



New Hampshire Department of Education
Office of Charter Schools

Chartered Public School 5-Year Renewal Cover Sheet

A chartered public school may be renewed for a period of 5 years in accordance with RSA 193-B:3, X. The board of trustees of a charter school shall make an application for renewal to the state board no later than one year before the original charter is set to expire.

Name of Chartered Public School: Ledyard Charter School

Name of School Director: Wendy Kozak

Street Address: 39 Hanover Street

Town: Lebanon

Email: wkozak.lcs@gmail.com

Phone Number: (603) 727-4772

This Renewal Report is hereby filed with the New Hampshire Department of Education, Bureau of Educational Opportunities, Office of Chartered Public Schools. This report is a representation of the chartered public schools current academic and programmatic progress, fiscal stability, and future growth projections in fulfillment of the requirements of Ed 318.13. In addition to the information submitted within this template, the state board shall receive a copy of the school's current iReport state report card which is publicly available on the iPlatform system¹ as well as a copy of the chartered public schools most recent Annual Report filed with the Department.

As a component of the renewal process, **the chartered public school must post an invitation for written comment.** Please submit a copy of the invitation as well as any written comments received by the school during the invitation period.

By signing below, I certify that the information contained within this application for renewal is true and accurate to the best of my knowledge, and request that the State Board of Education renew the chartered public school's charter for a period of 5 years.

Amie Bettle

10 / 10 / 2025

Print Name:

Date:

Signature of the Chairman of the Board of Trustees

¹ <https://www.education.nh.gov/who-we-are/division-of-educator-and-analytic-resources/iplatform>.



New Hampshire Department of Education Office of Charter Schools

Additional Instructions

A budget for the upcoming fiscal year is required to be attached. The budget should be submitted in excel format and should be on the approved NHed template. Contact Mark Manganiello, School Finance for questions or a copy of the template, if you do not have one. Mark.P.Manganiello@doe.nh.gov

On-Site Visit Information

The set date and time for your on-site visit by the evaluation team is provided on the notification of renewal schedule. If you need to reschedule this appointment, please send an email that provides two alternatives no more than 2 weeks out from the original scheduled date and time. The request should be sent to: doe.nhcsp@doe.nh.gov

Prior to the on-site visit, the evaluation team will review your written application, appendix materials, budget, written comments, record of submittals and compliance (completeness and timeliness of required submissions and reporting), and available supporting evidence (website, social media, news articles, etc.). From this review, the evaluation team will formulate questions and highlight areas for discussion with your school leadership.

The on-site visit will last between 3 and 4 hours and will generally follow the schedule outline below. Please refer to the appendix for an important checklist for this visit.

15-30 minute tour of the school

The purpose of the walk-through is to understand the space, experience the culture of the school, and review any projects currently supported by the CSP grant

30-45 minute discussion blocks(x5) with members of Board of Trustees, School leadership, Staff, Students, and Parents

The purpose of these meeting blocks is to provide evaluators and ultimately the State Board insight into how the school is functioning and performing from various stakeholder groups.



New Hampshire Department of Education

Office of Charter Schools

Chartered Public School
Application for Charter Amendment

A chartered public school may submit an amendment to their charter contract with the state of New Hampshire in accordance with RSA 193-B:3, XI. This form, together with required attachments, is for use when applying for an amendment with the State Board of Education under Ed 318.12 (Issuance and Amendment of Charter).

Name of Chartered Public School: Ledyard Charter School

Name of School Director: Wendy Kozak

Street Address: 39 Hanover Street

Town: Lebanon

Email: wkozak@ledyardcharterschool.org

Phone Number: 603.727.4772

Amendment Type:
(Select all that apply.)

- ☐ Grade Levels ☐ Enrollment
☒ Mission ☐ X Curriculum/Model
☒ other Name, Partnership with local school district, graduation requirements,

Description:

(Use this space to fully describe the area(s) in which you are requesting amendment(s).)

1. Change school name from "Ledyard Charter Academy" to Ledyard Charter School.
2. Change Mission Statement from what is listed in original charter from 2007 to the new wording adopted in 2022.
3. Remove all connection to Lebanon School District, SAU 88
4. Remove "Likewise, while there are no specific courses in art, health, physical education, or computer."
5. Remove mention of "The Center for School Success"
6. Remove "Apprenticeships" as a core component of our program
7. Remove "Community Learning Project (CLP)" from charter
8. Remove "Mentoring" as a required component of LCS as it relates to the CLP.
9. Remove part of the "Self Directed Learning" paragraph as it relates to the CLP.
10. Remove World Language from a core course offering
11. Replace all guidelines for assessments
12. Remove all mention of a "Senior Capstone Project"
13. Remove that students will only graduate if they have a 3.0 GPA



New Hampshire Department of Education Office of Charter Schools

14. Change A, B, and C of Academic Success Goals from Accountability Plan
15. Change part D of the Organizational Viability Goals from Accountability Plan.

Reasoning:

(Use this space to fully describe the area(s) in which you are requesting amendment(s).) Provide any supporting documentation to support the need for an amendment*

1. Ledyard Charter School has been known by that name since its beginning in 2009, and has never been formally named Ledyard Charter Academy. Former administrations neglected to change this during previous renewal cycles. All formal and informal documents, determinations, and business dealings are under the name Ledyard Charter School. The current staff and administration do not possess the historical knowledge to know why or when the name was changed between the application submittal in 2007 and the opening of the school in 2009.

2. In 2022, new board leadership determined that the existing mission statement was no longer accurate. Firstly, it falsely claimed that LCS is only meant for students who are disengaged and uninspired. While this was once the case, our 2022 population did not reflect this, and we wanted to ensure that all students who wanted to take advantage of what we have to offer were empowered to join our program and were not prejudiced against the school. Secondly, some of the highlights of our program written in the mission were no longer parts of the program. Lastly, the old mission statement had clunky wording and was uninspired. The old mission:

"Ledyard Charter [School] will incorporate current best practices and will re-inspire reluctant and disengaged learners. The distinguishing features of our program are:

- *A strong standards-based academic core supported by 21st century skills.*
- *Real world application and community internships*
- *The support of a school-based advocate throughout the four year program.*
- *An academic audit that includes baseline assessments, goals, and frequent monitoring and re-testing.*
- *Individual learning plans.*
- *Quarterly student-led parent conferences.*
- *Juried portfolio student exhibitions.*
- *Increased student motivation and connection to learning.*

Ledyard Charter [School] will prepare students for their futures, both academically and socially, in a rigorous academic program that stresses the importance of community and allows students to apply their learning in context. Ledyard will provide opportunities for under-engaged students to re-focus on their strengths and interests and will provide highly motivating





New Hampshire Department of Education Office of Charter Schools

and relevant learning opportunities, much of which will be based in service learning in community, internships, and a strong academic core."

In August, 2022, the school board wrote and adopted our re-worded and slightly edited mission statement. It has been posted on our website and published in our handbooks for the past three years. Our new mission statement:

"It is our mission to meet, welcome, and validate our students where they are, to develop an educational pathway that will engage them, to help them heal when needed, to facilitate them redefining what is possible for their lives, and to teach them the academic, work and life skills that they will need for a future that they are inspired to live well."

What we offer:

- *Highly engaging, relevant, hands-on curriculum*
- *Personalized education paths for all students*
- *Academic support for any student who needs extra help*
- *Close teacher/student relationships*
- *Positive culture promoting acceptance and compassion*
- *Differentiation in academics so that students are met where they are*
- *A warm, home like atmosphere where students have access to healthy food, warm clothes, and support*

3. LCS was founded by the former principal of Lebanon High School and the former superintendent of Lebanon School District (SAU88.) While we have always had a collaborative relationship with SAU88, we have never had a formal partnership such as is noted in the former charter. There is no history of LCS partnering with SAU88 in almost all of the ways mentioned in this charter. Currently, our only formal agreement with SAU88 is that they agree to pay \$4,000 in yearly tuition for our shared students, not to exceed \$100,000 per year. We have similar agreements with other districts and do not have a closer tie to the Lebanon School District than other districts.

The former charter states a lengthy list of ways that LCS is formally connected to, and dependent on, SAU88. None of these have been practiced in the 16 years that we have been operating. Former administrations of LCS neglected to change this in past renewals. This list includes the following which need to be removed:

- There will always be a member of the LCS school board that also serves on the Lebanon School District Board, and they will serve as the liaison between the two districts.
 - Although we did maintain Michael Harris, SAU88's former superintendent and founder of LCS on our



New Hampshire Department of Education Office of Charter Schools

school board for 15 years, almost all of those years were after he retired and he did not serve on the Lebanon school board. We have never had another SAU88 dual board member in our 16 years of operation.

- SAU88 is listed in the top right of every page despite LCS having no formal connection to SAU88. Although the school was founded by SAU88 staff, these individuals operating independently of the school district in their work with LCS.
- Our former charter states that LCS staff will be compensated the comparable amount to the same positions of those staff at Lebanon High School. LCS pays staff based on our own teacher payscale which was adopted in 2020 and has been updated yearly with cost of living increases. No formal comparison is made to SAU88 pay rates.
- SAU88 does provide transportation for Lebanon students or students from any other district to get to LCS. LCS does not provide transportation and students are responsible for getting themselves to the school building. Historical knowledge of this dates back to 2012 at which point we are confident no transportation has been provided, except when LCS rented and paid for buses from SAU88 for LCS field trips.
- On page 22 of the former charter, it states: The Lebanon School District will serve as the school's fiscal agent. The Superintendent of Schools for the Lebanon School District, in conjunction with the LCA Treasurer will oversee the financial record keeping and management of the school" This is not accurate and has never been so. We do not and have never had a fiscal connection with SAU88.
- The LCS calendar roughly follows the SAU88's yearly calendar, but we also use calendars from all other sending districts to determine our calendar and it is no more correlated to SAU88 than any other district.
- The former charter states that, like SAU88, the LCS school day will be 7.5 hours. Our school day is 6 hours long and we operate on a 180 model.
- On page 30 of our former charter, there is a lengthy section detailing everything SAU88 agrees to provide LCS. Current LCS staff and board do not possess the historical knowledge to know if any of this was once true, however we do know that as of 2012 at the latest, SAU88 did not provide any of these elements to LCS. Similarly, the old charter claims that if LCS were to close, all property would be transferred to SAU88



New Hampshire Department of Education Office of Charter Schools

Ledyard Charter School has no formal connection to SAU88, we are two completely independent entities that work together but are not one organization.

4. Remove "Likewise, while there are no specific courses in art, health, physical education, or computer." We do teach these classes as specific course offerings and have for many years.
5. Remove mention of "The Center for School Success" because this organization is permanently closed.
6. Although apprenticeships are still valued as highly engaging and effective ways to learn at LCS, this is not a mandatory or prominent part of our program. While we do help students secure these types of internships when it is the right decision for their academic future, it is not something we push for in each student. Our former charter states that students will spend one day a week at these apprenticeships, this is definitely not the case as our class schedule is 5 days per week.
7. Removing "Community Learning Project (CLP)" as a core component of our educational offering because a formal and mandated community learning program has not been a part of our charter for at least 13 years.
8. Remove "Mentoring" from the curriculum offerings at LCS because it is a portion of the CLP listed in #6.
9. Remove the last two sentences of the "Student Directed Learning" portion of our instructional methods as it relates to the CLP.
10. In 2012-13 LCS had a Spanish course, and in 2022-23 we taught one French course. We may continue occasionally offering a foreign language as an elective part of our program. Since foreign language is not a requirement for graduating New Hampshire high school students, it is not a core component of our program, and hasn't been for a long time.
11. Replace all guidelines for assessments by deleting the current description which includes a "capstone exhibition," and "Student demonstration of mastery will be judged by juries consisting of teachers, community experts, and peers." Throughout our 16 years of operation, LCS has continued building on our rigorous assessment methods.



New Hampshire Department of Education Office of Charter Schools

While some of our assessments do include public performances and presentations to teachers, peers, and community experts, this is by no means the norm. Our summative assessments include typical exams, essays, presentations, art projects, performances, posters, hand built items, and more. The choice of summative assessment is left up to each teacher.

New narrative in Assessment portion of charter:

Ledyard Charter School uses numerous formative and summative assessments to measure student skill and knowledge attainment. LCS gradebooks are set up with the following assessment type breakdown:

- 50% Formative Assessments (participation in discussions, field trips, worksheets, daily class assignments, effort and time put into assignments, etc.)
- 30% Summative Assessments (unit tests, presentations, performances, and other summary grading periods between 1-4 weeks in length.)
- 20% Midterm & Final Exams (cumulative assessments from the entire quarter and/or semester which measure skills and knowledge gained during the full course.)

12. Remove all mention of a “Senior Capstone Project” as LCS has not facilitated this as a central focus of the school for at least 10 years.
13. Remove that students will only graduate if they have a 3.0 GPA because this is no longer a graduation requirement for LCS students. Instead, LCS students must earn passing grades (60% or above) in every class, totalling 22 credits. LCS follows the NH graduation credit requirements:
 - a. 4 credit English Language Arts
 - b. 3 credits Science
 - i. 1 credit Biology
 - ii. 1 credit Physical Science
 - iii. 1 credit Elective Science
 - c. 0.50 credit Information Technology
 - d. 1 credit Physical Education
 - e. 0.50 credit Art
 - f. 4 credits Math (including 1 credit Algebra 1)
 - g. 2.5 credits Social Studies
 - i. 0.50 credit Civics
 - ii. 0.50 credit Economics
 - iii. 0.50 credit Global Studies
 - iv. 1 credit US/NH History
 - h. 6 credits Elective



New Hampshire Department of Education Office of Charter Schools

14. Change all 4 Academic Success Goals from Accountability Plan
 - a. "All students enrolled in Ledyard Charter [School] for two or more years will earn 3.0 or higher in all academic subjects." (See #8 for changing reasoning and impacts.)
 - b. All students will score at a proficient range or higher on juried exhibitions. (See #10)
 - c. All students will score proficient on NECAP. We do not facilitate the NECAP at LCS and this is not used as a metric of success for our students.

New Academic Success Goals for Accountability Plan:

- a. All students will earn passing grades in all 8 courses they are enrolled in for the year, and collect 6 or more credits each school year in order to be promoted to the next grade. Students earn a total of 22 credits aligned with NH credit requirements to graduate.
 - b. Students will take advantage of all experiential education opportunities offered to them including regular field trips, participation in guest speakers and workshops, community service projects, presentations and performances of class work, and interdisciplinary collaborations with other classes and students.
 - c. Students will graduate with their original cohort, recovering lost credit when needed through Extended Learning Opportunities, Work Study internships, and summer school and earn a diploma no more than 4 years after beginning high school.
 - d. All students demonstrate mastery of The Vision of the Graduate.
15. Change part D of the Organizational Viability Goals from Accountability Plan, "Parent Satisfaction rates will be 3.0 or higher as evidenced on annual Parent Satisfaction Survey." This has not been something we have facilitated in at least 13 years and thus is not used as a metric for organizational viability.

New Goals for Organizational Viability:

Parents will regularly attend open houses, student conferences, and performances. Parents will maintain close contact with teachers and administration at LCS and will join our school board and board committees.



New Hampshire Department of Education Office of Charter Schools

Impact Areas:
(Check all areas impacted upon
amendment approval)

☐ Students/Families

☐ Budget

☒ Goals (academic,
program, organizational)

☐ Staffing

☐ Facilities

☒ Accountability Plan

☐ other _____

A copy of the last approved charter, with proposed amendment(s) shown via “red-lines” or “mark-ups”, is required to be attached to any amendment application. ☐ **Copy attached.**

Please include the following additional attachments as noted for specific impacts.

Students & Families:	☐ Detailed description of the impacts to students and families ☐ Plan for communication of these impacts
Staffing:	☐ Detailed description of the impacts to staff members ☐ Plan for communication of these impacts
Budget:	☐ Detailed description of the impacts to the budget ☐ Amended next year budget
Facilities:	☐ Detailed description of the impacts to the facilities ☐ Timeline for impacts
Goals:	☐ Goal revisions
Accountability Plan:	☐ Accountability plan revisions

By signing below, I certify that the information contained within this application for amendment is true and accurate to the best of my knowledge.

Amie Bettie

10 / 10 / 2025

Print Name:

Date:

Signature of the Chair of the Board of Trustees



Title	Application for Charter Amendment and Cover Sheet
File name	Cover_Sheet.pdf and 1 other
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SIGNED

10 / 10 / 2025

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The document has been completed.