NATIONAL ACADEMY FOUNDATION
MEMBERSHIP AGREEMENT

This AGREEMENT sets forth the role and responsibility of the National Academy Foundation ("NAF") to **The School District of Palm Beach County, Florida**, (the "SCHOOL DISTRICT") and the role and responsibility of the SCHOOL DISTRICT to NAF, in connection with the NAF Academies operating at **John I. Leonard High School, Palm Beach Gardens High School, W. T. Dwyer High School;** (sometimes referred to herein as the "Academy program") to be established by the SCHOOL DISTRICT.

Terms of the Agreement

In support of the NAF National Network, NAF focuses on three major areas of activity: Model Development, Applicant Screening and the Year of Planning, and Implementation Support.

I.   **NAF Will Provide:**

1. **MODEL DEVELOPMENT**: NAF develops and refines the Academy model. NAF's model embodies six core principles for improving America's education system. These core principles, articulated in NAF's Academy Framework, include:
    A. Personalized learning environments

    B. Academic engagement of all students;

    C. Empowered educators;

    D. Accountable leaders;

    E. Engaged communities and youth; and,

    F. An integrated system of high standards, curriculum, instruction assessment and supports.

    NAF is constantly working to improve its model through revising and updating curricula, enhancing professional development and training for Academy directors and teachers, and identifying and incorporating best practices for engaging local communities. NAF's Academies deliver on these principles and provide a platform for broader school and district reform. In disseminating the model, NAF will provide current versions of:

    G. The NAF Academy Framework

    H. The NAF Academy Development Model

2. **IMPLEMENTATION SUPPORT**. Upon successful completion of Year of Planning, Academies are ready to launch and are well positioned for success. NAF provides a variety of supports to ensure that Academies build their capacity and deliver strong outcomes over a sustained period of time. NAF supports implementation across the network:

A. Quality Assurance: Sustain Academies and raise performance levels.

1) NAF works with schools and districts aspiring to high performance among their career themed academies, small learning communities and schools to continually improve academy performance. These efforts are driven by a desire to improve educational opportunities for all students to enjoy rigorous and relevant learning environments. Working toward high performance requires a committed partnership among the Academy, the SCHOOL DISTRICT, local business and community partners, and NAF. NAF will help sustain academies and enhance their performance by providing:

   a) Support for development of a local quality assurance program based on the NAF Academy Framework

   b) Annual Academy assessment using the NAF Academy Profile.

   c) Review of the Academy program through Academy Development Visits (Regional Forums and independent site visits and meetings with teachers, administrators, students, and private sector representatives and review of reports and data from local NAF Academy directors/managers.)

   d) Periodic evaluation of the NAF Academy by means of an outside evaluation to determine the impact of the Academy on the students, the school, and the community.

   e) Recognition and reward of innovation and excellence.

   f) Where academies are committed to the NAF Academy Framework, yet struggling to meet performance expectations, NAF will:

      (1) Deploy, on a targeted basis, a NAF Academy support team to work with Academies that need assistance in meeting NAF's performance standards over a mutually agreed upon time period.

2) To gauge academy progress toward high performance, NAF focuses on two key dimensions:

   a) ACADEMY PERFORMANCE CRITERIA. The student outcomes to which NAF aspires are a function of three major levers: the classroom experience, the structure of the Small Learning Community, and engagement with the broader community. NAF has established a clear set of high standards for all its Academies to aspire over time:

      (1) Academy graduation rates exceeding the overall high school rate by at least 5% or an overall academy graduation rate of 95%

      (2) 80% of eligible students placed in paid internships

      (3) 50% of internships secured through Advisory Board

      (4) 50% of Academy activities and **Academy** scholarship funding raised by Advisory Board

(5) Academy has secured college articulation agreement

b) ACADEMY POSITIONING CRITERIA. In addition to the student-level outcomes described in the previous section, positioning is a function of how much the Academy operates as a Small Learning Community, as well as external factors such as the climate for reform in the school and district within which the Academy operates. Academy positioning is gauged over time, along the following dimensions:

(1) Average number of students per grade is between **25** and 100, with a minimum of two sections of Academy classes being offered.

(2) Students take 50% of daily schedule together as a cohort

(3) Academy Director is a **site-based personnel with a district administrator for support**; demonstrating a strong commitment from the School and District.

(4) Academy program is at least 3 years in length

B. Funding

1) Airfare or mileage and half of the cost of the hotel room plus tax for the two sponsored teachers ("NAF-sponsored Institute attendee") per academy to attend the Annual Institute for Staff Development.

2) Providing professional development workshop(s) for fund raising at national events.

C. Design and Curriculum

1) Program outline and required NAF curriculum for a member Academy program. These curriculum materials are reviewed and revised by NAF from time to time as necessary to ensure relevance to current practices.

2) All curriculum materials will be delivered through a password-protected location on NAF's website.

D. National Activities

1) Annual Institute for Staff Development, which includes workshops for teachers, administrators, alumni, and business partners.

2) Annual Academy Leadership Summit, which includes targeted sessions for Academy leaders.

3) Assistance, where locally feasible, in connecting the Academy with national partners in business and government.

4) Newsletters and other marketing activities.

5) Web-based resources.

6) Selected scholarships for students and other national recognition awards for students, instructors, school administrators and business partners involved in the local Academy team, on a competitive basis.

E. Support Advisory Board development and performance, to engage community and youth.

NAF Academies engage communities and youth through local Advisory Boards, which commit community resources and establish partnerships with the Academy, hold Academy leaders accountable for communicating data on youth outcomes, communicate data on community needs and concerns to Academy leaders, and organize and build community capacity to support the Academy's work. Advisory Boards also help secure paid internships for students.

F. Connect Academies to the network and the national office.

Through our linkages to national partners in business and government, NAF is able to provide Academies with a network of support that goes beyond their own Advisory Boards and school administrations. At National Conferences, and with ongoing network communications, NAF connects Academies with other Directors and coordinators in the network to offer best practices, and peer advice. In addition, NAF's fundraising and public relations campaigns engage the entire network, enabling individual Academies to feel the support and power of the entire network. NAF's prominence as a national organization also gives voice to the successes of individual academies and to the role of the network in the growing school reform movement. Through our national Board members and other network leadership, each Academy is leveraged in the media, through public education and to policy makers at a state and national level.

SCHOOL & DISTRICT ROLES. Districts and schools play important roles in the development and maintenance of academies. They are expected to focus on two major areas of activity: Model implementation and Academy development.

II. **The SCHOOL DISTRICT understands and agrees to:**

1. **MODEL IMPLEMENTATION.** The School and District will support the Academy by providing the planning team with sufficient tools and resources necessary for: Academy implementation; teacher selection and training, student selection and evaluation; developing a local advisory board; and effectively administering the Academy.

A. Design Implementation

1) Pay to NAF, upon receipt of appropriate invoice, an annual network membership fee of $1,000 per Academy.

2) Implement a rigorous career-themed Program Of Study appropriate for the Academy theme, ensuring that students take a minimum of one Academy course per semester. NAF provides a recommended sequence of Academy courses (as listed in Appendix A), which include lessons and projects (which NAF shall have the right to revise as business and education needs change). The Academy may use the NAF curriculum, or other curricular material aligned with NAF curriculum standards, upon notification to NAF.

3) Infuse all courses with project-based learning activities, preparation for internship and other workplace experiences, reading and writing experiences, as well as oral communication and problem-solving skill development.

4) Purchase appropriate materials for Academy classes, which include, but are not limited to: texts, software, magazine and newspaper subscriptions, professional journals and memberships.

5) Administration

   a) Hire a Director, selected by the SCHOOL DISTRICT, who shall be given the title "Academy Director". All advertising and recruiting expenses incurred in connection with hiring the Academy Director shall be the responsibility of the SCHOOL DISTRICT. It shall be the responsibility of the SCHOOL DISTRICT, through the Academy Director, to:
      i. Supervise and insure compliance with this agreement.
      ii. Manage, monitor, and maintain NAF Academy standards, goals, and objectives.
      iii. Provide periodic data and reports to NAF, with such frequency and in such formats as NAF shall request (currently via NAF's online Data Center), including, but not limited to:
         o Academy Demographic Profile
         o High School and District Profile (including demographic data)
         o Advisory Board List
         o Program Budget
         o Graduate Numbers
         o Academy Internship Reports
   b) Attend the Annual Institute for Staff Development, including the pre-conference Directors Day, organized by NAF.
   c) Attend the Annual Academy Leadership Summit, organized by NAF.
   d) Prevent the unauthorized use, copying or distribution of NAF/Academy materials (see Section III.3, "Use and Ownership of Materials").
   e) Coordinate visits by NAF staff and guests to view Academy lessons and meet with students and faculty associated with the NAF Academy.

f) Guide and supervise curriculum implementation and classroom instruction.

g) Participate in establishing and developing a local business Advisory Board.

h) Submit materials to be publicly disseminated (i.e. press releases, brochures, etc.) for review and approval by NAF.

i) Manage any grants of Academies within the district.

j) Coordinate activities and communication with Academy alumni.

k) Facilitate communication and leadership of the Academy team.

l) Disseminate information regarding the Annual Institute for Staff Development in a timely fashion and accurately follow necessary procedures to register NAF-sponsored Institute attendees.

m) Serve as a liaison among constituencies that comprise the Academy team.

6) Ensure that all eligible students are registered with the NAF Alumni Network.

7) Teacher Selection and Training

a) Require completion of a written application and demonstrated interest in and commitment to the precepts of the NAF Academy.

b) Provide business and pedagogical training for teachers before they begin classroom instruction in such manner as NAF may recommend, including:

   i. Orientation and overview by the Director.
   ii. Workshops for curriculum review.
   iii. Workplace-based experiences.

c) Teacher training shall also include:
   i. On-the-job training by business partners.
   ii. Attendance at the Annual Institute for Staff Development.
   iii. Attendance at new program orientation programs (local and national).

d) Teacher training may also include:
   iv. Meetings with a NAF representative, with such frequency as NAF shall require.
   v. Specialized technology-related courses or workshops.
   vi. Attendance at business training programs.
   vii. Advanced Academy-theme related courses at colleges and specialized institutions.

e) Provide common planning time for instructors and other team members to meet on a weekly basis throughout the year.

8) Student Selection and Evaluation

a) Use the recruiting process as outlined in the NAF Student Recruitment Guide with the goal of achieving a heterogeneous academic mix, an integrated student body, and gender equity.

b) No student may be permitted to enter the program after the fall of the eleventh grade (any deviations from this policy must be agreed to in writing by the local Academy and NAF).

c) The criteria for student admission to a NAF Academy program includes:

    i. Demonstrated interest in the Academy theme.

    ii. Demonstrated commitment to the internship and the NAF Academy program guidelines.

    iii. Academic record demonstrating:

        o Students on grade level, or, students who have demonstrated the potential to benefit from the rigorous curriculum as identified by teachers, counselors, or other school staff

        o Positive attitude and eagerness to learn.

    iv. Recommendations from teachers.

    v. Willingness to sign the student/program contract.

    vi. Commitment to good school attendance.

    vii. Demonstrated willingness to work independently on projects as well as in teams.

9) Business Advisory Board

a) Establishment and operation of the Academy program is premised on the understanding that a minimum of five business related firms as well as at least one institute of higher education and business-related association will form an Advisory Board and provide:

    i. Assistance in student recruitment.

    ii. Paid internships for qualified students.

    iii. Business expertise to support Academy curriculum.

    iv. Access to business training classes for teachers.

    v. Business familiarization tours for teachers and students.

    vi. Mentoring and shadowing opportunities for students and teachers.

    vii. Assistance in budget development for Academy activities.

    viii. Assistance in fund raising in support of Academy activities.

    ix. Assistance in promotional activities of the Academy.

    x. Attendance at Advisory Board expense at NAF staff development conferences

b) NAF shall assist the SCHOOL DISTRICT in establishing the Advisory Board. The Advisory Board should be established no later than three months from the date of the signing of this agreement. It is expected that the Advisory Board will be established and meet at least by the first month after the start of the academic year).

2. **ACADEMY DEVELOPMENT ACTIVITIES.** Regular participation in nationally supported activities is an integral and expected part of network membership. In addition,

ongoing support from the SCHOOL DISTRICT and the School over time will be necessary to sustain the quality of the Academy Implementation and are an expected part of NAF Network Membership. This includes:

A. Conference Participation.

NAF's national conferences are intended to provide forums for professional development of all Academy stakeholders, as well as opportunities for networking. Annual conferences include:

1) Annual Institute for Staff Development - As the capstone of NAF's staff development activities, the Annual Institute features several days of intensive peer training, business presentations, and networking opportunities.

2) Academy Leadership Summit – Annual meeting of Academy leaders, including directors, administrators, partners, teachers, and counselors, to discuss issues of Academy development and to network with national colleagues

B. Quality Assurance: Sustain Academies and raise performance levels.

Districts and schools work with NAF when they aspire to high performance among their career themed academies, small learning communities and schools. These efforts are driven by a desire to improve educational opportunities for all students to enjoy rigorous and relevant learning environments. Working toward high performance requires a committed partnership among the Academy, the SCHOOL DISTRICT, local business and community partners, and NAF.

The SCHOOL DISTRICT will help sustain academies and enhance their performance by providing for:

1) The development of a local quality assurance program based on the NAF Academy Framework

2) The completion of Academy Profiles on an annual basis. The Academy Profiles are used to gauge Academy progress towards the benchmarks described in NAF's Academy Model. The Profiles can be used to reveal strengths as well as opportunities for improvement. The Profiles are used to prepare for NAF Academy Development Visits.

3) Participation in Academy Development Visits. A comprehensive, well-planned visit is an opportunity for NAF to get a close-up look at local Academy development, and to provide technical support that best addresses Academy needs, issues and priorities. Academy Development Visits take two forms:

a) Regional Forums: Joint meeting between visiting NAF staff and local Academy teams, where there is a cluster of eight or more Academies in a geographic area; this meeting is usually held off the school site.

b) On-Site Academy Visits: These are joint meetings between visiting NAF staff and the local Academy team, intended to improve student learning and enhance Academy performance.

4) Participation in periodic external evaluation of the NAF Academy to determine the impact of the Academy on the students, the school, and the community.

5) Solicitation of support where academies are committed to the NAF Academy Framework, yet struggling to meet performance expectations, Districts will consider:

a) Requesting, on a targeted basis, a NAF Academy support team to work with Academies that need assistance in meeting NAF's performance standards over a mutually agreed upon time period.

To gauge academy progress toward high performance, NAF focuses on two key dimensions:

1) ACADEMY PERFORMANCE CRITERIA. The student outcomes to which NAF aspires are a function of three major levers: the classroom experience, the structure of the Small Learning Community, and engagement with the broader community. NAF has established a clear set of high standards for all its Academies to aspire over time:

a) Academy graduation rates exceeding the overall high school rate by at least 5% or 95%.

b) 80% of eligible students placed in paid internships

c) 50% of internships secured through Advisory Board

d) 50% of Academy activities and **Academy** scholarship funding raised by Advisory Board

e) Academy has secured college articulation agreement

2) ACADEMY POSITIONING CRITERIA. In addition to the student-level outcomes described in the previous section, positioning is a function of how much the Academy operates as a Small Learning Community, as well as external factors such as the climate for reform in the school and district within which the Academy operates. Academy positioning is gauged over time, along the following dimensions:

a) (1) Average number of students per grade is between 25 and 100, with a minimum of two sections of Academy classes being offered.

b) Students take 50% of daily schedule together as a cohort

c) Academy Director is a **site-based personnel with a district administrator for support**; demonstrating a strong commitment from the School and District)

d) Academy program is at least 3 years in length

C. Maintain Academy-Related Data In The NAF Data Center at www. naf.org.

Provide periodic data and reports to NAF to gauge academy performance and positioning, with such frequency and in such formats as NAF shall request (currently via NAF's online Data Center), including, but not limited to:

1) Academy Demographic Profile
2) High School and District Profile (including demographic data)
3) Advisory Board Membership, Structure and Activities
4) Program Budget
5) Graduation Reports
6) Academy Internship Report

III. **Public Relations, Marketing and Materials Usage**

1. **Logos.**

Use the NAF and respective Academy service marks and logos, including the color scheme thereof, and the tag lines, "A NAF Member Program," and "Partnerships for America's Youth" in such manner as NAF may establish from time to time through its Marketing Tool Kit (accessed at www.naf.org). These logos and colors must be used on all NAF/Academy materials and in all marketing, promotional, and other materials which in any way make reference to an Academy and/or NAF, created or distributed by the SCHOOL DISTRICT, and/or its employees or representatives, and to comply in all respects with Section III.3. of this Agreement regarding the use of NAF materials. Failure to comply with the provisions with this paragraph may lead to NAF's exercising its right to terminate this Agreement.

2. **Press Releases.**

A. All local academy related press releases must include NAF's official boilerplate which follows:

"NAF Academies serve 47,000 students through more than 600 career-themed, college preparatory Academies in 41 states and the District of Columbia. Through the unique NAF model involving public-private partnerships and real life learning experiences, NAF Academies foster students' motivation to learn, better preparing them for post-secondary education and successful futures in their chosen professions. The graduation rate of more than 90 percent in NAF academies - well above the national average of 67 percent and far above the 50 percent average in urban areas - is proof positive that the NAF model works. In addition, more than 80 percent of NAF graduates go on to college."

B. NAF also requires that any Academy press release or news alert be sent to NAF. These materials should be sent to: development@naf.org.

C. All Academies are also encouraged to submit local success stories to NAF that they feel would be of national or regional interest. If appropriate, these will be included in NAF's public relations efforts.

D. These marketing guidelines (including logo usage and press release boilerplate) are subject to revision. If any changes are made to these guidelines, all directors in the network will be notified via e-mail.

3. **Use And Ownership Of Materials**

A. All materials provided by NAF to the SCHOOL DISTRICT (the "NAF/Academy Materials") including all brochures, administrative materials, and curriculum documents for the NAF Academy courses, in any form or format whatsoever, and all hardware and software relating to such materials or otherwise provided by NAF, are the sole and exclusive property of NAF, or are used by NAF under license. NAF is the exclusive owner of all proprietary rights (including copyrights) in the NAF/Academy Materials (except for such of those materials which are used under license). NAF/ Academy Materials may only be used in accordance with the guidelines contained on the NAF web site. NAF/Academy Materials may not be reproduced or shared with or distributed or disclosed to other schools or educational institutions or, except with respect to NAF Academy program course instructors or other persons materially involved in the establishment and operation of the NAF Academy, any other person or entity. The SCHOOL DISTRICT shall make this restriction clearly known to all persons or entities to whom or which NAF/Academy Materials are made available as permitted under this Section, and shall use its best efforts to ensure that all such persons or entities comply with the provisions hereof.

B. The SCHOOL DISTRICT agrees that all NAF/Academy Materials are to be used in strict accordance with the guidelines of the NAF Academy provided to the SCHOOL DISTRICT by NAF. No modification may be made to any of the NAF/Academy Materials by the SCHOOL DISTRICT without the prior written consent of NAF, the request for which must be in writing and must include an assignment by the SCHOOL DISTRICT to NAF of any and all rights in and to the NAF/Academy Material(s) so modified, including, without limitation, any and all copyrights.

C. All NAF/Academy Materials adapted or reproduced for use by the SCHOOL DISTRICT shall bear the copyright notice set forth on such materials or such other notice, as NAF shall prescribe.

IV. **External Program Research**

1. Within locally-established guidelines, the SCHOOL DISTRICT grants its informed consent for NAF or a third party under contract with NAF to conduct research related to Academy-program development and operations. The SCHOOL DISTRICT agrees to participate in surveys, focus groups, interviews and data collection related to Academy

program evaluation. All survey and interview requests will be conducted on a voluntary basis only, with appropriate informed consent protocols. All SCHOOL DISTRICT record information will be handled confidentially and used without student or staff names to protect anonymity. NAF agrees that all information gathered pursuant to such research will remain anonymous and confidential, will not identify specific students or staff members without their written consent, and will not in any way jeopardize a program's NAF-network membership. Research data will be stored in locked files, with restricted access and be used only for research reports and publication purposes. Research findings will be disseminated through professional journals and other professional publications, as well as through workshops and seminars at professional meetings. NAF will also use the results of such studies to aid in its own internal evaluation.

V.   **Financial Responsibilities**

The following sets forth the financial responsibilities of the parties to this agreement regarding the funding of the NAF Academy program.

1. **NAF:**
   A. Staff development activities.
   B. Academy curriculum.
   C. Assistance with start-up of the Academy.
   D. Assistance in developing a local advisory board.
   E. Airfare when booked through the NAF designated travel service, plus half of the hotel room and tax costs for designated teachers for the Annual Institute for Staff Development (number to be specified by NAF).
   F. Ongoing technical assistance.
   G. Published portfolio of administrative and program materials.
   H. National newsletters and promotional materials.
   I. Ongoing quality assurance program.
   J. Assistance in securing federal, state, and other potential sources of funding.

2. **The local Academy, a partnership between the SCHOOL DISTRICT and the business community:**
   A. Cost of Director, including attendance at NAF conferences.
   B. Educational resource materials.
   C. Instructional staff.
   D. Secretarial and office support.
   E. Annual NAF membership fee of $1,000 per Academy.
   F. Travel costs for sending additional participants to the Annual Institute for Staff Development as well as registration fees for all attendees, including NAF-sponsored Institute attendees, Leadership Summit or other NAF events.

3. **Grant Funding**

   A. Periodically, individual programs benefit from grants from foundations or corporations with the stipulation that NAF administer the grant on behalf of the donor. In such cases, a small fee will be assessed against the grant to cover the costs of administrative processing. The balance of grant funds provided to a local NAF Academy and administered through the National Academy Foundation will be used solely for the purpose of the NAF Academy program.

   B. At times, NAF will award small grants or pilot-project awards, funded by others, to one or more local programs. These awards are made on a competitive basis at the sole discretion of the funding organization with only network members in good standing eligible to apply. If required by NAF or the funder, the local NAF Academy Director of a local Academy receiving such a grant shall submit, by not later than October 1st of each year of this agreement, to NAF at its national office, located at: 39 Broadway, Suite 1640, New York, NY 10006, and to the local business Advisory Board (the "Advisory Board") the proposed annual budget and previous year's expenditures of the NAF Academy, for review and approval by NAF and the Advisory Board. The proposed budget shall be in such form and contain such items, as NAF shall prescribe. NAF will consult with the Academy Director in order to assist in obtaining NAF and the Advisory Board approval of the proposed budget.

   C. Any funding awarded to a NAF Academy program and distributed through NAF must be:

      1) Deposited in **a school-based** account, ~~with interest accruing to the NAF Academy program except as otherwise expressly provided in this Section~~.

      2) Rolled over to the following fiscal year, if not expended (**if applicable**).

      3) NAF and/or its designated representatives shall have the right, at any time and from time to time, to audit and/or inspect the expenditure and manner of usage of grant funds provided by NAF to the Academy. If NAF shall determine, in its reasonable discretion, that such funds have been used otherwise than in accordance with the provisions of this agreement, NAF shall have the right to immediately terminate this agreement. In the event of such termination, all grant funds granted to the SCHOOL DISTRICT by NAF during the term of this agreement shall be immediately returned to NAF, whether or not all, or some portion of such grant funds were deemed to have been improperly used.

VI.   **Term Of This Agreement**

Within sixty days of the signing of this agreement, either party may give the other written notice that it wishes to terminate for any reason, with full reimbursement of fees to the SCHOOL DISTRICT.

This Agreement shall continue in existence for **five** (5) years from the date of signing, or until the occurrence of any of the following: either (1) the parties mutually agree to terminate; or (2) either party gives the other written notice that it wishes to terminate, in which event the termination becomes effective on the last day of the semester in which

the notice is given. The annual assessment (per academy) to be paid annually upon receipt of an invoice from NAF.

Upon any termination of this agreement, the SCHOOL DISTRICT, and the NAF Academy program created hereunder, shall cease to be a member of the National Academy Foundation Network, and all rights of the SCHOOL DISTRICT to participate in or receive assistance or materials from NAF to access restricted areas of the National Academy Foundation website and to use the name, logo, or other trademarks or service marks of NAF and the Academies, shall also cease. Upon termination, all NAF/Academy Materials (including all copies of such materials) in the SCHOOL DISTRICT's possession shall, upon NAF's request, be returned to the NAF national headquarters. NAF/Academy Materials which are not requested to be returned to NAF shall be destroyed by the SCHOOL DISTRICT, and the SCHOOL DISTRICT shall confirm to NAF that all such materials have been destroyed. Upon termination, any and all rights of the SCHOOL DISTRICT to use, disclose to or distribute the NAF/Academy Materials to others, for any purpose whatsoever, in any form or format whatsoever, shall cease.

VII.   **Indemnification**

The SCHOOL DISTRICT agrees to assume liability to the extent allowed by Section 768.28, Florida Statutes, for all claims, losses, liabilities, damages, expenses (including reasonable attorneys fees) and judgments imposed on or incurred by NAF, its officers, directors, representatives, agents or employees, relating to, resulting from or arising out of the SCHOOL DISTRICT's establishment and operation of the NAF Academy Program otherwise than in strict accordance with this agreement and the NAF/Academy Materials.
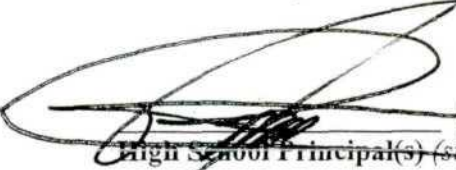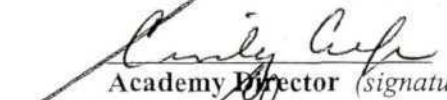
~~The SCHOOL DISTRICT agrees to hold NAF and its officers, directors, representatives, agents, and employees (the "NAF Indemnified Parties") harmless from and against all claims, losses, liabilities, damages, expenses (including reasonable attorneys fees) and judgments imposed on or incurred by such NAF Indemnified Parties, relating to, resulting from or arising out of the SCHOOL DISTRICT's establishment and operation of the NAF Academy Program otherwise than in strict accordance with this agreement and the NAF/Academy Materials.~~

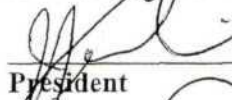The Undersigned have executed this agreement on the dates indicated opposite their signatures.

_____ _____ _____ _____
Superintendent *(signature)* *(Print)* *(District)* *(Date)*

_____ _____ _____ _____
Board President *(signature)* *(Print)* *(District)* *(Date)*
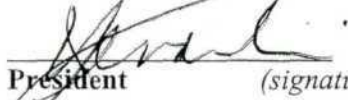*Must be accompanied by a Board Resolution accepting the agreement*
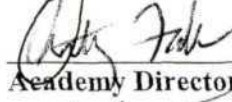
Reginald B. Myers John I. Leonard High School
High School Principal(s) *(signature)* *(Print)* *(School Name)* *(Date)*

Cindy Culp Cindy Culp Palm Beach 3/13/06
Academy Director *(signature)* *(Print)* *(District)* *(Date)*

John J. Ferrandino National Academy Foundation 1/30/06
President *(signature)* *(Print)* *(Date)*
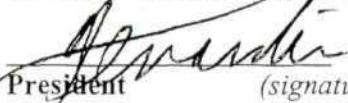
Jon Prince Palm Beach Gardens High School 3/13/06
High School Principal(s) *(signature)* *(Print)* *(School Name)* *(Date)*

Arty Falk Arty Falk PB County 3/13/06
Academy Director *(signature)* *(Print)* *(District)* *(Date)*

John J. Ferrandino National Academy Foundation _____
President *(signature)* *(Print)* *(Date)*

David Culp David Culp William T. Dwyer High School 3/13/06
High School Principal(s) *(signature)* *(Print)* *(School Name)* *(Date)*

Shannon Farrell Shannon Farrell PB County 3/13/06
Academy Director *(signature)* *(Print)* *(District)* *(Date)*

John J. Ferrandino National Academy Foundation _____
President *(signature)* *(Print)* *(Date)*

2/25/06
**Reviewed and Approved
as to Legal Sufficiency**

APPENDIX A: ACADEMY PROGRAMS OF STUDY

Academy of Finance Program of Study

The Academy of Finance curriculum is developed with leading representatives from business and education to ensure that courses are both current and relevant. By integrating necessary workplace skills in the classroom, students come to understand the connection between academic learning and career success.

Recommended Four-Year Sequence for Academy of Finance Program of Study

Ninth Grade
Strategies for Success
→ Recommended - one term course   → Course materials available from NAF

This course helps to orient students to the world of work and school. This course addresses the need for students to develop good work and study habits, helps students to prepare portfolios, learn about school resources, develop career plans, start preparing for college and develop solid interpersonal skills.

Business Computer Applications
→ One term required   → A school-designed course taught by a computer science, mathematics or business teacher

Academic Infusions:
→ Mathematics   → Social Studies
→ English   → Science

Tenth Grade
Introduction to Financial Services
→ Recommended - one or two term course   → Course materials available from NA

This course introduces students to the various sectors for the financial services industry. The objective of this course is to help students learn about both the nature of the careers found in a particular sector and the scope of the work that comprises businesses such as insurance, real estate, public finance, accounting, and the securities industry.

Accounting
→ Two terms required   → Completed by the end of the junior year.
→ Supplemental simulations available from NAF

Foreign Language
At least two years highly recommended

Academic Infusions:
→ Mathematics   → Social Studies
→ English   → Science

Eleventh Grade
Banking and Credit
→ Required - one term course   → Course materials available from NAF

This course presents a survey of the principles and practices of banking and credit in the United States. The students learn about the major functions of banks and other depository institutions, in-house operations and procedures, central banking through the Federal Reserve System and modern trends in the banking industry. The credit component provides an overview of credit functions and operations including credit risk evaluation, loan creation and debt collection. This course culminates in the Fed Challenge project.

Economics and the World of Finance
→ Required - one term course
→ Course materials available from NAF

This course in macro and microeconomics provides an understanding of how our market economy functions in a global setting. It provides students with a survey of economic concepts including all of the twenty-two basic principles recommended by the National Council on Economic Education. In addition, a unit on capital markets acquaints students with the role that markets and securities play in our overall economic framework.

Securities
→ Required - one term course
→ Course materials available from NAF
→ May be combined with Insurance course

This course focuses on the roles and functions of a modern securities organization. Through a study of brokerage firms, the trading process, credit and margin practices, automated processes, and government regulations, students gain an understanding of how a securities firm services its customers and plays an important role in our economy. Students are given the opportunity to relate their knowledge of economics, accounting, and data processing to the operations areas of various sectors of the securities industry. Emphasis is placed on the skills and attitudes necessary for success in business and college.

Insurance
→ Recommended - one term course
→ Course materials available from NAF
→ May be combined with Securities course

This course introduces students to various elements of the insurance industry, including insurance needs and products for businesses and individuals. Students learn about insurance sales, rate-setting, insurance and financial planning, insurance regulations, and careers in the industry. It is often combined with the Securities course.

Academic Infusions:
→ Mathematics
→ English
→ Social Studies
→ Science

Paid Internship
Paid, finance-related internship, during summer between junior and senior year

Twelfth Grade
Financial Planning
→ Required - one term course
→ Course materials available from NAF

This course introduces students to the financial planning process and the components of a comprehensive financial plan. Students learn how to prepare a financial plan that includes saving, investing, borrowing, risk management (insurance), and retirement and estate planning.

International Finance
→ Required - one term course
→ Course materials available from NAF

This course explores major components of the international financial system. Included are the study of foreign trade, international monetary systems, foreign exchange rates and markets, international financial markets, international banking, and the multinational corporation.

College-Level Finance Course
→ Required - preferably fall semester of senior year.
→ Offered senior year preferably at a four-year institution and taught by a college professor.
→ Suggested course: Principles of Finance (or other finance related course)

Academic Infusions:
→ Mathematics
→ English
→ Social Studies
→ Science

Academy of Hospitality & Tourism Program of Study

The Academy of Hospitality & Tourism curriculum is being developed with leading representatives from business and education. By integrating necessary workplace skills in the classroom, students come to understand the connection between academic learning and career success.

NAF has been working with its business and academic partners to update and revise the curriculum. It is anticipated that new courses will be developed in the following areas:

Fall 2005:
- Fundamentals of Hospitality and Tourism
- Travel Geography for Hospitality and Tourism

Fall 2006:
- Hospitality and Transportation Systems
- Hospitality
- Economics for Hospitality and Tourism
- Business for Hospitality and Tourism
- Sports/Entertainment/Special Event Management

Recommended Four-Year Sequence for Academy of Hospitality & Tourism Program of Study

Ninth Grade
Strategies for Success
→ Recommended - one term course
→ Course materials available from NAF

This course helps to orient students to the world of work and school. Ideally, this course is offered in the ninth or tenth grades as it addresses the need for students to develop good work and study habits, helps students to prepare portfolios, learn about school resources, develop career plans, start preparing for college and develop solid interpersonal skills.

Business Computer Applications
→ One term required
→ A school-designed course taught by a computer science, mathematics or business teacher.

Academic Infusions:
→ Mathematics
→ English
→ Social Studies
→ Science

Tenth Grade
Fundamentals of Hospitality & Tourism
→ Required – one term course
→ Course materials available from NAF

This course provides an introduction to various components of the hospitality and tourism industry. Students are given an overview of the various components of the industry, an introduction to business and marketing, opportunities to learn and practice customer service principles, and exposure to the various careers available in hospitality and tourism.

Travel Geography for Hospitality & Tourism
→ Required – one term course
→ Course materials available from NAF

This one-term course is geared at having students develop broad geographic skills. In addition to learning how to use the basic tools of the geographer, students learn how economics, culture, history and political issues all affect the study of geography, and how geography affects these other disciplines.

Academic Infusions:
→ Mathematics
→ English

→ Social Studies

→ Science

Foreign Language

At least two years highly recommended

Eleventh Grade

Hospitality & Tourism Systems

→ Required – one term course

→ Course materials to be made available from NAF

This course provides an overview of the systems and technology that provide infrastructure for the industry, including reservations, transportation and online systems. Upon completion of this course, students will be able to apply these technology principles in other courses, such as Hospitality, Business, and Sports, Entertainment, and Event Management.

Hospitality

→ Required – one term course

→ Course materials to be made available from NAF

This one-semester course exposes students to the various components of hospitality, including marketing and sales, lodging management, front desk operations, food and beverage, and culinary services.

Economics for Hospitality & Tourism

→ Required – one term course

→ Course materials to be made available from NAF

This is a basic principles and practices one-semester course that parallels the concepts taught in standard high school-required Economics courses. Academy students take this course in lieu of the Economics course offered at their school. Throughout the course, examples of economic principles are drawn from the world of Hospitality & Tourism in order to integrate academic learning and practical business applications.

Academic Infusions:

→ Mathematics

→ Social Studies

→ English

→ Science

Paid Internship

Paid, hospitality & tourism-related internship, during the summer between junior and senior year

Twelfth Grade

Business for Hospitality & Tourism

→ Required – one term course

→ Course materials to be made available from NAF

This course is best delivered as a capstone to the Academy program. In the course, students learn and apply business, marketing, entrepreneurship and finance principles within a student-centered, project-oriented approach.

Sports, Entertainment, and Event Management

→ Recommended – one term course

→ Course materials to be made available from NAF

This course is optional for Academies that want to give their students exposure to such areas as event planning and facility and event management. In this course, students will be given the authentic opportunity to plan their own events.

College-Level Hospitality and Tourism Course

→ Required - preferably fall semester of senior year.

→ Offered senior year preferably at a four-year institution and taught by a college professor.

→ Suggested course: Hospitality & Tourism (or other related courses)

Academic Infusions:

→ Mathematics

→ English

→ Social Studies   → Science

Recommended Optional Courses

Marketing
→ One term recommended, to be taken during the junior or senior year and taught by a business or marketing teacher.
→ Can be the college course.

Global Studies
→ One year recommended, to be taken freshman or sophomore year

Accounting
→ At least one semester recommended, to be taken junior or senior year
→ Supplemental simulations available from NAF upon request

Academy of Information Technology Program of Study

The Academy of Information Technology curriculum is developed with leading representatives from business and education to ensure that courses are both current and relevant. By integrating necessary workplace skills in the classroom, students come to understand the connection between academic learning and career success.

Recommended Four-Year Sequence for Academy of Information Technology Program of Study

Ninth Grade
Strategies for Success with Computer Applications
→ Required – two term course   → Course materials available from NAF

This is a full-year course combining NAF Strategies for Success with computer applications. The computer applications segment of the course covers the following topics: presentation, word processing, spreadsheet, E-mail, browser, and desktop publishing.

Academic Infusions:
→ Mathematics   → Social Studies
→ English   → Science

Tenth Grade
Introduction to Information Technology
→ Required – one term course   → Course materials available from NAF

In this course the student is presented with the basic concepts of Information Technology: available careers as well as the impact of Information Technology on the world, people, and industry.

Introduction to the Internet
→ Required – one term course   → Course materials available from NAF

This course presents the basics of Web page design, focusing on learning about and writing in HTML and increasing Web page performance. Additional topics include determining appropriate image formats and working with plug-ins.

Programming I (Logic for Programming)
→ Required – one term course   → Course materials available from NAF

In this course students learn how to describe, analyze and solve programming problems, paying attention to details. These skills will be acquired while learning the syntax of the Scheme programming language. It is important to note here, however that learning programming skills, not this specific computer language, will be the main course objective.

Academic Infusions:
→ Mathematics   → Social Studies
→ English   → Science

Eleventh Grade
Digital Networks
→ Recommended – one term course   → Course materials available from NAF

Basic concepts of functionally connecting multiple computing devices are addressed in this course. Physical connections as well as logical connections are presented. Concepts such as bandwidth, access time, data rate, error detection and correction, as well as other appropriate topics are covered.

Systems Support and Maintenance

→ Recommended – one term course   → Course materials available from NAF

This course introduces students to the computer's inner workings. Students learn how to troubleshoot and repair various hardware, software, and configuration problems. Students also learn how to install basic computer components as well as to install and configure software ranging from operating systems to applications.

Digital Media
→ Recommended – one term course   → Course materials available from NAF

In this course students study appropriate digital media and other topics including audio, video, graphics, text, and animation tools. Concepts such as color and presentation are also addressed.

Programming II (C++ or Java)
→ Recommended – one term course   → Course materials available from NAF

This course carries students into more advanced programming concepts such as object oriented programming and more complex data structures. The students will also work on the concept of code reuse by working on already created code that might not be correctly documented or documented or all.

Academic Infusions:
→ Mathematics   → Social Studies
→ English   → Science

Paid Internship
Paid, information technology-related internship, during the summer between junior and senior year

Twelfth Grade
Advanced Web Tools
→ Recommended – one term course   → Course materials available from NAF

In this course students are introduced to more advanced Web topics such as Java, Web-scripting, Web server administration, and the various multimedia tools and concepts available. Tool sets and concepts such as plug-gins are covered.

Databases
→ Recommended – one term course   → Course materials available from NAF

In this course students are introduced to the basic concepts of relational database engines and the tools to use them. Database concepts of tables, rows, indexes, constraints, triggers, SQL syntax, and storage are among the concepts presented. The importance of data relationships is also addressed.

College-Level Information Technology-Related Course
→ One semester required
→ Offered during senior year, preferably at a four-year institution and taught by a college professor. (Preferably fall semester of senior year)
→ Certification programs such as CCNA, Oracle may fall in this category.

Academic Infusions:
→ Mathematics   → Social Studies
→ English   → Science