- *Increases in student achievement
- *School Leader certification and pay rate
- *Hiring of individuals who have had past issues

I agreed to take the position of Superintendent for one year and I committed to myself that, if I did not make significant progress within that year, I would not continue past the time it would take to replace me. The 2012-2013 school year was the most challenging of my life but, by the end of that year, DCS High School was named a Michigan Reward School. (Exhibit 1). By mid-September of 2013, the Michigan Department of Education ("MDE") monitor was no longer making regular visits to the school and, over a year ago, we received a formal letter from the State Superintendent congratulating DCS for being released from the Priority School Status. MDE indicated that 85% proficiency would be required by the 2021-2022 school year. (Exhibit 2) We were meeting the challenge at DCS, which in my view began with a self-imposed mandate to instill self-esteem in our students: Self-esteem is fundamental to the ability to learn. In other words, you cannot learn if you do not think you can.

³ The level of corruption was shocking and involved numerous entities inside and outside of DCSD. I reported these to the Detroit Crime Commission and the FBI. (Exhibit 3)

I developed a plan to follow each child from the start of the school year and to provide interventions throughout the year. The Individual Student Learning Plans ("ISLP") allowed us to monitor the success of the instructional staff and to create an environment where the needs of every child were addressed. During the 2013-14 school year, the K8 students gained significantly (Exhibit 4) and the High School ACT scores also improved in college readiness in English, Math and Reading. (Exhibit 5)

MDE required then, and still requires, that a Superintendent who is not a traditional educator apply for a waiver of the certification requirement or enroll in a program to obtain administrative certification. I enrolled in a program with Saginaw Valley State University and began attending classes.

By March of 2014, I had been named the CAO of the District by resolution of the Board of Directors: In August of 2014, another more detailed resolution was adopted naming me as the CAO. (Exhibits at Tab 6) Pursuant to MDE requirements, a person required to hold an administrative certificate is one whose "primary responsibility is administering instructional programs". (Exhibit 7) As you will see, from a review of the Board resolutions at Exhibit 6, administering of the instructional programs is not listed among my duties. Academics at DCS are administered by a School Wide Academic Team with an Oakland ISD Consultant.

Moreover, MDE has always been very progressive in permitting non-traditional educators to lead schools. These school leaders are held to the same standard as are all of those with traditional educators' backgrounds. You will note, from the attached chart (at Exhibit 8), that of the 31 public school academies listed, only two (2) have an unexpired administrator's certificate. Twenty-four (24) have never had an administrative certification and one has only a Substitute teaching permit. Of the nine (9) Principals named, only one has administrative certification. There are seven (7) CEO/CAO positions, none of which have a valid administrative certification and only one (1) of which ever had administrative certification.

An analysis of the current administrative certification holders of Public School Academies reflects that only 49.30% of these school leaders hold administrative certification; 43.30 % do not have such certification and 7.30% cannot be determined due to multiple same names in the database. (Exhibit 9) It is ludicrous to suggest that MDE is not aware of the status of these individuals. Of significant note is that the number of priority (failing) schools is extremely high in the City of Detroit and, in the Brightmoor area where we are located, we are the only school not on the failing schools list.

Our review of the pay rates of school leaders across the State reflects that I am one of the lowest paid CAOs⁴ The executive team at DCS routinely takes pay cuts and I lead by taking the highest pay cut of all. This team also buys prom dresses and suits, pays senior dues, gives thousands of dollars in cash prizes to students for good behavior and winning essay contests. It is routine for a member of the team to buy groceries for needy families. DCS staff intervenes to obtain housing for homeless

⁴ The suggestion that a lawyer of over 40 years' experience with a successful track record in improving a school in just 3 short years, is somehow overpaid at \$130,000 dollars is ridiculous. By way of example, the Kalamazoo Resa School Leader with only 580 students is paid approximately \$213,000; the School Leader for Bentley Community Schools has 857 students and is paid approximately \$165,000 per year. Many more examples exist.

families, to reinstate water, gas and electric service and through a partnership with Henry Ford Health Services, provides free health care for students of DCS and others in the Brightmoor neighborhood.

The damage done by the article written by Bridge Magazine is incalculable. Nearly four (4) years of fighting to instill a positive self-image in our students is being eroded: Every day, the students are asked "why"? They are not asking me why negative things are being said about me but rather why this reporter "said" that they are "stupid". It is nearly impossible to get teachers to come to work with us at this school because of the challenges facing the neighborhood and the compound effects of poverty on the environment in which we work: We have had one teacher resign due to the stress created by this article and I fear that more may be coming.

Had the Bridge writer done the most minimal research, she would have found that this is not a failing school. There are 184 failing schools in the State of Michigan as of February, 2016 and I am proud to say that DCS is not among them. It would also have been clear to her that a CAO without primary responsibility for administration of instructional programs does not have to have administrative certification. As for the criticism of the decision to hire Bill Coleman, Sylvia James and Patricia Peoples, the writer has the right to examine those decisions. With regard to the first two, as a Christian, I take the position that one mistake should not condemn a person to economic death. Ms. Peoples, a former Assistant Vice President at AAA Insurance, has never had any legal issues in her past. I do not think it is fair to use her family relationship to the former Mayor of Detroit against her.

It may be that this reporter was given bad information and, instead of verifying it, she just wrote her article. The assumptions built into her questions to us were all negative and we later learned that terminated employees and others had been in touch with her. DCS also has had a particularly contentious relationship with "Excellent Schools", one of the organizations that purports to rate charter schools.⁵

⁵ Excellent Schools ("ES") has been managed by a person tied to the former authorizer of DCS: At the time that we decided to move to another authorizer, he advised us that we should not do so and it appeared to us that he was threatening us if we proceeded. Since that time, he has posted low ratings that ignore the substantial progress made at DCS and which have been recognized by the Michigan Department of Education. For example, when certain schools do not participate, ES does not rate them. ES continues to rate DCS although they have not reviewed the school for more than 2 years.