



**Application for Charter School
Governance Board Training
November 15, 2016**

Nelson Mullins[®]
Nelson Mullins Riley & Scarborough LLP

SECTION 1



Overview of Entity Wishing to Provide Services



Nelson Mullins[®]
Nelson Mullins Riley & Scarborough LLP

ABOUT THE FIRM

Nelson Mullins Riley & Scarborough LLP offers the strength and resources of attorneys and professional staff experienced in a range of services. Nelson Mullins provides advice and counsel in litigation, corporate, securities, finance, intellectual property, employment, government relations, regulatory, and other needs of clients ranging from private individuals to large businesses, including many publicly held companies.

With more than 40 diversified practice areas, Nelson Mullins provides creative solutions to legal and business problems while offering value-added service to clients. Many Nelson Mullins clients, including growth companies, expanding local businesses, and major international companies, retain the Firm to provide all of their legal services. Other clients are national companies requiring assistance with specific regional or local legal matters. The Firm also has experience representing international companies interested in locating facilities in the Southeast. Start-up assistance for entrepreneurial endeavors, multi-action litigation defense, and representation of underwriters and investment bankers are only a few of the services that are provided by Nelson Mullins attorneys.



The Firm is large enough to ensure promptness of service, yet personal enough to maintain our established reputation for individual client attention. Nelson Mullins has adopted a program of closely managing its own performance, particularly with respect to quality of service and practice development. The Firm closely communicates regarding clients' requirements and the potential fees and expenses that may result from the Firm's work. Attorneys communicate with clients about available cost-saving measures.

With more than 500 attorneys and government relations professionals practicing from offices in Atlanta, Boston, Florida, Tennessee, West Virginia, Washington, D.C., and throughout the Carolinas, Nelson Mullins has strong roots in the business community and an appreciation for new directions in the business world.

At heart, Nelson Mullins is an entrepreneurial firm dedicated to providing the highest quality legal services to our most important partners, our clients. To that end, Nelson Mullins encourages its lawyers to approach each client individually, working to understand the needs, goals, and long-term plans of each client. By identifying these strategic issues, our attorneys can develop an individualized approach targeting each facet of the client, creating specific solutions to help address each need, to reach each goal, and to realize each long-term plan. For more information, visit www.nelsonmullins.com.



RANGE OF SERVICES

Nelson Mullins has developed practices in a number of areas, including corporate and securities, mergers and acquisitions, commercial finance, private equity, commercial litigation, franchise and other business development, toxic torts, pharmaceuticals, product liability, other mass torts defense, government relations and administrative law, government contracts, environmental, and employment litigation. We advise numerous public companies about securities law compliance, SEC reporting, and corporate governance. Firm lawyers have tried cases to verdict in more than 45 states and have argued at the appellate level in most U.S. Circuit Courts and before the U.S. Supreme Court. We have also handled settlement strategies in a variety of situations.

With more than 40 diversified practice areas, many of Nelson Mullins' clients, from individuals to worldwide organizations, look to the Firm for full legal services.

| | | |
|---|--|--|
| Advertising Law | Electronic Transactions | Municipal Finance |
| Affordable Housing & Community Development | Energy | OSHA Safety & Health |
| Agricultural | Environmental | Outsourcing |
| Alternative Dispute Resolution | ERISA and Employee Benefits | Pharmaceuticals & Medical Device Litigation |
| Antitrust | Estate Planning | Premises Liability |
| Appellate | Family Law | Privacy and Information Security |
| Automotive and Truck Products | Financial Institutions | Procurement |
| Aviation | Financial Services | Product Liability |
| Bankruptcy & Creditors' Rights | First Amendment Issues | Professional Liability |
| Biotechnology | Franchise and Distribution Law and Litigation | Public Finance |
| Business Litigation | Development & Litigation | Public Private Partnerships |
| Captive Insurance & Insurance Regulatory | Government Contracts | Real Estate |
| Chemical & Petrochemical | Government Relations & Administrative Law | Records and Document Management |
| Class Action Defense | Health Care & Hospitals | Renewable Energy |
| Commercial Lending | Immigration | Securities |
| Commercial Transactions | Information Management | Securities Litigation |
| Community Banking | Insurance | Sports Law |
| Computer Litigation | Intellectual Property | State & Local Taxes |
| Consumer Finance Litigation | Internal Investigations | Taxation |
| Construction & Surety Law | International | Technology Law |
| Corporate | Investment Management | Telecommunications |
| Corporate Compliance | Labor and Employment | Toxic Torts |
| Criminal Law & Defense | Litigation | Transportation |
| E-Discovery and Litigation Readiness | Lodging and Leisure | Utilities Regulation |
| Economic Development | Marketing | Vendor Management |
| Education | Media | |
| | Mergers and Acquisitions | |



AFFILIATIONS

The lawyers of Nelson Mullins are members of more than 100 professional organizations and bar associations and hold leadership positions in many of them. Selected Firm lawyers are members of the American College of Trial Lawyers, the College of Labor and Employment Lawyers, the Defense Research Institute, and the Product Liability Advisory Council. Additionally, the Firm holds membership in two premier law firm associations.

ALFA International

Nelson Mullins is the designated member firm of ALFA International for Columbia, Greenville, and Myrtle Beach, South Carolina. With 145 member firms across the globe (80 in the United States) ALFA International is the premier global network of independent law firms whose success is driven by broad, deep, local relationships all over the world. More information is available at www.alfainternational.com. Firm contact: Keith Hutto, 803.255.9575 or his assistant Georgia Vernon, 803.255.9342.

State Capital Group

Nelson Mullins is the South Carolina member of the State Capital Group, an association of independent law firms. Member firms are located in all 50 U.S. state capitals and in business markets and financial centers around the world. Attorneys from member firms bring a range of skills and experience. Firm members of the State Capital Group practice independently and not in a relationship for the joint practice of law.

Employment Law Alliance

Nelson Mullins is the exclusive South Carolina representative of the Employment Law Alliance, the world's largest network of labor and employment lawyers. Through the ELA, our Firm has the ability to service our clients' needs throughout the U.S. and around the world. For more information about the ELA, please visit www.employmentlawalliance.com.

Nelson Mullins Encompass E-Discovery and Document Review Solutions

Encompass was created as a division of Nelson Mullins to meet the challenges associated with the massive proliferation of electronically stored information (ESI) in the areas of e-discovery, document review, and information governance.

EducationCounsel

EducationCounsel is a mission-based education consulting firm that combines significant experience in policy, strategy, law and advocacy to drive improvements in the U.S. education system. The group develops and advances evidence-based ideas and at the local, state, and national levels to strengthen educational systems and promote expanded opportunities and improved outcomes for all students in order to close achievement gaps and significantly improve education outcomes for all children from early childhood through postsecondary education.



Nelson Mullins Riley & Scarborough Center of Professionalism

The Nelsonn Mullins Riley & Scarborough Center on Professionalism was created in 1999 with a gift from the firm's partners. Its purpose is to enrich teaching and research on the legal professional and to promote professionalism, civil leadership, and public service in the practice of law.



FIRM RANKINGS

Chambers USA 2016: America's Leading Lawyers for Business

- Ranked as a Band 3 firm nationally in product liability and mass torts
- Ranked as a Band 4 corporate/M&A firm in Georgia
- Ranked as a Band 1 corporate/mergers & acquisitions firm in South Carolina
- Ranked as a Band 1 corporate/M&A: banking & finance firm in South Carolina
- Ranked as a Band 1 litigation firm in South Carolina
- Ranked as a Band 2 environmental firm in South Carolina

US News – Best Law Firm 2017

The nationally ranked practices are

Tier 1

- [Patent Law](#)

Tier 2

- Bankruptcy and Creditor Debtor Rights / Insolvency and Reorganization Law
- [Commercial Litigation](#)
- [Health Care Law](#)
- Litigation - Bankruptcy
- [Litigation - Intellectual Property](#)
- [Trademark Law](#)

Tier 3

- [Corporate Law](#)
- [Financial Services Regulation Law](#)
- [Litigation - Bankruptcy](#)
- [Mass Tort Litigation / Class Actions – Defendants](#)
- [Securities/Capital Markets Law](#)

The Tier 1 practice areas and the cities are

Atlanta

- [Commercial Litigation](#)
- [Government Relations Practice](#)
- [Personal Injury Litigation – Defendants](#)
- [Product Liability Litigation – Defendants](#)

Boston



- [Patent Law](#)

Charleston, S.C.

- [Appellate Practice](#)
- [Environmental Law](#)
- [Government Relations Practice](#)
- [Insurance Law](#)
- [Product Liability Litigation - Defendants](#)
- Real Estate Law
- [Tax Law](#)
- [Trademark Law](#)

Charleston, W.Va.

- Appellate Practice
- [Commercial Litigation](#)
- [Litigation - Environmental](#)
- [Personal Injury Litigation - Defendants](#)
- [Product Liability Litigation - Defendants](#)
- [Railroad Law](#)

Charlotte, N.C.

- [Copyright Law](#)
- [Litigation – Intellectual Property](#)
- [Litigation – Patent](#)
- [Patent Law](#)
- [Trademark Law](#)

Columbia, S.C.

- [Administrative / Regulatory Law](#)
- [Appellate Practice](#)
- Banking and Finance Law
- [Bankruptcy and Creditor/Debtor Rights / Insolvency and Reorganization Law](#)
- Business Organizations (including LLCs and Partnerships)
- [Commercial Litigation](#)
- Corporate Governance Law
- [Corporate Law](#)
- Economic Development Law
- [Environmental Law](#)
- [Government Relations Practice](#)
- [Health Care Law](#)
- [Insurance Law](#)
- [Litigation - Banking & Finance](#)
- [Litigation - Bankruptcy](#)
- [Litigation - Environmental](#)



- [Litigation - Intellectual Property](#)
- [Litigation – Labor & Employment](#)
- [Litigation - Securities](#)
- [Litigation - Trusts & Estates](#)
- [Mass Tort Litigation / Class Actions - Defendants](#)
- [Mergers & Acquisitions Law](#)
- [Mortgage Banking Foreclosure Law](#)
- [Personal Injury Litigation - Defendants](#)
- [Product Liability Litigation - Defendants](#)

Greenville, S.C.

- [Commercial Litigation](#)
- [Corporate Governance Law](#)
- [Family Law](#)
- [Insurance Law](#)
- [Litigation – Intellectual Property](#)
- [Mergers & Acquisitions Law](#)
- [Personal Injury Litigation - Defendants](#)
- [Securities/Capital Markets Law](#)
- [Venture Capital Law](#)

Nashville, Tenn.

- [Commercial Finance Law](#)
- [Real Estate Law](#)

Raleigh, N.C.

- [Administrative/Regulatory Law](#)
- [Health Care Law](#)

Washington, DC

- [Bankruptcy and Creditor/Debtor Rights / Insolvency and Reorganization Law](#)
- [Litigation - Bankruptcy](#)

The Legal 500 USA 2016: The Client’s Guide to the U.S. Legal Profession

- Recognized for product liability and mass tort defense: automotive/transport
- Recognized for product liability and mass tort defense: pharmaceuticals and medical devices
- Recognized for M&A/corporate and commercial - M&A: middle market (sub-\$500 million)

BTI Consulting Group

- Named to the BTI Client Service A-Team 2015
- Identified in a BTI client survey as an Honor Roll Litigation Powerhouse for intellectual property litigation (2013)
- Ranked in the top 25 percent of bet-the-company firms



- Noted as a "leader in complex litigation" in a BTI and Law 360 Report, "Intellectual Property Outlook" (2014)

Law 360

- Ranked as a Top 100 law firm in five practice areas, including product liability at No. 16. Other practices ranked were mergers & acquisitions, intellectual property, real estate, and insurance
- Ranked a top 2010 Product Liability Group as a result of crucial victories in some of the nation's biggest cases. Nelson Mullins joins Skadden Arps Slate Meagher & Flom LLP, Sidley Austin LLP, Shook Hardy & Bacon LLP, and Bowman and Brooke LLP in the top five ranking
- Ranked as the #2 largest product liability practice in the nation and having the second largest concentration of product liability lawyers in a law firm (2009)

AmLaw 200 - 2016

- Ranked as the 103rd largest law firm in the nation based on 2015 gross revenue

The Best Lawyers in America

- One hundred fifteen Nelson Mullins Riley & Scarborough attorneys in more than 40 practice areas have been selected for inclusion in The Best Lawyers in America® 2017. Additionally, 14 attorneys have been selected "Lawyer of the Year" in their practice areas in their metropolitan areas, having received the most votes in their respective practice areas.

ALM 2014 Go-To Law Firms

- Contracts litigation
- Labor litigation
- Torts litigation
- Intellectual property litigation
- Patent prosecution
- Securities Law
- Labor and Employment Law

Southern Political Report

- Ranked as a Top 5 Government Affairs Firm and Lobbyists in Georgia, North Carolina, and South Carolina



Experience in Providing Local Board Training (Both Charter and Traditional) with References



Nelson Mullins[®]
Nelson Mullins Riley & Scarborough LLP

EXPERIENCE IN PROVIDING LOCAL BOARD TRAINING (BOTH CHARTER AND TRADITIONAL)

Training and Presentations provided by the Education Law Team of Nelson Mullins as certified trainers, and as experienced education attorneys and policy consultants includes, but is not limited to:

- Affordable Health Care Act
- Strategic Planning Session for Start-up Charter School (Westside Atlanta Charter School)
- Charter Law and Policy
- Special Education and Charter Schools
- Maintaining Productive Authorizer-Charter School Relationships
- Student Rights in Charter Schools
- Board Governance Training for School Governance Councils (Fulton)
- Best Practices in School-based Governance
- Georgia Flexibility Options for School Districts
- Statewide Independent Charter Authorizers and Constitutional Concerns
- Americans with Disabilities Act
- Board Member Orientation
- Bonds
- Charter Schools Oversight, Governance, and Implementation
- Constitutional Rights of Students and Employees
- Discrimination and Office for Civil Rights Compliance
- Employment Issues, Practices, and Compliance
- Facility and Real Estate Issues (Construction, Selection, Acquisition, Funding)
- Legislative Developments
- Negotiating Personnel Contracts
- School Accountability with Federal/State Laws
- Open Meetings and Open Records
- Policy Development
- Privacy (FERPA and PPRA)
- Procurement
- School Law Issues
- Selecting and Evaluating Leadership
- Student Disciplinary Issues
- Students with Disabilities
- Technology
- Transparent Governance
- Worker's Compensation Issues



REFERENCES

- Katie Reeves
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(404) 461-3118
- Julia Bernath
Fulton County Board of Education
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- Linda Schultz
Fulton County Board of Education
Linda.schultz@fultonschools.org
(404) 271-2734
- Pete Settelmayer
Westside Atlanta Charter School
pete@wacs.us
(404) 228-9678
- Tiffany Taylor
Fulton County Schools Governance and Innovation
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(404) 768-3604

More references are available upon request.



Instructors' Qualifications



Nelson Mullins[®]
Nelson Mullins Riley & Scarborough LLP

D. Glenn Brock

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Admissions

Georgia

Supreme Court of Georgia

U.S. District Court of the Northern District of Georgia

Georgia Court of Appeals

Areas of Law

Education Law

Public Policy

Glenn Brock is a partner in the Atlanta office of Nelson Mullins Riley & Scarborough LLP and a leader of the Firm's school law team. Mr. Brock's practice for the past 25 years has focused exclusively on the representation of school districts. Mr. Brock and the team serve as outside general counsel to superintendents, school boards, and administrators. With counseling experience in a wide variety of issues facing school districts, Mr. Brock and the team provide timely advice and guidance.

Experience

- Assisted a large urban school district in regaining accreditation
- Represented a large urban school board before the State Board of Education on the issue of their possible removal from office
- Assisted a Metro Atlanta school district in preparing a petition to become the first large district to attain charter district status
- Helped draft various education-related legislation on behalf of school districts, including the law requiring fingerprinting of school employees and the Constitutional amendment authorizing K-12 school districts to seek voter approval for a special local option sales tax
- Served as counsel to state school superintendents, school board chairs, and the State Department of Education
- Appointed as special Assistant Attorney General to assist with state education department matters
- Managed one of the largest education practice in the state of Georgia serving large school districts in the state
- Led school boards through superintendent searches and successfully oversaw the process for the current superintendents in five of the 10 largest systems in Georgia
- Handled teacher performance-based discipline hearings on behalf of Georgia school districts



- Experienced in the following areas of student issues: drafting student behavior codes, disciplinary tribunal and appeals, bullying, social media, safety plans, and first amendment issues
- Served as managing attorney for the prosecution of more than 150 employee discipline matters arising from a publicized cheating scandal

Representative Cases

The following is a selected sampling of recent cases and is provided for informational purposes only. Past success does not indicate the likelihood of success in any future litigation matter:

- Represented a school board before the State Board of Education on the issue of their possible removal from office
- Served as managing attorney for the prosecution of more than 150 employee discipline matters arising from a publicized cheating scandal

Professional Associations and Memberships

- Member, State Bar of Georgia
- Member, School and College Law Section of State Bar of Georgia
- Member, Atlanta Bar Association
- Member, Cobb County Bar Association
- Member, National Council of School Attorneys
- Member, Georgia Council of School Attorneys

Community Involvement

- Former Trustee, Johnson Ferry Baptist Church
- Former Board of Trustees, Shorter University
- Partner in Education, Walton High School
- Former baseball coach and board member, Eastside Baseball
- Former Member, Board of Trustees, Shorter College

Speaking Engagements

- "Continuing Series of Governance Training as Mandated by AdvancEd," Atlanta Board of Education (May 2011)
- "Team Building and Collaboration, Atlanta Public Schools (2011)
- "Selecting and Appointing your Superintendent – Fulton County Board of Education (2010)
- "How to Select your Next Superintendent," Clayton County Board of Education (2009)

Awards & Honors

- AV Preeminent[®] Rating by Martindale-Hubbell



- Elbert County Native Citizen of the Year (2010)
- Honorary Lifetime PTA Membership
- Boss of the Year, Cobb County Association of Legal Secretaries

Education

- Atlanta Law School, Juris Doctor (1981)
- University of Georgia, Bachelor in Business Administration (1972)



Neeru "Nina" Gupta

Partner

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Admissions

Georgia

Federal District Court for the Northern District of Georgia

Eleventh Circuit Court of Appeals

Areas of Law

Education Law

Nina Gupta is a partner in the Atlanta office of Nelson Mullins Riley & Scarborough LLP. She focuses her practice on education law. Ms. Gupta focuses in the field of Special Education and routinely counsels her school district clients in compliance with the Individuals with Disabilities Education Act, Section 504 of the Rehabilitation Act, the Americans with Disabilities Act, and related statutes.

In addition, Ms. Gupta handles a variety of other education issues such as charter school review, as well as a range of employment issues, including Fair Dismissal Act disputes and discrimination claims. Ms. Gupta also assists her clients in handling day-to-day student issues, as well as advising regarding the development of appropriate policies and procedures.

Experience

- Registered mediator and arbitrator with the Georgia Office of Dispute Resolution
- Provides advice and guidance on complying with legal mandates regarding disabled students
- Attends IEP and Section 504 meetings, represents clients in mediations, and defends school districts in administrative, state, and federal courts
- Works with the federal Office of Civil Rights and the Georgia Department of Education when representing her school district clients and has helped school districts comply with requirements of state-issued Corrective Action Plans
- Defends school districts in employment disputes at the local, state, and federal level

Representative Cases

The following is a selected sampling of recent cases and is provided for informational purposes only. Past success does not indicate the likelihood of success in any future litigation matter:



Ms. Gupta has served as lead counsel and co-counsel in special education cases in which she has defended school districts accused of violating federal and state statutes regarding students with disabilities, including the following:

- *A.E.B. v. Cobb County School District*, CAFN 1:07-cv-00575 (N.D. Ga. 2009)
- *A.G. v. Fulton County School District*, CAFN 1:07-cv-00598 (N.D. Ga. 2009)
- *Fulton County School District v. S.C.*, CAFN 1:07-cv-01907 (N.D. Ga. 2009)
- *W.C. v. Cobb County School District*, 407 F. Supp. 2d 1351 (N.D. Ga. 2005)
- *K.C. v. Fulton County School District*, 2006 U.S. Dist LEXIS 47652 (N.D. Ga. 2006)
- *S.M. v. Fulton County School District*, CAFN 1:05-cv-00960 (N.D. Ga. 2007)
- *G.R. v. Cobb County School District*, Civil Action No.: 08-1-7263-40 (2009)
- *Child with a Disability v. Cobb County School District*, 109 LRP 72062 (Georgia SEA 2009)
- *Child with a Disability v. Cobb County School District*, 108 LRP 46614 (Georgia SEA 2008)
- *Child with a Disability. v. Cobb County School District*, 108 LRP 25048 (Georgia SEA 2008)
- *Child with a Disability. v. Cobb County School District*, 107 LRP 59628 (Georgia SEA 2007)
- *Fulton County School District v. Child with a Disability*, 106 LRP 21100 (Georgia SEA 2006)
- *Z.M.S. v. Paulding County School District*, 107 LRP 964 (Georgia SEA 2006)
- *Child with a Disability v. Cobb County School District*, 104 LRP 35927 (Georgia SEA 2004)
- *Fulton County School District v. Child with a Disability*, 104 LRP 35945 (Georgia SEA 2004)
- *Fulton County School District v. Child With a Disability*, 104 LRP 35945 (Georgia SEA, 2004)

In addition, Ms. Gupta has defended school districts in personnel matters. She has defended school districts in Fair Dismissal Act disputes, such as:

- *Stanley v. Clayton County School District et al.*, Civil Action No. 2012-CV-03110-05 (2012)
- *Austin v. Clayton County School District et al.*, Civil Action No. 2012-CV-03111-08 (2012)
- *Reddish v. Fulton County School District*, Civil Action No. 2005-CV-97088 (2007)
- Served as co-counsel in *Anderson-Sorhaindo v. Fulton County School District*, Civil Action No. 1:02-cv-00346-GGB (N.D. Ga. 2004), in which a federal jury returned a full defense verdict in favor of a school district accused of pregnancy discrimination

Speaking Engagements

- "Managing Child Abuse Allegations in Schools," National School Boards Association Annual Conference, San Diego CA (2013)
- "Abuse of Students with Disabilities: Prevention, Investigation, and Litigation," LRP National Institute, Long Beach CA (2013)
- "Section 504 of the Rehabilitation Act: What It Means For You," Georgia Council for Administrators of Special Education Fall Conference, Savannah, GA (November 2012)
- "Effective Communication During IEP Development," Georgia Council for Administrators of Special Education Fall Conference, Savannah, GA (November 2012)
- "The Personnel File: Do's and Don'ts," Georgia Association of School Personnel Administrators Fall Conference; St. Simons Island, GA (December 2009)
- "Updates to Section 504 of the Rehabilitation Act," Fulton County School District (December 2009)
- "Section 504: Questions and Answers," Cobb County School District (February 2009)



- “Section 504 and the ADA Amendments Act,” Cobb County School District (September and October 2009)
- “Practical and Legal issues in Autism,” Center for School Law & Policy Training Conference; Macon, GA (February 2009)
- “An Introduction to Section 504 and the Individuals with Disabilities Education Act,” Marietta City Schools (May 2007)
- “Discipline and the Disabled Student,” Fulton County School District (August 2007)
- “Special Education: Discipline & the Disabled Student,” Center for School Law & Policy Training Conference; Winder, GA (November 2006)

Publications

- “Rationality and Results: Why School Choice Efforts Endure Despite Lack of Improvement on Student Achievement”; John Marshall Law Journal, Volume III, Number 2 (2010)

Professional Associations and Memberships

- Member, Atlanta Bar Association
- Founding Member IndusBar of Georgia
- Member, Georgia Association of Women Lawyers
- Member, Council for Exceptional Children

Awards and Honors

- Georgia Super Lawyers - School and Education Law (2014)

Education

- University of Michigan School of Law, Juris Doctor (2001)
 - Editorial board of the *Michigan Journal of Gender and Law*
- University of Chicago, Bachelor of Arts, Psychology, with honors (1995)



Sherry Culves

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Admissions

Georgia

Areas of Law

Education Law

Employment and Labor

Litigation

Appellate

Sherry H. Culves is a partner in Nelson Mullins Riley & Scarborough LLP's Atlanta office where she practices in the areas of education law, employment law, and general litigation. Ms. Culves has represented numerous school districts throughout Georgia, ranging from a 90,000-plus urban system to mid-size and small, rural school districts. She speaks in a variety of venues in the area of education and employment law and regularly presents to groups supporting public school systems on both a state and national level.

Experience

- Has advised numerous school districts in the areas of personnel investigations, discipline and discharge, and compliance with the Fair Dismissal Act, student discipline, special education, religion in the schools, charter schools, first amendment issues, Title IX, Section 1983, the IDEA, Section 504, and compliance with the Open Meetings and Open Records Acts
- Has litigated in the Office of State Administrative Hearings, State, Superior, and Federal Courts as well as appellate courts
- Has handled numerous manifestation determinations, student discipline hearings and appeals, IEP meetings, special education mediations, and early resolution sessions
- Has litigated numerous IDEA and § 504 disputes with the State Department of Education, as well as the office of State Administrative Hearings
- Has litigation and appellate experience, having handled multiple IDEA, § 504, ADA, Title VII, FLSA, and § 1983 cases in the federal courts on behalf of employers and school districts

Previous Professional Experience

- Attorney and partner at a Georgia law firm for 14 years where she represented school districts, hospitals, and private employers in EEOC charges and in cases involving Title VII



claims, sexual harassment, race discrimination, retaliation, the Fair Labor Standards Act, ADA, ADEA, FMLA, Equal Pay Act, Title IX, negligent hiring and retention, infliction of emotional distress, and municipal liability

- Conducted training seminars and completed policy development for clients across the state of Georgia
- Represented numerous school districts throughout the state of Georgia in special education disputes

Speaking Engagements

NSBA's 74th Annual Conference: *How To Keep Your School Attorney From Breaking The Bank: Effective Use of School Lawyers and Pros And Cons of In-House Versus Outside Attorneys*. New Orleans, Louisiana (April 2014)

- LRP's 35th Annual National Institute on Legal Issues of Educating Individuals with Disabilities: *A Step-by-Step Guide to Disciplining Disabled Students under the IDEA*. Lake Buena Vista, Florida (May 2014)
- LRP's 35th Annual National Institute on Legal Issues of Educating Individuals with Disabilities: *When to Call Your Lawyer and Other Effective Pre-Litigation Tactics for School Districts*. Lake Buena Vista, Florida (May 2014)
- NSBA's 74th Annual Conference: *How To Keep Your School Attorney From Breaking The Bank: Effective Use of School Lawyers and Pros And Cons of In-House Versus Outside Attorneys*. New Orleans, Louisiana (April 2014)
- Metro Area GLRS: *Annual Legal Retreat Host*. Stone Mountain, Georgia (April 2014)
- Fulton County School District: *School Governance Council Training*. Atlanta, Georgia (February 2014)
- LRP's 20th Annual Special Education School Attorneys Conference: *Special Victims Unit: Responding to Allegations of Harassment and Abuse Involving Special Education Students*. San Antonio, Texas (January 2014)
- Georgia School Boards Association Council of School Attorneys E. Freeman Leverett School Law Seminar: *What Test Cheating Cases Have Taught About Fair Dismissal Strategy* (Panel) (December 2013)
- Georgia Council of Administrators of Special Education: *Tons of Tips for IEP Teams: How To Stay Legally Compliant and Somewhat Sane* (Key Note Speaker). Savannah, Georgia (November 2013)
- Georgia Council of Administrators of Special Education: *I'm About To Get Sued...Now What?* Savannah, Georgia (November 2013)
- Walter F. George School of Law, Mercer University: *Education Law Society Panel*. Macon, Georgia (October 2013)
- NSBA Council of School Attorneys, School Law Practice Seminar: *Disciplining the Disabled Student: Balancing the Rights of Special Education Students with Those of Others in the School*. Nashville, Tennessee (October 2013)
- Upson Regional Medical Center: *Employment Law Training*. Thomaston, Georgia (September 2013)



- Georgia Council of Administrators of Special Education: *Demystifying the Discipline of Section 504 Students*. Macon, Georgia (September 2013)
- Georgia Council of Administrators of Special Education: *Managing Student Discipline: Preventive & Alternative Measures Under the IDEA*. Macon, Georgia (September 2013)
- Primary Pediatrics, P.C.: *Employment Law Training for Staff and Employees*. Macon, Georgia (August 2013)
- Middle Georgia GLRS: *Top 10 Lessons Learned by School Lawyers in Litigating Special Education Cases*. Macon, Georgia (August 2013)
- Screven County School District: *Legal Training on Disproportionality in Disciplining Special Education Students*. Sylvania, Georgia (July 2013)
- Primary Pediatrics, P.C.: *Employment Law Training for Partner Physicians*. Macon, Georgia (June 2013)
- NSBA Council of School Attorneys, Annual School Law Seminar: *School Law Boot Camp: Legal Pointers on Sexual Harassment*. San Diego, California (April 2013)
- Georgia Council of Administrators of Special Education: *Mastering the Manifestation Maze: An In-depth Analysis of the Puzzle of Disciplining Special Education Students*. Macon, Georgia (January 2013)
- Baldwin County School District: *Annual Legal Training*. Milledgeville, Georgia (2013, 2012, 2011, 2010, 2009, 2006, 2004)
- Georgia College and State University, Supporting School Improvement Course Guest Lecturer: *An Overview of Special Education Law*. Macon, Georgia (2012)
- The Macon Bar Association: *An Overview of Special Education Law*. Macon, Georgia (2012)
- The State Bar of Georgia's School and College Law Committee: *Forty Years: A Checkered Past And A Muddled Future For The Application Of Title IX To Sexual Harassment In Schools*. Atlanta, Georgia (2012)
- Georgia Association of School Business Officials (with Dan Murphy): *FLSA "Fast and Furious"...or 50 tips in 50 minutes*. Augusta, Georgia (2011)
- Bibb County School District: *Annual Legal Training*. Macon, Georgia (2010, 2009, 2007, 2006, 2005, 2004)
- Twiggs County School District: *Annual Legal Training*. Jeffersonville, Georgia (2008, 2007)
- Bibb County School District: *School Council Training*. Macon, Georgia (2007, 2006, 2005, 2001)
- Bibb County School District: *Leadership Institute Legal Issues Training*. Macon, Georgia (2006)
- Upson Regional Medical Center: *Employment Law Update and Training*. Thomaston, Georgia (2006)
- Upson Regional Medical Center: *Fair Labor Standards Act Compliance Training*. Thomaston, Georgia (2005)
- Peach County School District: *Legal Issues Training*. Byron, Georgia (2004)
- Allgood Pest Solutions: *Equal Employment Training*. St. Simons, Georgia (2004)
- Houston County School District: *Fair Labor Standards Act Compliance Training*. Perry, Georgia (2004)
- Bibb County School District: *Student Discipline Procedures Training*. Macon, Georgia (2004)
- Lorman Education Services: *Wage and Hour Issues in Georgia*. Macon, Georgia (2002)



- Bibb County School District: *Student-on-Student Sexual Harassment Training*. Macon, Georgia (2002)
- Baldwin County School District: *School Council Training*. Milledgeville, Georgia (2001)

Professional Associations and Memberships

- Macon Bar Association
- State Bar of Georgia
 - Employer's Duties and Problems Committee
 - School and College Law Committee
- Georgia School Boards Association Council of School Attorneys
- National School Boards Association Council of School Attorneys
- Atlanta Bar Association

Awards and Honors

- Georgia Super Lawyers Rising Star – School and Education Law (2007, 2014)
- Leadership Macon (2003)

Publications

- American School Board Journal: The 12 Rules of Christmas. (November/December 2013, Vol. 200, No. 10)
- American School Board Journal: Surviving a Special Ed Battle. (October 2013, Vol. 200, No. 9)
- "*Smith v. State*: The Georgia Supreme Court Mandated Jury Instructions in Battered Person Syndrome Cases," 49 Mercer L. Rev. 1141 (1998)

Education

- Mercer University School of Law, Juris Doctor, cum laude (1999)
 - Managing Editor, *Mercer Law Review*
- University of Florida, Bachelor of Science in Public Relations (1996)



Laura Lashley

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Admissions

Georgia

Areas of Law

Education Law

Laura Lashley serves as senior counsel in the Education Practice in the Atlanta office of Nelson Mullins Riley & Scarborough LLP. Ms. Lashley focuses her practice in education law and policy, focusing on charter schools, special education, student rights, and employment matters. Ms. Lashley draws on her diverse experience in education to provide clients with legal advice, policy consultation, grant consultation, and strategic planning and implementation of restructuring initiatives, such as charter districting. Ms. Lashley also uses her teaching background in K-12 education and higher education to design and deliver impactful trainings and presentations to governing boards, employees, and community members on education law and policy topics.

Experience

- Serves school districts through advising on student issues, policy creation and review, and school governance, including consultation on strategic educational reform initiatives
- Provides local school boards with insight and guidance into statewide policy initiatives and strategic planning
- Designs and delivers trainings for school-level governance for use in the charter system model
- Facilitates strategic planning sessions with education clients
- Delivers presentations on charter school law and policy at national academic and legal conferences
- Designs policies and procedures for charter school authorization programs for school district clients
- Recently drafted model legislation for charter schools for the state of New Jersey
- Consults with educational clients on government relations initiatives and legislative planning
- Consults with local school boards to develop proposals for innovative new programs funded through the state of Georgia's Race to the Top program
- Serves as liaison with state education government officials on policy matters for school district clients
- Consults with educational business clients on strategic growth and expansion nationally



- Represents clients in employment litigation with First and Fourth Amendment issues

Previous Professional Experience

- Served as Assistant Professor of Education Law and Policy in the Educational Leadership Department of Kennesaw State University, teaching graduate level courses in education law, special education law, human resources, education policy, and educator ethics
- Served as the Legal Counsel and the first Petitions Program Manager for the Georgia Charter Schools Commission
- Served as an Associate Attorney in the Pharmaceutical Patent Litigation Group at Sutherland, Asbill & Brennan
- Served as a high school teacher for the Teach for America Philadelphia Corps for a two-year commitment

Publications

- Lashley, L. (2014) “New Roles School and District Administrators Play in the Georgia Charter System Models,” *New Waves Educational Research and Development Journal*, 17 (1).
- Chan, T. and Lashley, L. (2014) “Green School Leadership: What Does it Really Mean?” in Chan, T. *Green School Leadership*.
- Lashley, L. and Rippner, J. (Preparing for submission 2014). *The Georgia Charter Schools Commission: A Case Study in Education Reform, Law, and Politics*.
- Ingram, L., et al. (2008) *A Practical Guide to Transfer of Development Rights Programs, Community Information Citizens Manual* distributed on behalf of the Georgia Land Use Clinic.

Speaking Engagements and Presentations

- Lashley, L. (September-October 2014). *Innovations Through Flexibility*. Multiple Presentations to the Atlanta Public Schools Flexibility Advisory Committee, Atlanta, Georgia.
- Lashley, L. (January 2014). *Strategic Planning Sessions for Westside Atlanta Charter School*, Atlanta, Georgia
- Lashley, L. (January-February 2014). *Best Practices for School Governance Councils*. Trainings and Presentations for the Fulton County School District, Atlanta, Georgia.
- Lashley, L. (2013). *The Georgia Charter Schools Commission: A Case Study in Education Reform, Law, and Politics*. Presentation of paper and research at the Education Law Association Annual Conference, November 2013, Denver, Colorado.
- Lashley, L. (2012). *Hot Topics in Education Law; The Potential Return of the Charter Schools Commission and Updates to Georgia’s Sunshine Laws*. Presentation at the 9th Annual Education Policy Summer Seminar held by Alexander & Company, July 2012, Atlanta, Georgia.



- Lashley, L. (2012). The Kid Law Practicum—What You Need to Know for Your Classroom Presentation at the Summer Institute for Teach for America, July 2012, Atlanta, Georgia.
- Lashley, L. (2012). The State of the Charter in Georgia. Presentation to the Fulton County Board of Education, June 2012, Atlanta, Georgia.
- Lashley, L. (2012). Positive Behavior Supports and the Law. Presentation to Fulton County School District Special Education Department, April 2012, Atlanta, Georgia.
- Lashley, L. (2012). Around the Education World in 90 Minutes. Presentation to the Clayton County Board of Education, March 2012, Jonesboro, Georgia.
- Lashley, L. (2012). Around the Education World in 90 Minutes. Presentation to the Marietta Board of Education, February 2012, Marietta, Georgia.
- Lashley, L. (2012). Creating Effective Charter Petitions. Presentation to Cobb County School District, January 2012, Marietta, Georgia.
- Lashley, L. (2011). Strategic District Initiatives; IE2 vs. Charter Districting. Presentation to the Marietta Board of Education, September 2011, Marietta, Georgia.
- Lashley, L. (2011). Effective Charter School Governance. Presentation on behalf of the Georgia Charter Schools Commission, Spring 2011, Atlanta, Georgia.
- Ingram, L. (2010). Hot Issues in Trademark Law. Preparation of Congressional Testimony and Presentation for James H. Johnson to deliver to the Congressional Committee on Trademark Law and Reform for publication in the Congressional Record, Spring 2010, Washington, D.C.
- Ingram, L. (2010). The Ethics and Patentability of Stem Cell Research. Presentation at Kennesaw State University, Summer 2010, Kennesaw, Georgia.
- Ingram, L. (2009). Updates in Patent Law Presentation at the Fall Intellectual Property Retreat on behalf of Sutherland, Asbill & Brennan, Fall 2009, Atlanta, Georgia.
- Ingram, L. (2008). Your Right to Farm; An In-Depth Analysis of Georgia’s Right-to-farm Statute Presentation to the Newton County Farm Bureau on behalf of the Georgia Land Use Clinic, Fall 2008.
- Ingram, L. (2008). Tools of Land Conservation; Transfer of Development Rights and Conservation Subdivisions. Presentation on behalf of the Georgia Land Use Clinic, Fall 2008.

Professional Associations and Memberships

- The State Bar of Georgia
- Alumni Fellowship of Teach for America
- Young Professionals for Educational Equity

Education



- University of Georgia School of Law, Juris Doctor, *magna cum laude*
 - Order of the Coif
 - Editorial Board, Georgia Law Review
 - Treasurer of the Education Law Society
 - Won Awards for Outstanding Achievement in Torts and Intellectual Property
- St. Joseph's University, Masters of Arts in Secondary Education, with honors
- Emory University, Bachelor of Arts in International Studies, with honors



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Admissions

Georgia

Areas of Law

Education Law

Suzann Wilcox is of counsel in Nelson Mullins Riley & Scarborough LLP's Atlanta office. She focuses her practice on education law. Ms. Wilcox is committed to developing strong relationships with public school districts and educational professionals in order to assist school districts with the demanding legal issues that affect them daily.

Experience

- Has worked with public school districts throughout Georgia, advising large and small school districts in areas such as:
 - Development and oversight of policies and procedures
 - Privacy concerns
 - Student issues and discipline
 - Special education issues
 - Constitutional matters
- Conducted school law training seminars on topics for clients and school personnel around the state; certified through the Georgia Department of Education to provide state law-required training for school board members

Speaking Engagements

- "Child Abuse Considerations", National School Board Association (NSBA) Annual Conference, San Diego, CA
- "School Law and Family Law: Tips to Make Your Life Easier", Cobb Superior Court Guardian Ad Litem Yearly Seminar
- "School Law", Cobb Family Bar Section
- "Negotiation Tactics", Cobb Executive Women
- "Legal Aspects of Student Discipline and Student Codes of Conduct", MRESA, Marietta, GA
- "FERPA for the Public and Private Practitioner", National Business Institute, Atlanta, GA



- “Public Commentary: The Good, the Bad and How it Can Get Ugly”, National School Board Association (NSBA) Annual Conference, Orlando, FL
- “Special Education: Discipline and the Disabled Student”, Training Conference, Rome and Tifton, GA
- “Student Discipline and Tribunal Training”, Training Conference, Rome, GA
- “Student Discipline in Georgia”, Mercer University’s E.L.I.T.E. Leadership Academy, Atlanta, GA

Professional Associations and Memberships

- Member, The State Bar Association of Georgia
- Member, Council of School Attorneys
- Fellow, Education Policy Fellowship Program (2013)
- Member, Cobb County Chamber of Commerce
 - Leadership Cobb (2008)
- Volunteer, Big Brothers/Big Sisters of Metro Atlanta

Education

- University of Florida College of Law, Juris Doctor, with honors (2000)
- Belmont University, Nashville, Bachelor in Business Administration, magna cum laude (1997)



Brandon O. Moulard

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Admissions

Georgia

Georgia Court of Appeals

Supreme Court of Georgia

U.S. Supreme Court

U.S. District Court for the Middle District of Georgia

U.S. District Court for the Northern District of Georgia

U.S. Court of Federal Claims

U.S. Court of Appeals for the Federal Circuit

U.S. Court of Appeals for the Ninth Circuit

U.S. Court of Appeals for the Eleventh Circuit

Areas of Law

Education Law

Employment Law

Brandon Moulard is an associate in the Atlanta office of Nelson Mullins Riley & Scarborough LLP. He practices in education and employment law.

Experience

- Represents school districts in a variety of legal matters, including:
 - Proceedings under the Georgia Fair Dismissal Act
 - Charges with the Equal Employment Opportunity Commission
 - Litigation in state and federal court concerning claims brought under Title VII, the Americans with Disabilities Act, 42 U.S.C. § 1983, the Fair Labor Standards Act, and other employment-related statutes

Previous Professional Experience

- Managing associate at a federal employment law office in Atlanta

Professional Associations and Memberships

- The State Bar of Georgia



Education

- University of Georgia School of Law, Juris Doctor, cum laude
 - President of the Labor & Employment Law Association
- University of Georgia, Bachelor of Arts, summa cum laude with highest honors
 - Phi Beta Kappa



Anita Bala

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Admissions

Georgia

Supreme Court of Georgia

Georgia Court of Appeals

U.S. District Court for the Northern District of Georgia

New York

Areas of Law

Education Law

Constitutional Law

Employment Law

Anita Bala is an associate in Nelson Mullins Riley & Scarborough LLP's Atlanta office, where she is a member of the education team. She represents clients in matters involving civil litigation, special education, and employment law.

Mrs. Bala has represented school district clients in various matters of civil litigation, including First Amendment claims, torts, and Fair Dismissal Act cases. She also maintains a special education practice, counseling clients at IEP meetings and in due process proceedings. Her transactional experience includes contract review for independent services for school districts. She also regularly assists clients in governance matters and board policy review.

Experience

- Special education and IDEA compliance
- Fair Dismissal Act litigation
- Federal employment litigation for claims arising under the Americans with Disabilities in Education Act, First Amendment, and Title VII
- Tort Litigation

Previous Professional Experience

- Education law associate, Marietta, Ga., law firm
- City of New York Department of Social Services



- Special assistant civil prosecutor for matters involving child abuse and neglect; experience representing public agencies in litigation involving services for children with special needs
- Summer Associate, City of Atlanta Law Department

Professional Associations and Memberships

- The State Bar of Georgia
- The State Bar of New York

Education

- University of Georgia School of Law, Juris Doctor, cum laude (2007)
- Emory University, Bachelor of Arts, International Affairs (2004)



MaryGrace Bell

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Admissions

Georgia

U.S. District Court for the Northern District of Georgia

Areas of Law

Education Law

Litigation

MaryGrace Bell is an associate in the Atlanta office where she practices with the education group. She has a background in litigation, having previously served as an assistant solicitor general for the Henry County Office of the Solicitor General.

Previous Professional Experience

- Assistant Solicitor-General, Henry County Office of the Solicitor-General (2014-2016)
- Summer Associate, Atlanta law firm (2013)
- Teacher, Hope-Hill Elementary School, Atlanta Public Schools (2009-2011)
- Metro Atlanta Corps Member, Teacher For America, Inc. (2009-2011)

Internships

- Extern, Legal Department, The Home Depot (2013)
- Intern, Office of Civil Rights, U.S. Department of Education (Summer 2012)
- Intern, State Senator and Budget and Appropriations Committee Chairman JD Alexander, University of Florida Graham Center for Leadership and Public Service (2009)

Education

- Emory University School of Law, Juris Doctor (2014)
 - Dean's Award, Education Law and Policy
 - Order of the Barristers National Honor Society Member
 - Emory University National Moot Court Team and First Amendment Team
 - University of Florida, Bachelor of Arts in Political Science (May 2009)
 - Florida Blue Key member
-



Kathryn Ams

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Admissions

Georgia

Areas of Law

Education Law

Kathryn Ams is an associate in the Atlanta office of Nelson Mullins Riley & Scarborough LLP. She focuses her practice on education law.

Experience

- Developing policies for school districts
- Handling employment matters, including teacher disciplinary proceedings
- Advising school districts regarding compliance with the Individuals with Disabilities Education Act, Section 504 of the Rehabilitation Act, the Americans with Disabilities Act, and related statutes

Professional Associations and Memberships

- The State Bar of Georgia
- Church of the Apostles
- Bleckley Inn of Court

Awards and Honors

- American Bankruptcy Institute Medal of Honor

Publications

- "The Intersection of Preemption, Pleading, and Rule 11," DRI – The Voice of the Defense Bar's For The Defense (April 2011)
- "Making the Most of Technology and Graphics at Trial," Atlanta Bar Association, Vol. 8, No. 4 (November 2010)



Internships

- The Office of First Lady Mary Perdue
 - Worked for the First Lady's "Our Children Campaign"

Education

- Georgia State University College of Law, Juris Doctor, summa cum laude
- Samford University, Bachelor of Arts, summa cum laude



Melody Bray

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Admissions

Georgia

U.S. District Court for the Northern District of Georgia

Areas of Law

Education Law

Employment and Labor

Litigation

Melody P. Bray is an attorney in Nelson Mullins Riley & Scarborough LLP's Atlanta office. She has experience in employment matters in state and federal court, including Title VII, American Disabilities Act, Georgia Whistleblower, and unlawful disclosure. She also has litigation experience as a former staff attorney in Employment and Personnel for the Office of the Fulton County Attorney.

Previous Professional Experience

- Attorney, Office of the Fulton County Attorney, Atlanta (2015-2016)
- Senior Judicial Staff Attorney, DeKalb County Superior Court (2011-2015)
- Junior Associate, international law firm, Atlanta (2008-2010)

Internships

- Judicial Intern to the Honorable Justice Harold Melton, Georgia State Supreme Court (2006)
- Legal Intern, Child Advocacy Centers of Georgia (Summer 2006)

Professional Activities

- Georgia Bar Young Lawyers Division Leadership Academy (2009)

Professional Associations and Memberships

- Georgia Association of Black Women Attorneys

Community Involvement

- Board of Directors, BeLoved Atlanta
- Fulton County Guardian Ad Litem

Education



- Emory University School of Law, Juris Doctor (2008)
 - Symposium Editor, *Emory Bankruptcy Developments Journal*
 - Ben F. Johnson Scholar
 - Barton Child Policy Clinic Summer Fellow
 - LWRAP Spring Oral Argument Competition Top 10% Oralist
 - Intellectual Property Society
 - Entertainment Law Society
 - Emory Public Interest Committee
 - Moot Court Special Teams

- University of Florida, Bachelor of Arts in Criminology with Psychology concentration (2004)



Marquetta J. Bryan

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Admissions

Georgia

U.S. District Court for the Northern District of Georgia

U.S. Court of Appeals for the Eleventh Circuit

U.S. District Court for the Middle District of Georgia

U.S. Supreme Court

Areas of Law

Education Law

Employment Litigation

Commercial Litigation

Civil Rights Litigation

General Liability

Premises Liability

Marquetta Bryan is of counsel in Nelson Mullins Riley & Scarborough LLP's Atlanta office. She focuses her litigation practice in the areas of education, employment, and general litigation, including defending public and private entities in general, business, and employment litigation brought under federal and state laws. Ms. Bryan also advises and litigates on behalf of educational institutions in a variety of legal matters, including proceedings under the Georgia Fair Dismissal Act and charges filed with the Equal Employment Opportunity Commission. Ms. Bryan also defends business entities in matters involving premises liability and commercial transactions. Ms. Bryan has represented clients before the District Courts of Georgia, the Eleventh Circuit, the Equal Employment Opportunity Commission, the state courts of Georgia, and other administrative hearing bodies. She monitors legal trends that may impact clients' businesses and assists them in implementing proactive measures in anticipation of those trends.

Experience

- Provides advice and counsel to public and private entities related to education and employment law and litigation, and also related to general litigation, civil rights, contract, and municipal liability matters
- Experience in directing, overseeing, and engaging in management of employment legal activities, including risk management and compliance, pre-suit matters, internal investigations, organizational structure, compliance with labor directives, development, and review of policies and procedure



- Experience in managing litigation, including pre-suit investigation, discovery, pretrial, trial/administrative/tribunal personnel and disciplinary hearings, mediation, and appeals

Previous Professional Experience

- Partner, Atlanta law firm
- Regional Attorney Advisor (Defense Litigation), United States Department of Housing & Urban Development
 - o Provided counsel and defense to agency and its key personnel before courts and administrative boards in civil litigation, including employment and personnel, administrative law and federal contract dispute matters
 - o Initiated Fair Housing complaints on behalf of the agency
 - o Monitored the spending and litigation activities of federal funding recipients pursuant to HUD regulations
- Cleveland, Ohio, Summer Associate
- Employment Law Clinic, Cleveland Marshall, Cleveland, Ohio, student clinician
- Office of the Executive Counsel to the Governor, Atlanta, legal intern
- Georgia Law Center of Homelessness and Poverty, Atlanta, paralegal advocate

Awards and Honors

- Junior League of Atlanta, Outstanding Committee (Chair) Award (2013)
- Co-founder, If You Can See It, You Can Be It" (youth legal education project) (ABA Recognized)
- Strong Award, Girls, Inc. (2013)
- Justice Robert Benham Community Service Award, State Bar of Georgia and Chief Justice's Commission on Professionalism (2014)
- Georgia Rising Star, Thomson Reuters (2010-2012)
- Young Lawyers Division Leadership Academy Graduate (2008)
- State Bar of Georgia Award - Outstanding Service to the Profession (2010)
- State Bar of Georgia Award- Outstanding Service to the Public (2011)
- State Bar of Georgia Award- Outstanding Service to the YLD (2012)
- Board of Directors, State Bar of Georgia Young Lawyers Committee (2009-2012)
- GABWA Professional Development Academy – Faculty (2012)

Speaking Engagements

- "Best Employment Practices for Community Service Boards," Georgia Community Service Boards Annual Conference, Savannah, Ga. (October 2013)
- "Employment law Beyond the Basics", Sterling Education Services, Atlanta (October 2013)
- "Best Practices for Managing Employees -- After You've Hired and Before They Are Fired," Georgia CASA Mid-Year Conference, Macon, Ga. (September 2013)
- "Georgia's New Evidence Code -- Lessons from the Federal Rules," ICLE- State Bar of Georgia, Insurance Law Institute, St. Simons Island, Ga. (September 2013)



- "Georgia's New Evidence Code And How It Impacts the Evaluation of a Case," Carlock, Copeland & Stair Fifth Annual General Liability & Workers' Compensation Seminar, Atlanta (June 2013)
- "Best Employment Practices for Physicians: Reducing Liability for Employment Law Claims," Mercer Medical School, Macon, Ga. (May 2013)
- "Best Employment Practices for the Small Business Owner," UGA Small Business Development Center Annual Training, Athens, Ga. (April 2013)
- "Best Practices Hiring and Firing," Georgia CASA Conference 2013, Atlanta (March 2013)
- "Labor & Employment Law 2012," Sterling Education Services, Atlanta (December 2012)
- "Employment Law Basics for Small Business," UGA SBDC Consultants Professional Development Day, Alpharetta, Ga. (November 2012)
- "Facebook Firing, Twitter Termination & LinkedIn Layoff: Avoiding Social Snafus in Employment Law," Emerging Albany Conference, Albany, Ga. (September 2012)
- "Best Practices for Avoiding Frivolous Retaliation Claims, Home Depot, Atlanta (July 2012)
- "The Elephant in the Room: Best Practices for Employee Relations after the Employee has Filed Suit and How to Avoid Frivolous Retaliation Claims," Perimeter GEM, SHRM Atlanta (May 2012)
- "Best Practices for Conducting Employee Evaluations," Pro Bono Partnership of Atlanta webinar (May 2012)
- "Employment Law Basics," Morehouse Medical School, Community Voices, Legal Forum (April 2012)
- "The Best Practices for Avoiding Frivolous Employment Claims," Albany Medical Managers Meeting: Emerging Albany, Albany, Ga. (April 2012)
- "Workplace Harassment and Internal Investigations" & "Navigating the Family and Medical Leave Act," Hemy Medical Center (July 2011)
- "Employer Responsibilities and Duties Under the FMLA," ICLE seminar, State Bar of Georgia, Atlanta (February 2011)
- "Sexual Harassment Training," Harbor Management Company, Atlanta (June 2010)
- "Eleventh Circuit and Supreme Court Employment Case Law Update," ICLE seminar, State Bar of Georgia, Atlanta (February 26, 2010)

Publications

- "Basking in Georgia's Sunshine--- Laws, that is," Copeland & Stair Newsletter. Volume 9, Issue 2 (Summer 2012)
- "Employment Discrimination Law: Looking Back at 2009 and Forward to 2010," Carlock, Copeland & Stair Quarterly Newsletter. Volume 7, Issue 1 (Spring 2010)

Professional Associations and Memberships

- Junior League of Atlanta
- Access to Justice Committee, Member, State Bar of Georgia
- Lawyers Club of Atlanta



Education

- Cleveland-Marshall College of Law, Juris Doctor, cum laude (2002)
 - o Cleveland State University Law Review, associate
 - o Vice Chair, University Judicial Board
 - o National Association of Women Lawyers, Outstanding Law Student
 - o Black Law Students Association, President
 - o Urban League, Outstanding Law Student
 - o Co-chair, Graduation Challenge
 - o Faculty Appointments Committee, Appointee
- Emory University, Bachelor of Arts in Sociology and Religion (1997)



Cheryl V. Shaw

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Admissions

Georgia

Georgia Court of Appeals

Supreme Court of Georgia

U.S. District for the Northern District of Georgia

U.S. District Court for the Middle District of Georgia

Areas of Law

Corporate

ERISA, Employee Benefits, and Executive Compensation

Education Law

Real Estate

Cheryl Shaw is of counsel in the Atlanta office of Nelson Mullins Riley & Scarborough LLP, where she practices in the areas of corporate law, executive compensation, and employee benefits. Cheryl provides counsel on equity and non-equity incentive plans, retirement plans and health and welfare plan compliance. Cheryl's experience also includes a range of corporate transactional work, including all areas of commercial real estate, finance, TADs, and merger and acquisition matters.

Experience

- Experienced in PPACA healthcare reform, HIPAA, COBRA and general health and welfare plan compliance
- Experienced in executive compensation and employee benefits issues in mergers, acquisitions and divestitures
- Advises on tax issues, including Section 409A compliance with respect to executive incentive plans
- Experienced in tax and business matters impacting business organizations, including formation, operation, mergers, acquisitions, reorganizations, expansions and financing
- Regularly advises clients on routine and high end business and real estate transactions
- Routinely counsels school districts on various real estate matters, TADS, e-Rate, e-Verify, procurement and contracting



Professional Associations and Memberships

- Member, The State Bar Association of Georgia
 - Corporate Counsel Section and Real Property Law Section
- Affiliate Member, Georgia Association of Business Brokers
- Former Director, North Atlanta Tax Council (1995-1997)
- Instructor, Metro Brokers GMAC commercial classes
- Member, Board of Directors, Essential Theater

Education

- Georgia State University College of Law, Juris Doctor
- Emory University School of Law, LL.M. in Taxation
- Emory University, Bachelor of Arts



Laurence Warco

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Admissions

Georgia

U.S. District for the Northern District of Georgia

Areas of Law

Alternative Dispute Resolution

Education Law

Litigation

Bankruptcy, Creditors' Rights, and Financial Restructuring

Laurence Warco is of counsel in Nelson Mullins Riley & Scarborough LLP's Atlanta office where he focuses on education law. He advises on a variety of education issues such as the development of appropriate policies and procedures, special education law, charter school review, and employment issues.

In addition, Mr. Warco has represented corporations and individuals in jury trials, bench trials and arbitrations in matters of professional liability, and other complex business litigation.

Representative Matters

The following is a selected sampling of recent matters and is provided for informational purposes only. Past success does not indicate the likelihood of success in any future matter:

- Has served as general counsel to a metropolitan school district where he regularly attended board meetings and advised on a variety of matters, including issues with open meetings, parliamentary procedures, and policy development and revision
- Has represented metropolitan school districts regarding the provision of special education services to the district's eligible students
- Has defended four of the largest accounting firms in the world, law firms, corporations, and individuals in numerous federal and state courts, as well as the representation of numerous clients in bankruptcy matters, including creditors' committees, secured creditors, and other interested parties in various Chapter 7 and 11 cases
- Has served as co-counsel to an unsecured creditors committee in one of the largest bankruptcy cases ever filed in the Northern District of Georgia

Awards and Honors

- Georgia Super Lawyers® "Rising Stars" (2009)

Professional Associations and Memberships

- Member, Litigation Section, American Bar Association

- Member, General Practice and Trial Law and Bankruptcy Sections, State Bar of Georgia
- Participant, program aimed at providing representation and services to children who are truant in an effort to prevent them from sliding into delinquency

Education

- Harvard Law School, Juris Doctor, magna cum laude (1997)
- Furman University, Bachelor of Arts, summa cum laude (1994)
 - Phi Beta Kappa



Samantha Smith

Of Counsel

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Admissions

Georgia

Florida

Areas of Law

Education Law

Insurance Defense Litigation

Samantha Smith is an attorney of counsel in Nelson Mullins Riley & Scarborough LLP's Atlanta office. She practices in the areas of education law and insurance defense litigation, focusing on the representation of large school districts, employers, insurers, and employee leasing companies in workers' compensation claims.

Experience

- Represents and advises school districts in a variety of legal matters, including:
 - Litigation before the State Board of Workers' Compensation
 - Risk Management policies and procedures
 - Student issues and discipline

Previous Professional Experience

- Workers' compensation defense, Tampa, Fla., law firm
- Plaintiff's insurance defense, Orlando, Fla., law firm
- Assistant State Attorney, Office of the Florida State Attorney

Education

- Fordham University School of Law, Juris Doctor (2005)
 - Editor, Intellectual Property Law Journal
 - Moot Court
- Florida State University, Bachelor of Science in Communications, cum laude, minor in Political Science (2002)



Kathryn B. Solley

Partner

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Admissions

Georgia

New York

Areas of Law

Employee Benefits

ERISA and Employee Benefits

Executive Compensation

Corporate

Employment

Kathy Solley is a partner in Nelson Mullins Riley & Scarborough's Atlanta office, where she practices executive compensation, employee benefits and ERISA law. She works with public and private companies and their employee benefits needs and has worked as in-house counsel with a large electric public utility in the northeast and then with a large, publicly traded multinational corporation. She also advises governmental pension plans and tax exempt entities on employee benefits and executive compensation matters.

Experience

- Serves clients on legal matters pertaining to employee benefits and executive compensation, including nonqualified deferred compensation plans, defined benefit pension plans, 401(k) plans, group health plans, and stock options, as well as fiduciary counseling under ERISA
- Counsels on day-to-day plan administration as well as the impact of employee benefits and compensation for mergers, acquisitions, and divestitures
- Drafted one of the first cash balance pension plans and has followed the changing legal environment for such hybrid plans since then
- Guides clients through 401(k) plan corrections, including negotiating filings and closing agreements with the Internal Revenue Service
- Fiduciary counseling focuses on benefit plan committees, both administrative and investment, and their members
- Advises clients on Affordable Care Act (ACA) compliance and reporting, including strategies for identifying full-time employee status.
- Serves as counsel to the pension board of a governmental plan, with a focus on improvement of administrative processes and open record issues.



Leadership Positions

- Secretary and Member of 21st Century Leaders' Executive Committee
- Past President, Southern Employee Benefits Conference
- Former Board Member, National Women in Pensions
- Former Board Member, Peachtree-Atlanta Kiwanis Club

Professional Associations and Memberships

- State Bar of Georgia

Education

- New York University, Juris Doctor (1975)
- Yale University, Bachelor of Arts, cum laude (1971)



Thomas D. Powell

Associate

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Admissions

Georgia

Areas of Law

Education Law

Thomas Powell is an associate in Nelson Mullins Riley & Scarborough LLP's Atlanta office, where he is a member of the education law team. His practice focuses on the transactional needs of the Firm's education clients.

Clerkship

- Law Clerk for the Honorable Karen K. Specie, U.S. Bankruptcy Court for the Northern District of Florida (2014-2016)

Internship

- Legal Intern, U.S. Department of Justice, U.S. Trustee Program, Atlanta (June 2013-August 2013)

Externship

- Legal Extern, Federal Trade Commission, Atlanta (August 2013-December 2013)

Previous Professional Experience

- Research Coordinator, EnVeritas Group Inc., Greenville, SC (2009-2011)

Education

- University of Georgia, School of Law, Juris Doctor, magna cum laude (2014)
 - Articles Editor, *Georgia Law Review* (2013-2014)
 - Editorial Board, *Georgia Law Review* (2012-2013)
 - Order of the Coif
 - CALI Awards for Contracts, Federal Income Tax, and Trusts & Estates
 - State Bar of Georgia Tax Section Outstanding Student Award
 - Verner F. Chaffin Award for Excellence in the Study of Fiduciary Law
- Furman University, Bachelor of Arts in Mathematics-Economics, magna cum laude (2007)



NELSON MULLINS RILEY & SCARBOROUGH LLP:
SECTION 1, IV.
TYPES OF TRAINING OFFERED

Each training proposal offered clearly indicates target audiences and what type of charter school the training is intended for.

Training proposals submitted can be offered and/or further customized to pertain to:

- Start-up charter schools (both locally approved and Commission-approved);
- Conversion charter schools
- College and Career Academies



SECTION 2



TRAINING PROPOSAL

| | | | |
|---------------------------|---|------------------------|---|
| Training Provider | Nelson Mullins Riley & Scarborough | Submission Date | <i>November 15, 2016</i> |
| Course Title | Governance 101 for Charter School Governing Boards | Instructors | <i>Nelson Mullins instructors listed in Section 1 of the Proposal. Guest speakers may be selected according to subject matter expertise: locally, statewide, or nationally.</i> |
| Course Description | <i>Based upon Georgia Code requirements of 20-2-2072 and SBOE rule and standards, this course will provide participants with an in-depth overview of critical governance topics, such as the proper role of the charter governing board in relation to the school's operations; the creation and implementation of policy to guide the school's strategic mission and planning efforts; and legal and regulatory compliance in areas such as personnel, student rights, Open Meetings and Records, and fiscal management. This course is most appropriate for new</i> | Delivery Method | <ul style="list-style-type: none"> • <i>Small group</i> • <i>Large group</i> • <i>Virtual as requested</i> |



| | | | |
|---------------------------------|---|-------------------------------|--|
| | <i>charter governing boards, but can be customized as a refresher course for whole board training purposes.</i> | | |
| Alignment to Standards | I: A 1-2; B 1-2; C 1-2; II: B 1-4 III: B 1-4 V: A 1-9 VIII: A 1-3 | Proposed fee | <ul style="list-style-type: none"> • \$150 per trainee |
| Proposed Location | <ul style="list-style-type: none"> • Charter school (onsite) • Webinar • Law Offices (Flexible as requested by trainees) | Length of Course | <ul style="list-style-type: none"> • Three hours |
| Overall Course Objective | <i>Enable all charter school board members to meet requirements of 20-2-2072 and become highly effective board members.</i> | Type of Charter School | <ul style="list-style-type: none"> • Start-up • Conversion • College and Career Academy |
| Submitted by | <i>Laura Lashley</i> | Date Submitted | <i>November 15, 2016</i> |



NELSON MULLINS RILEY & SCARBOROUGH LLP:

TRAINING SYLLABUS

SUBMITTING ENTITY:

Nelson Mullins Riley & Scarborough, LLP

COURSE TITLE:

Governance 101 for Charter School Governing Boards

CONTACT:

D. Glenn Brock, Esq.
Nelson Mullins Riley & Scarborough LLP
Atlantic Station
201 17th Street, NW, Suite 1700
Atlanta, GA 30363
Tel: 404.322.6203
Fax: 404.322.6050
glenn.brock@nelsonmullins.com

COURSE DESCRIPTION:

Based upon Georgia Code requirements of 20-2-2072 and SBOE rule and standards, this course will provide participants with an in-depth overview of critical governance topics, such as the proper role of the charter governing board in relation to the school's operations; the creation and implementation of policy to guide the school's strategic mission and planning efforts; and legal and regulatory compliance in areas such as personnel, student rights, Open Meetings and Records, and fiscal management. This course is most appropriate for new charter governing boards, but can be customized as a refresher course for whole board training purposes.

NUMBER OF CONTACT HOURS:

This session will provide school board members with (3) contact hours of training.

MAJOR ACTIVITIES:

Major activities during this training session will include a pretest for the participant's personal use followed by a presentation detailing the topics above. The presentation will be followed by an interactive skit activity where board members practice their newly acquired skills in leading and participating in effective board meetings and will brainstorm potential routes of board action to take in the face of common legal scenarios facing charter schools today. The brainstorming session will be moderated to facilitate guided learning.

Following the lecture and exercise, the instructors will provide a question and answer session for the participants.

We will provide a roster to register all participants. Upon signing in, all participants will receive their name tag. Evaluation forms will be provided at the end of the session and these evaluations will be tabulated and the comments summarized.

TRAINING GOALS AND OBJECTIVES:

Provide concrete and clear guidance on:

- Creating and maintaining an effective balance of responsibilities between the governing board and the school leader;
- The creation of effective governing policies for both the board and charter school;
- Running efficient, transparent, and productive board meetings;
- Legal requirements for the management and operation of high quality charter schools.

TARGET AUDIENCE:

The target audience will be new and veteran board members of start-up charter schools, commission charter schools, conversion charter schools, and career academies.

TRAINING TIMES:

Specific training schedules can be developed in conjunction with the needs of the trainees and could include, but is not limited to, a 9:00am to 12:30pm schedule, which would include two short breaks.



TRAINING PROPOSAL

| | | | |
|---------------------------|---|------------------------|---|
| Training Provider | Nelson Mullins Riley & Scarborough | Submission Date | November 15, 2016 |
| Course Title | Strategic Planning for Charter Schools | Instructors | <i>Nelson Mullins instructors listed in Section 1 of the Proposal. Guest speakers may be selected according to subject matter expertise: locally, statewide, or nationally. Please note that Instructor Laura Lashley is available for facilitation of the entire strategic planning process.</i> |
| Course Description | <i>Based upon Georgia Code requirements of 20-2-2072 and SBOE rule and standards, this course will provide participants with a concrete framework for how to approach strategic planning in a meaningful, effective fashion. Then, participants will be led through a series of collaborative exercises and discussions to jumpstart the strategic planning process. This course is repeatable and can be customized so that the governing board is ushered through the entire strategic planning process with an instructor's guidance and facilitation.</i> | Delivery Method | <ul style="list-style-type: none"> • Small group • Large group • Virtual as requested • Whole board |



| | | | |
|---------------------------------|---|-------------------------------|--|
| Alignment to Standards | II: A 1-3; B 1-4; III: A 1-2 | Proposed fee | • \$150 per trainee |
| Proposed Location | <ul style="list-style-type: none"> • Charter school (onsite) • Webinar • Law Offices (Flexible as requested by trainees) | Length of Course | • Three hours |
| Overall Course Objective | <i>Enable all charter school board members to meet requirements of 20-2-2072 and to learn how to effectively organize and manage the strategic planning process to increase the school's performance and achievement.</i> | Type of Charter School | <ul style="list-style-type: none"> • Start-up • Conversion • College and Career Academy |
| Submitted by | Laura Lashley | Date Submitted | November 15, 2016 |



NELSON MULLINS RILEY & SCARBOROUGH LLP:

TRAINING SYLLABUS

SUBMITTING ENTITY:

Nelson Mullins Riley & Scarborough, LLP

COURSE TITLE:

Strategic Planning for Charter School Governing Boards

CONTACT:

D. Glenn Brock, Esq.
Nelson Mullins Riley & Scarborough LLP
Atlantic Station
201 17th Street, NW, Suite 1700
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Fax: 404.322.6050
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COURSE DESCRIPTION:

Based upon Georgia Code requirements of 20-2-2072 and SBOE rule and standards, this course will provide participants with a concrete framework for how to approach strategic planning in a meaningful, effective fashion. Then, participants will be led through a series of collaborative exercises and discussions to jumpstart the strategic planning process. This course is repeatable and can be customized so that the governing board is ushered through the entire strategic planning process with an instructor's guidance and facilitation.

NUMBER OF CONTACT HOURS:

This session will provide school board members with (3) contact hours of training.

MAJOR ACTIVITIES:

Major activities during this training session will include an issue spotting session where board members will free-write about the top issues facing the school's development into a highly effective charter school. After the free-write session, board members' ideas will be gathered and shared, and using these concerns, the facilitator will provide a framework to help board members organize their concerns, issues, and ideas into a guided discussion. This discussion will use the board members' concerns as examples for how to structure a larger and ongoing strategic planning process that will be meaningful to the charter school and governing board. Best practices for meaningful strategic planning will be presented, and after the presentation, the board will work with the facilitator to create their own plan to strategically plan going forward. The session will culminate with the first guided discussion around a topic/concern the board identified in the beginning to model how boards effectively conduct strategic planning sessions going forward. Following the lecture and exercise, the instructors will provide a question and answer session for the participants.

We will provide a roster to register all participants. Upon signing in, all participants will receive their name tag. Evaluation forms will be provided at the end of the session and these evaluations will be tabulated and the comments summarized.

TRAINING GOALS AND OBJECTIVES:

Provide concrete and clear guidance on:

- How to identify key issues and concerns facing the school;
- Norms to encourage meaningful and productive dialogue on those issues and concerns;
- Using practical frameworks for organizing strategy discussion and creating paths forward;
- Engaging the community in strategic planning discussions;
- Creating a useful document to capture the board's strategic planning process and outcomes.

TARGET AUDIENCE:

The target audience will be new and veteran board members of start-up charter schools, commission charter schools, conversion charter schools, and career academies.

TRAINING TIMES:

Specific training schedules can be developed in conjunction with the needs of the trainees and could include, but is not limited to, a 9:00am to 12:30pm schedule, which would include two short breaks.



TRAINING PROPOSAL

| | | | |
|-------------------------------|--|-------------------------------|---|
| Training Provider | Nelson Mullins Riley & Scarborough | Submission Date | <i>November 15, 2016</i> |
| Course Title | Best Practices in Policy Creation, Drafting, and Implementation | Instructors | <i>Nelson Mullins instructors listed in Section 1 of the Proposal. Guest speakers may be selected according to subject matter expertise: locally, statewide, or nationally.</i> |
| Course Description | <i>Based upon Georgia Code requirements of 20-2-2072 and SBOE rule and standards, each participant will learn and understand how to properly draft, implement, and review/revise effective and legally compliant policies. Participants will also learn how to present policies for adoption through the Open Meeting board process and Robert's Rules and also how to ensure effective implementation of policies and their accompanying guidance and procedures.</i> | Delivery Method | <ul style="list-style-type: none"> • <i>Small group</i> • <i>Large group</i> • <i>Virtual as requested</i> • <i>Whole board</i> |
| Alignment to Standards | I: B 1-2; C 1-2 II: B 1-4 IV: A 1-7 | Proposed fee | • <i>\$125 per trainee</i> |
| Proposed Location | <ul style="list-style-type: none"> • <i>Charter school (onsite)</i> • <i>Webinar</i> • <i>Law Offices</i> (Flexible as requested by trainees) | Length of Course | • <i>Two hours</i> |
| Overall Course | <i>Enable all charter school board members to meet requirements</i> | Type of Charter School | <ul style="list-style-type: none"> • <i>Start-up</i> • <i>Conversion</i> |



| | | | |
|---------------------|--|-----------------------|---|
| Objective | <i>of 20-2-2072 and govern effectively through high quality policy drafting, adoption, and implementation practices.</i> | | <ul style="list-style-type: none">• <i>College and Career Academy</i> |
| Submitted by | <i>Laura Lashley</i> | Date Submitted | <i>November 15, 2016</i> |



NELSON MULLINS RILEY & SCARBOROUGH LLP:

TRAINING SYLLABUS

SUBMITTING ENTITY:

Nelson Mullins Riley & Scarborough, LLP

COURSE TITLE:

Best Practices in Policy Creation, Drafting, and Implementation

CONTACT:

D. Glenn Brock, Esq.
Nelson Mullins Riley & Scarborough LLP
Atlantic Station
201 17th Street, NW, Suite 1700
Atlanta, GA 30363
Tel: 404.322.6203
Fax: 404.322.6050
glenn.brock@nelsonmullins.com

COURSE DESCRIPTION:

Based upon Georgia Code requirements of 20-2-2072 and SBOE rule and standards, each participant will learn and understand how to properly draft, implement, and review/revise effective and legally compliant policies. Participants will also learn how to present policies for adoption through the Open Meeting board process and Robert's Rules and also how to ensure effective implementation of policies and their accompanying guidance and procedures.

NUMBER OF CONTACT HOURS:

This session will provide school board members with (2) contact hours of training.

MAJOR ACTIVITIES:

Major activities during this training session will include a review of three different policies on the same subject matter to encourage discussion about which policy is superior and why. Following this group discussion, a presentation will be given on best practices in policy creation and drafting. Board members will then form groups and, in a guided activity, will model their newly acquired skills by drafting a short policy on a predetermined subject related to charter schools. After the activity, the board members will share out and offer constructive feedback on each draft policy. After the guided policy drafting activity, another short presentation will be given on how boards can ensure that good policies are implemented well and reviewed periodically to ensure their ongoing relevance and utility.

Following the lecture and exercise, the instructors will provide a question and answer session for the participants.

We will provide a roster to register all participants. Upon signing in, all participants will receive their name tag. Evaluation forms will be provided at the end of the session and these evaluations will be tabulated and the comments summarized.

TRAINING GOALS AND OBJECTIVES:

Provide concrete and clear guidance on:

- How to compare and contrast types of policies and policy-drafting techniques;
- How to determine the legal scope of a board's policy-making authority;
- Practical policy drafting techniques;
- And how to engage in meaningful policy review and implementation.

TARGET AUDIENCE:

The target audience will be new and veteran board members of start-up charter schools, commission charter schools, conversion charter schools, and career academies.

TRAINING TIMES:

Specific training schedules can be developed in conjunction with the needs of the trainees and could include, but is not limited to, a 9:00am to 11:30pm schedule, which would include two short breaks.



TRAINING PROPOSAL

| | | | |
|---------------------------------|--|-------------------------------|---|
| Training Provider | Nelson Mullins Riley & Scarborough | Submission Date | November 15, 2016 |
| Course Title | Ensuring Transparency in Board Relations: Georgia’s Sunshine Laws for Charter Boards | Instructors | <i>Nelson Mullins instructors listed in Section 1 of the Proposal. Guest speakers may be selected according to subject matter expertise: locally, statewide, or nationally.</i> |
| Course Description | <i>Based upon Georgia Code requirements of 20-2-2072 and SBOE rule and standards, each participant will learn and understand the requirements for the Open Records and Open Meetings laws in Georgia. Participants will learn best practices for legal compliance with Georgia’s sunshine laws, as well as how to operate an effective, transparent board and engage the community appropriately and frequently.</i> | Delivery Method | <ul style="list-style-type: none"> • Small group • Large group • Virtual as requested • Whole board |
| Alignment to Standards | II: B 1-4 V: A 1-9 VIII: A 1-3 | Proposed fee | • \$100 per trainee |
| Proposed Location | <ul style="list-style-type: none"> • Charter school (onsite) • Webinar • Law Offices (Flexible as requested by trainees) | Length of Course | • One hour |
| Overall Course Objective | <i>Enable all charter school board members to meet requirements of 20-2-2072 and operate in a legally compliant, transparent manner for the benefit of stakeholders, the school, and the overall community.</i> | Type of Charter School | <ul style="list-style-type: none"> • Start-up • Conversion • College and Career Academy |
| Submitted by | Laura Lashley | Date Submitted | November 15, 2016 |



NELSON MULLINS RILEY & SCARBOROUGH LLP:

TRAINING SYLLABUS

SUBMITTING ENTITY:

Nelson Mullins Riley & Scarborough, LLP

COURSE TITLE:

Ensuring Transparency in Board Relations: Georgia's Sunshine Laws for Charter Boards

CONTACT:

D. Glenn Brock, Esq.
Nelson Mullins Riley & Scarborough LLP
Atlantic Station
201 17th Street, NW, Suite 1700
Atlanta, GA 30363
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Fax: 404.322.6050
glenn.brock@nelsonmullins.com

COURSE DESCRIPTION:

Based upon Georgia Code requirements of 20-2-2072 and SBOE rule and standards, each participant will learn and understand the requirements for the Open Records and Open Meetings laws in Georgia. Participants will learn best practices for legal compliance with Georgia's sunshine laws, as well as how to operate an effective, transparent board and engage the community appropriately and frequently.

NUMBER OF CONTACT HOURS:

This session will provide school board members with (1) contact hour of training.

MAJOR ACTIVITIES:

Major activities during this training session will include a pre-test to gauge board members' understanding of Georgia's Sunshine Laws. Following the pre-test, the facilitator will lead a guided discussion of the pre-test, explaining the legal requirements of the Open Records and Open Meetings laws in an open discussion and presentation. This presentation will not only provide detailed explanations of the legal requirements, but it will also provide contextual hypothetical situations so that board members can apply this knowledge to novel situations going forward. Following the lecture and exercise, the instructors will provide a question and answer session for the participants.

We will provide a roster to register all participants. Upon signing in, all participants will receive their name tag. Evaluation forms will be provided at the end of the session and these evaluations will be tabulated and the comments summarized.

TRAINING GOALS AND OBJECTIVES:

Provide concrete and clear guidance on:

- How to hold transparent board meetings;
- Agenda-setting and legal notice;
- Posting minutes and utilizing the Roberts' Rules of Order;
- Engaging the community in board meetings;
- And how to maintain and provide access to school records while maintaining student and personnel privacy.

TARGET AUDIENCE:

The target audience will be new and veteran board members of start-up charter schools, commission charter schools, conversion charter schools, and career academies.

TRAINING TIMES:

Specific training schedules can be developed in conjunction with the needs of the trainees and could include, but is not limited to, a 9:00am to 10:00 am schedule, which would include one short break.



TRAINING PROPOSAL

| | | | |
|---------------------------------|--|-------------------------------|---|
| Training Provider | Nelson Mullins Riley & Scarborough | Submission Date | November 15, 2016 |
| Course Title | Maintaining Effective Relationships with your School Leader and Authorizer | Instructors | <i>Nelson Mullins instructors listed in Section 1 of the Proposal. Guest speakers may be selected according to subject matter expertise: locally, statewide, or nationally.</i> |
| Course Description | <i>Based upon Georgia Code requirements of 20-2-2072 and SBOE rule and standards, each participant will learn and understand best practices regarding the balance of responsibilities between the school leader, the charter governing board, and the authorizer. Participants will learn about the legal and policy frameworks structuring these relationships, as well as good governance practices to help build strong relationships for a healthy charter school.</i> | Delivery Method | <ul style="list-style-type: none"> • Small group • Large group • Virtual as requested • Whole board |
| Alignment to Standards | I: A 1-2; C 2 VI: A 1-6; B 1-4 VIII: A 1-3 | Proposed fee | • \$125 per trainee |
| Proposed Location | <ul style="list-style-type: none"> • Charter school (onsite) • Webinar • Law Offices (Flexible as requested by trainees) | Length of Course | • Two hours |
| Overall Course Objective | <i>Enable all charter school board members to meet requirements of 20-2-2072 by learning the legal and policy frameworks for creating and maintaining productive, healthy relationships with both the school leader and the authorizer.</i> | Type of Charter School | <ul style="list-style-type: none"> • Start-up • Conversion • College and Career Academy |
| Submitted by | Laura Lashley | Date Submitted | November 15, 2016 |



TRAINING SYLLABUS

SUBMITTING ENTITY:

Nelson Mullins Riley & Scarborough, LLP

COURSE TITLE:

Maintaining Effective Relationships with your School Leader and Authorizer

CONTACT:

D. Glenn Brock, Esq.
Nelson Mullins Riley & Scarborough LLP
Atlantic Station
201 17th Street, NW, Suite 1700
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Fax: 404.322.6050
glenn.brock@nelsonmullins.com

COURSE DESCRIPTION:

Based upon Georgia Code requirements of 20-2-2072 and SBOE rule and standards, each participant will learn and understand best practices regarding the balance of responsibilities between the school leader, the charter governing board, and the authorizer. Participants will learn about the legal and policy frameworks structuring these relationships, as well as good governance practices to help build strong relationships for a healthy charter school.

NUMBER OF CONTACT HOURS:

This session will provide school board members with (2) contact hours of training.

MAJOR ACTIVITIES:

Major activities during this training session will include a group break-out discussion. Each group will be given a hypothetical scenario and will be tasked with determining who should handle it and how—the board, the leader, or the authorizer. The groups will then share out and the facilitator will moderate a larger discussion about how charter board members can effectively collaborate with their leaders and authorizers to address common scenarios. Then, a short presentation will be delivered discussing the legal framework for these important relationships and will be customized to include the policies of the specific authorizer of the charter school. Following the lecture and exercise, the instructors will provide a question and answer session for the participants.

We will provide a roster to register all participants. Upon signing in, all participants will receive their name tag. Evaluation forms will be provided at the end of the session and these evaluations will be tabulated and the comments summarized.

TRAINING GOALS AND OBJECTIVES:

Provide concrete and clear guidance on:



- How to differentiate between board responsibilities and day-to-day management by the leader;
- Best practices in governance and delegation to school leadership;
- Understanding and working collaboratively with your authorizer;
- Gearing up for renewal.

TARGET AUDIENCE:

The target audience will be new and veteran board members of start-up charter schools, commission charter schools, conversion charter schools, and career academies.

TRAINING TIMES:

Specific training schedules can be developed in conjunction with the needs of the trainees and could include, but is not limited to, a 9:00am to 11:00 am schedule, which would include two short breaks.



TRAINING PROPOSAL

| | | | |
|---------------------------------|--|-------------------------------|---|
| Training Provider | Nelson Mullins Riley & Scarborough | Submission Date | November 15, 2016 |
| Course Title | Procurement and Fiscal Responsibility | Instructors | <i>Nelson Mullins instructors listed in Section 1 of the Proposal. Guest speakers may be selected according to subject matter expertise: locally, statewide, or nationally.</i> |
| Course Description | <i>Based upon Georgia Code requirements of 20-2-2072 and SBOE rule and standards, each participant will learn and understand the legal requirements and best practices surrounding procurement and fiscal management for charter governing boards. Participants will also receive training on issues surrounding certain types of federal and state funding.</i> | Delivery Method | <ul style="list-style-type: none"> • Small group • Large group • Virtual as requested • Whole board |
| Alignment to Standards | VII: A 1-4; B 1-7 | Proposed fee | <ul style="list-style-type: none"> • \$125 per trainee |
| Proposed Location | <ul style="list-style-type: none"> • Charter school (onsite) • Webinar • Law Offices (Flexible as requested by trainees) | Length of Course | Two hours |
| Overall Course Objective | <i>Enable all charter school board members to meet requirements of 20-2-2072 by learning both legal requirements and best practices surrounding important fiscal processes.</i> | Type of Charter School | <ul style="list-style-type: none"> • Start-up • Conversion • College and Career Academy |
| Submitted by | Laura Lashley | Date Submitted | November 15, 2016 |



NELSON MULLINS RILEY & SCARBOROUGH LLP:

TRAINING SYLLABUS

SUBMITTING ENTITY:

Nelson Mullins Riley & Scarborough, LLP

COURSE TITLE:

Procurement and Fiscal Responsibility

CONTACT:

D. Glenn Brock, Esq.
Nelson Mullins Riley & Scarborough LLP
Atlantic Station
201 17th Street, NW, Suite 1700
Atlanta, GA 30363
Tel: 404.322.6203
Fax: 404.322.6050
glenn.brock@nelsonmullins.com

COURSE DESCRIPTION:

Based upon Georgia Code requirements of 20-2-2072 and SBOE rule and standards, each participant will learn and understand the legal requirements and best practices surrounding procurement and fiscal management for charter governing boards. Participants will also receive training on issues surrounding certain types of federal and state funding.

NUMBER OF CONTACT HOURS:

This session will provide school board members with (2) contact hours of training.

MAJOR ACTIVITIES:

Major activities during this training session will include a pre-test to gauge participants' initial understanding of fiscal management and procurement requirements for charter school governing boards. From there, a presentation will be given that provides clear guidance on effective fiscal practices, the use of a budget committee, reviewing monthly and quarterly financials, and planning for the future. Following the lecture and exercise, the instructors will provide a question and answer session for the participants.

We will provide a roster to register all participants. Upon signing in, all participants will receive their name tag. Evaluation forms will be provided at the end of the session and these evaluations will be tabulated and the comments summarized.

TRAINING GOALS AND OBJECTIVES:

Provide concrete and clear guidance on:

- Legal requirements and state procedures for the fiscal management of charter schools;
- How to read financial statements;



- How to approve a responsible budget;
- Understanding school funding;
- And planning for the future of the school.

TARGET AUDIENCE:

The target audience will be new and veteran board members of start-up charter schools, commission charter schools, conversion charter schools, and career academies.

TRAINING TIMES:

Specific training schedules can be developed in conjunction with the needs of the trainees and could include, but is not limited to, a 9:00am to 11:00am schedule, which would include two short breaks.



TRAINING PROPOSAL

| | | | |
|---------------------------------|--|-------------------------------|--|
| Training Provider | Nelson Mullins Riley & Scarborough | Submission Date | November 15, 2016 |
| Course Title | Whole Board Training | Instructors | Nelson Mullins instructors listed in Section 1 of the Proposal. Guest speakers may be selected according to subject matter expertise: locally, statewide, or nationally. |
| Course Description | <i>Based upon Georgia Code requirements of 20-2-2072 and SBOE rule and standards, each participant will learn and learn and receive legal guidance and practical tools for effective, ethical, and professional leadership of the charter governance team, in adherence with the specifically mentioned domains and standards, and will increase the efficacy and capacity of the governance team accordingly. This course if selected will be customized by the training team to focus on the training needs the charter board has identified in advance.</i> | Delivery Method | <ul style="list-style-type: none"> • Small group • Large group • Virtual as requested • Whole board |
| Alignment to Standards | I: D 1-3 II: B 1-4 VIII: A 1-3 | Proposed fee | • \$150 per trainee |
| Proposed Location | <ul style="list-style-type: none"> • Charter school (onsite) • Webinar • Law Offices (Flexible as requested by trainees) | Length of Course | • Three hours |
| Overall Course Objective | <i>Enable all charter school board members to meet requirements of 20-2-2072 on an annual basis.</i> | Type of Charter School | <ul style="list-style-type: none"> • Start-up • Conversion • College and Career Academy |
| Submitted by | Laura Lashley | Date Submitted | November 15, 2016 |



NELSON MULLINS RILEY & SCARBOROUGH LLP: TRAINING SYLLABUS

SUBMITTING ENTITY:

Nelson Mullins Riley & Scarborough, LLP

COURSE TITLE:

Whole Board Training

CONTACT:

D. Glenn Brock, Esq.
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glenn.brock@nelsonmullins.com

COURSE DESCRIPTION:

Based upon Georgia Code requirements of 20-2-2072 and SBOE rule and standards, each participant will learn and receive legal guidance and practical tools for effective, ethical, and professional leadership of the charter governance team, in adherence with the specifically mentioned domains and standards, and will increase the efficacy and capacity of the governance team accordingly. This course if selected will be customized by the training team to focus on the training needs the charter board has identified in advance.

NUMBER OF CONTACT HOURS:

This session will provide school board members with (3) contact hours of training.

MAJOR ACTIVITIES:

Major activities during this training session will include a pre-test activity to gauge participants' understanding on pre-identified areas of school law and policy. From that activity, a presentation will be given that outlines the background of critical areas of governance, board practices, and school law and policy as identified in advance. Hypothetical scenarios will be answered in groups, followed by sharing out to model new skills and information. Following the lecture and exercise, the instructors will provide a question and answer session for the participants.

We will provide a roster to register all participants. Upon signing in, all participants will receive their name tag. Evaluation forms will be provided at the end of the session and these evaluations will be tabulated and the comments summarized.

TRAINING GOALS AND OBJECTIVES:

Provide concrete and clear guidance on:

- Best practices in board governance and school management;
- Recent legislation and case law on critical school law areas;
- Skill development to build capacity in fiscal management and policy implementation.

TARGET AUDIENCE:

The target audience will be new and veteran board members of start-up charter schools, commission charter schools, conversion charter schools, and career academies. This training is intended to serve as a refresher course on topics of critical importance to the board to ensure that the board has up-to-date knowledge on school law, best practices in charter school management, and building good governance practices.

TRAINING TIMES:

Specific training schedules can be developed in conjunction with the needs of the trainees and could include, but is not limited to, a 9:00am to 12:30pm schedule, which would include two short breaks.



TRAINING PROPOSAL

| | | | |
|---------------------------------|--|-------------------------------|---|
| Training Provider | Nelson Mullins Riley & Scarborough | Submission Date | November 15, 2016 |
| Course Title | New Board Member Training | Instructors | <i>Nelson Mullins instructors listed in Section 1 of the Proposal. Guest speakers may be selected according to subject matter expertise: locally, statewide, or nationally.</i> |
| Course Description | <i>Based upon Georgia Code requirements of 20-2-2072 and SBOE rule and standards, each participant will gain a base of knowledge of issues arising in the charter school context, as well as the ability to effectively perform their responsibilities as new board members. Topics addressed will include: recent legislation; Open Records; school leader evaluations; tribunals; Open Meetings; ethics; instructional management and academic accountability; stakeholder management and community relations; policy development; school safety and jurisdiction.</i> | Delivery Method | <ul style="list-style-type: none"> • Small group • Large group • Virtual as requested • Whole board |
| Alignment to Standards | I: D 1-3 II: B 1-4 VIII: A 1-3 | Proposed fee | <ul style="list-style-type: none"> • \$150 per trainee |
| Proposed Location | <ul style="list-style-type: none"> • Charter school (onsite) • Webinar • Law Offices (Flexible as requested by trainees) | Length of Course | <ul style="list-style-type: none"> • Three hours |
| Overall Course Objective | <i>Enable all charter school board members to meet requirements of 20-2-2072 and to prepare new board members to meet their fiduciary obligations to the charter school governing board.</i> | Type of Charter School | <ul style="list-style-type: none"> • Start-up • Conversion • College and Career Academy |
| Submitted by | Laura Lashley | Date Submitted | November 15, 2016 |



NELSON MULLINS RILEY & SCARBOROUGH LLP:

TRAINING SYLLABUS

SUBMITTING ENTITY:

Nelson Mullins Riley & Scarborough, LLP

COURSE TITLE:

New Board Member Training

CONTACT:

D. Glenn Brock, Esq.
Nelson Mullins Riley & Scarborough LLP
Atlantic Station
201 17th Street, NW, Suite 1700
Atlanta, GA 30363
Tel: 404.322.6203
Fax: 404.322.6050
glenn.brock@nelsonmullins.com

COURSE DESCRIPTION:

Based upon Georgia Code requirements of 20-2-2072 and SBOE rule and standards, each participant will gain a base of knowledge of issues arising in the charter school context, as well as the ability to effectively perform their responsibilities as new board members. Topics addressed will include: recent legislation; Open Records; school leader evaluations; tribunals; Open Meetings; ethics; instructional management and academic accountability; stakeholder management and community relations; policy development; school safety and jurisdiction.

NUMBER OF CONTACT HOURS:

This session will provide school board members with (3) contact hours of training.

MAJOR ACTIVITIES:

Major activities during this training session will include a Fact or Fiction group test where new board members will collaborate with fellow participants to determine whether certain statements are true or false about their board member duties and obligations. Using this test as a springboard for discussion and the presentation, the facilitator will launch into a guided conversation about board member duties pursuant to law and policy. From there, new board members will be led through a series of short presentations and activities to help model good governance practices as well as provide contextual support for their new knowledge. Following the lecture and exercise, the instructors will provide a question and answer session for the participants.

We will provide a roster to register all participants. Upon signing in, all participants will receive their name tag. Evaluation forms will be provided at the end of the session and these evaluations will be tabulated and the comments summarized.

TRAINING GOALS AND OBJECTIVES:

Provide concrete and clear guidance on:

- Board member fiduciary duties and responsibilities;
- Ethical board membership;
- Introduction to policy drafting and effective committee membership;
- Meaningful board outreach activities;
- Critical areas of governance practices and school law.

TARGET AUDIENCE:

The target audience will be new board members of start-up charter schools, commission charter schools, conversion charter schools, and career academies.

TRAINING TIMES:

Specific training schedules can be developed in conjunction with the needs of the trainees and could include, but is not limited to, a 9:00am to 12:30pm schedule, which would include two short breaks.



TRAINING PROPOSAL

| | | | |
|---------------------------------|---|-------------------------------|---|
| Training Provider | Nelson Mullins Riley & Scarborough | Submission Date | November 15, 2016 |
| Course Title | Issues in School Law | Instructors | <i>Nelson Mullins instructors listed in Section 1 of the Proposal. Guest speakers may be selected according to subject matter expertise: locally, statewide, or nationally.</i> |
| Course Description | <i>Based upon Georgia Code requirements of 20-2-2072 and SBOE rule and standards, each participant will learn about the critical areas of school law that most affect charter schools, such as student rights; special education and Section 504; discipline management; personnel management; FERPA and student privacy; and charter school law. Recent legislation and case law will also be discussed.</i> | Delivery Method | <ul style="list-style-type: none"> • Small group • Large group • Virtual as requested • Whole board |
| Alignment to Standards | III: A 1-2 IV: A 5 VI: A 1-6 VII: B 6 | Proposed fee | <ul style="list-style-type: none"> • \$100 per trainee (1 hour version) • \$150 per trainee (3 hour version) |
| Proposed Location | <ul style="list-style-type: none"> • Charter school (onsite) • Webinar • Law Offices (Flexible as requested by trainees) | Length of Course | <ul style="list-style-type: none"> • One to Three hours |
| Overall Course Objective | <i>Enable all charter school board members to meet requirements of 20-2-2072 and to become a legally compliant, highly effective governing board.</i> | Type of Charter School | <ul style="list-style-type: none"> • Start-up • Conversion • College and Career Academy |
| Submitted by | Laura Lashley | Date Submitted | November 15, 2016 |

NELSON MULLINS RILEY & SCARBOROUGH LLP:

TRAINING SYLLABUS

SUBMITTING ENTITY:

Nelson Mullins Riley & Scarborough, LLP

COURSE TITLE:

Issues in School Law

CONTACT:

D. Glenn Brock, Esq.
Nelson Mullins Riley & Scarborough LLP
Atlantic Station
201 17th Street, NW, Suite 1700
Atlanta, GA 30363
Tel: 404.322.6203
Fax: 404.322.6050
glenn.brock@nelsonmullins.com

COURSE DESCRIPTION:

Based upon Georgia Code requirements of 20-2-2072 and SBOE rule and standards, each participant will learn about the critical areas of school law that most affect charter schools, such as student rights; special education and Section 504; discipline management; personnel management; FERPA and student privacy; and charter school law. Recent legislation and case law will also be discussed.

NUMBER OF CONTACT HOURS:

This session will provide school board members with either (1) or (3) contact hours of training.

MAJOR ACTIVITIES:

Major activities during this training session will a pre-test to gauge board members' assumptions regarding critical areas of school law. The pre-test will be utilized as a spring board to discuss the most important issues in school law, ranging from student rights to personnel management. Hypothetical scenarios and group discussion will be utilized throughout to maximize engagement. Following the lecture and exercise, the instructors will provide a question and answer session for the participants.

We will provide a roster to register all participants. Upon signing in, all participants will receive their name tag. Evaluation forms will be provided at the end of the session and these evaluations will be tabulated and the comments summarized.

TRAINING GOALS AND OBJECTIVES:

Provide concrete and clear guidance on:

- Critical issues in school law;
- Recent legislation and case law;

- Best practices for legal compliance for charter school boards.

TARGET AUDIENCE:

The target audience will be new and veteran board members of start-up charter schools, commission charter schools, conversion charter schools, and career academies.

TRAINING TIMES:

Specific training schedules can be developed in conjunction with the needs of the trainees and could include, but is not limited to, a 9:00am to 10:00 am or 9:00 am to 12:30pm schedule, which would include two short breaks.



TRAINING PROPOSAL

| | | | |
|---------------------------------|--|-------------------------------|--|
| Training Provider | Nelson Mullins Riley & Scarborough | Submission Date | November 15, 2016 |
| Course Title | Employment Law for Governing Boards | Instructors | Nelson Mullins instructors listed in Section 1 of the Proposal. Guest speakers may be selected according to subject matter expertise: locally, statewide, or nationally. |
| Course Description | Based upon Georgia Code requirements of 20-2-2072 and SBOE rule and standards, each participant will learn and understand federal and state employment laws (non-waivable) to ensure the governing board as employing entity is legally compliant and highly effective. Topics include employment discrimination, at-will contractual relationships, the Family Medical Leave Act, and personnel management. | Delivery Method | <ul style="list-style-type: none"> • Small group • Large group • Virtual as requested • Whole board |
| Alignment to Standards | III: C 1-3 VI: A 1-6 | Proposed fee | <ul style="list-style-type: none"> • \$125 per trainee |
| Proposed Location | <ul style="list-style-type: none"> • Charter school (onsite) • Webinar • Law Offices (Flexible as requested by trainees) | Length of Course | <ul style="list-style-type: none"> • Two hours |
| Overall Course Objective | Enable all charter school board members to meet requirements of 20-2-2072 and to become highly effective, legally compliant employers. | Type of Charter School | <ul style="list-style-type: none"> • Start-up • Conversion • College and Career Academy |
| Submitted by | Laura Lashley | Date Submitted | November 15, 2016 |



NELSON MULLINS RILEY & SCARBOROUGH LLP:

TRAINING SYLLABUS

SUBMITTING ENTITY:

Nelson Mullins Riley & Scarborough, LLP

COURSE TITLE:

Employment Law for Governing Boards

CONTACT:

D. Glenn Brock, Esq.
Nelson Mullins Riley & Scarborough LLP
Atlantic Station
201 17th Street, NW, Suite 1700
Atlanta, GA 30363
Tel: 404.322.6203
Fax: 404.322.6050
glenn.brock@nelsonmullins.com

COURSE DESCRIPTION:

Based upon Georgia Code requirements of 20-2-2072 and SBOE rule and standards, each participant will learn and understand federal and state employment laws (non-waiveable) to ensure the governing board as employing entity is legally compliant and highly effective. Topics include employment discrimination, at-will contractual relationships, the Family Medical Leave Act, and personnel management.

NUMBER OF CONTACT HOURS:

This session will provide school board members with (2) contact hours of training.

MAJOR ACTIVITIES:

Major activities during this training session will include an introductory activity that features several hypothetical employment scenarios. Participants will work in groups to address an action plan for how to deal with each scenario, what the proper steps for moving forward are, and whether the hypothetical actors have exposed the board to any liability. Using this discussion, the facilitator will lead a guided presentation to discuss federal and state requirements for the treatment of employees. Following the lecture and exercise, the instructors will provide a question and answer session for the participants.

We will provide a roster to register all participants. Upon signing in, all participants will receive their name tag. Evaluation forms will be provided at the end of the session and these evaluations will be tabulated and the comments summarized.

TRAINING GOALS AND OBJECTIVES:

Provide concrete and clear guidance on:

- Board employment practices and involvement from hiring to firing;
- Board role vs. leader role in employment management;

- Special issues in conversion charter school hiring (if conversion);
- Employee leave management;
- Creating a productive workplace environment.

TARGET AUDIENCE:

The target audience will be new and veteran board members of start-up charter schools, commission charter schools, conversion charter schools, and career academies.

TRAINING TIMES:

Specific training schedules can be developed in conjunction with the needs of the trainees and could include, but is not limited to, a 9:00am to 11:00 am schedule, which would include two short breaks.



TRAINING PROPOSAL

| | | | |
|---------------------------------|--|-------------------------------|---|
| Training Provider | Nelson Mullins Riley & Scarborough | Submission Date | November 15, 2016 |
| Course Title | Healthcare Reform: The Affordable Care Act for Charter Schools | Instructors | <i>Nelson Mullins instructors listed in Section 1 of the Proposal. Guest speakers may be selected according to subject matter expertise: locally, statewide, or nationally.</i> |
| Course Description | <i>Based upon Georgia Code requirements of 20-2-2072 and SBOE rule and standards, each participant will learn and understand the changing landscape of healthcare reform (the Affordable Care Act, or ACA) with confidence and practical solutions. This course will demystify the ACA and give tools to Board members to bring their systems in compliance now and in the future.</i> | Delivery Method | <ul style="list-style-type: none"> • Small group • Large group • Virtual as requested • Whole board |
| Alignment to Standards | IV: A 5 VII: B 1-7 | Proposed fee | <ul style="list-style-type: none"> • \$100 per trainee |
| Proposed Location | <ul style="list-style-type: none"> • Charter school (onsite) • Webinar • Law Offices (Flexible as requested by trainees) | Length of Course | <ul style="list-style-type: none"> • One hour |
| Overall Course Objective | <i>Enable all charter school board members to meet requirements of 20-2-2072 and comply with federal laws.</i> | Type of Charter School | <ul style="list-style-type: none"> • Start-up • Conversion • College and Career Academy |
| Submitted by | Laura Lashley | Date Submitted | November 15, 2016 |

NELSON MULLINS RILEY & SCARBOROUGH LLP:

TRAINING SYLLABUS

SUBMITTING ENTITY:

Nelson Mullins Riley & Scarborough, LLP

COURSE TITLE:

Healthcare Reform: The Affordable Care Act for Charter Schools

CONTACT:

D. Glenn Brock, Esq.
Nelson Mullins Riley & Scarborough LLP
Atlantic Station
201 17th Street, NW, Suite 1700
Atlanta, GA 30363
Tel: 404.322.6203
Fax: 404.322.6050
glenn.brock@nelsonmullins.com

COURSE DESCRIPTION:

Based upon Georgia Code requirements of 20-2-2072 and SBOE rule and standards, each participant will learn and understand the changing landscape of healthcare reform (the Affordable Care Act, or ACA) with confidence and practical solutions. This course will demystify the ACA and give tools to Board members to bring their systems in compliance now and in the future.

NUMBER OF CONTACT HOURS:

This session will provide school board members with (1) contact hour of training.

MAJOR ACTIVITIES:

Major activities during this training session will include a Fact or Fiction exercise about how the ACA could affect the charter school's operations. From that discussion, the facilitator will go over the highlights of the ACA and how charter schools can effectively comply with its requirements. Following the lecture and exercise, the instructors will provide a question and answer session for the participants.

We will provide a roster to register all participants. Upon signing in, all participants will receive their name tag. Evaluation forms will be provided at the end of the session and these evaluations will be tabulated and the comments summarized.

TRAINING GOALS AND OBJECTIVES:

Provide concrete and clear guidance on:

- The ACA's requirements;
- How to implement the ACA legally and effectively.

TARGET AUDIENCE:

The target audience will be new and veteran board members of start-up charter schools, commission charter schools, conversion charter schools, and career academies.

TRAINING TIMES:

Specific training schedules can be developed in conjunction with the needs of the trainees and could include, but is not limited to, a 9:00am to 10:00am schedule, which would include two short breaks.



TRAINING PROPOSAL

| | | | |
|---------------------------------|---|-------------------------------|--|
| Training Provider | Nelson Mullins Riley & Scarborough | Submission Date | November 15, 2016 |
| Course Title | Real Estate, Construction, and Real Property Acquisition and Use | Instructors | Nelson Mullins instructors listed in Section 1 of the Proposal. Guest speakers may be selected according to subject matter expertise: locally, statewide, or nationally. |
| Course Description | <i>Based upon Georgia Code requirements of 20-2-2072 and SBOE rule and standards, each participant will learn and understand best practices in real estate and property utilization. The selection, acquisition, maintenance, use, and construction of property for a charter school is a major and potentially controversial aspect of board governance. This course will provide a detailed discussion of how to develop effective policies, share the processes of a successful board in facilities matters, and provide detailed guidance on construction and real estate considerations, community input and use, funding concerns, maintenance concerns, and how to legally maximize the substantial facility investment.</i> | Delivery Method | <ul style="list-style-type: none"> • Small group • Large group • Virtual as requested • Whole board |
| Alignment to Standards | IV: A 5 VII: B 1-7 | Proposed fee | <ul style="list-style-type: none"> • \$100 per trainee |
| Proposed Location | <ul style="list-style-type: none"> • Charter school (onsite) • Webinar • Law Offices (Flexible as requested by trainees) | Length of Course | <ul style="list-style-type: none"> • One hour |
| Overall Course Objective | <i>Enable all charter school board members to meet requirements of 20-2-2072</i> | Type of Charter School | <ul style="list-style-type: none"> • Start-up • Conversion • College and Career Academy |
| Submitted by | Laura Lashley | Date Submitted | November 15, 2016 |



NELSON MULLINS RILEY & SCARBOROUGH LLP:

TRAINING SYLLABUS

SUBMITTING ENTITY:

Nelson Mullins Riley & Scarborough, LLP

COURSE TITLE:

Real Estate, Construction, and Real Property Acquisition and Use

CONTACT:

D. Glenn Brock, Esq.
Nelson Mullins Riley & Scarborough LLP
Atlantic Station
201 17th Street, NW, Suite 1700
Atlanta, GA 30363
Tel: 404.322.6203
Fax: 404.322.6050
glenn.brock@nelsonmullins.com

COURSE DESCRIPTION:

Based upon Georgia Code requirements of 20-2-2072 and SBOE rule and standards, each participant will learn and understand best practices in real estate and property utilization. The selection, acquisition, maintenance, use, and construction of property for a charter school is a major and potentially controversial aspect of board governance. This course will provide a detailed discussion of how to develop effective policies, share the processes of a successful board in facilities matters, and provide detailed guidance on construction and real estate considerations, community input and use, funding concerns, maintenance concerns, and how to legally maximize the substantial facility investment.

NUMBER OF CONTACT HOURS:

This session will provide school board members with (1) contact hour of training.

MAJOR ACTIVITIES:

Major activities during this training session will include an introductory case study on several charter school property acquisitions. Using the case studies, the facilitator will guide participants in a discussion of critical property-related issues for charter governing boards. Then, the facilitator will present on relevant legal, policy, and procedural requirements for charter schools in property matters. Following the lecture and exercise, the instructors will provide a question and answer session for the participants.

We will provide a roster to register all participants. Upon signing in, all participants will receive their name tag. Evaluation forms will be provided at the end of the session and these evaluations will be tabulated and the comments summarized.

TRAINING GOALS AND OBJECTIVES:

Provide concrete and clear guidance on:

- Common property issues facing charter schools;
- Legal requirements for property acquisition, usage, real estate, construction;
- Leasing unused facilities from school districts (both by conversion and start-ups);
- The use of bonds to fund large scale construction projects and property acquisitions.

TARGET AUDIENCE:

The target audience will be new and veteran board members of start-up charter schools, commission charter schools, conversion charter schools, and career academies.

TRAINING TIMES:

Specific training schedules can be developed in conjunction with the needs of the trainees and could include, but is not limited to, a 9:00am to 10:00 am schedule, which would include two short breaks.



TRAINING PROPOSAL

| | | | |
|---------------------------------|--|-------------------------------|--|
| Training Provider | Nelson Mullins Riley & Scarborough | Submission Date | November 15, 2016 |
| Course Title | Understanding Charter Law and Policy | Instructors | Nelson Mullins instructors listed in Section 1 of the Proposal. Guest speakers may be selected according to subject matter expertise: locally, statewide, or nationally. |
| Course Description | Based upon Georgia Code requirements of 20-2-2072 and SBOE rule and standards, each participant will learn and understand the background of the charter school movement in Georgia to provide board members with a clear understanding of the legal and policy context surrounding charter schools today. Additionally, Board Members will learn best practices in the creation, operation, and replication of an effective charter school, from policy creation to building staff capacity. | Delivery Method | <ul style="list-style-type: none"> • Small group • Large group • Virtual as requested • Whole board |
| Alignment to Standards | II: B 1-4 IV: A 5 VII: B 6 VIII: A 1-3 | Proposed fee | <ul style="list-style-type: none"> • \$125 per trainee |
| Proposed Location | <ul style="list-style-type: none"> • Charter school (onsite) • Webinar • Law Offices (Flexible as requested by trainees) | Length of Course | <ul style="list-style-type: none"> • Two hours |
| Overall Course Objective | Enable all charter school board members to meet requirements of 20-2-2072 | Type of Charter School | <ul style="list-style-type: none"> • Start-up • Conversion • College and Career Academy |
| Submitted by | Laura Lashley | Date Submitted | November 15, 2016 |



NELSON MULLINS RILEY & SCARBOROUGH LLP:

TRAINING SYLLABUS

SUBMITTING ENTITY:

Nelson Mullins Riley & Scarborough, LLP

COURSE TITLE:

Understanding Charter Law and Policy

CONTACT:

D. Glenn Brock, Esq.
Nelson Mullins Riley & Scarborough LLP
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Fax: 404.322.6050
glenn.brock@nelsonmullins.com

COURSE DESCRIPTION:

Based upon Georgia Code requirements of 20-2-2072 and SBOE rule and standards, each participant will learn and understand the background of the charter school movement in Georgia to provide board members with a clear understanding of the legal and policy context surrounding charter schools today. Additionally, Board Members will learn best practices in the creation, operation, and replication of an effective charter school, from policy creation to building staff capacity.

NUMBER OF CONTACT HOURS:

This session will provide school board members with (2) contact hours of training.

MAJOR ACTIVITIES:

Major activities during this training session will include a pre-test to gauge participants' initial understanding of important concepts in charter law. Using the pre-test, the facilitator will guide a discussion and presentation on important aspects of charter law and policy, covering topics such as charter school enrollment, funding, facilities, special education, lotteries, termination, and renewal. Throughout the presentation, case studies of both successful and unsuccessful Georgia charter schools will be presented to provide contextual understanding. Following the lecture and exercise, the instructors will provide a question and answer session for the participants.

We will provide a roster to register all participants. Upon signing in, all participants will receive their name tag. Evaluation forms will be provided at the end of the session and these evaluations will be tabulated and the comments summarized.

TRAINING GOALS AND OBJECTIVES:

Provide concrete and clear guidance on:



- Use of the flexibility waiver from Title 20;
- Charter school enrollment requirements and the use of lotteries;
- Providing special services in charter schools;
- Working with the authorizer on the provision of certain services;
- Contracting with educational management organizations;
- How to avoid breaching the charter contract and termination;
- Pursuing renewal successfully.

TARGET AUDIENCE:

The target audience will be new and veteran board members of start-up charter schools, commission charter schools, conversion charter schools, and career academies.

TRAINING TIMES:

Specific training schedules can be developed in conjunction with the needs of the trainees and could include, but is not limited to, a 9:00am to 11:00 am schedule, which would include two short breaks.



EVALUATION FORM

Date of Training: _____
 Charter Governing Board: _____
 Authorizer: _____
 New or Veteran Board Member: _____
 Board Member Name: _____
 Training Location: _____

Please Mark One:

| | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|---|-----------------------|--------------|----------------|-----------------|--------------------------|
| The training met my expectations. | | | | | |
| I will be able to apply the Information learned. | | | | | |
| The training will be helpful to me as a charter board member. | | | | | |
| The content was organized and easy to follow. | | | | | |
| The materials distributed were pertinent and useful. | | | | | |
| The trainer was knowledgeable. | | | | | |
| The quality of instruction was good. | | | | | |
| The trainer met the training goals and objectives. | | | | | |
| Class participation and interaction was encouraged. | | | | | |
| Adequate time was provided for questions and discussion. | | | | | |

How do you rate the training overall? (Excellent, good, average, poor, very poor)

What aspects of the training could be improved?

Any other comments or suggestions?



NELSON MULLINS RILEY & SCARBOROUGH LLP:

**LIST OF GEORGIA CHARTER SCHOOL GOVERNING
BOARD MEMBERS WHO PARTICIPATED IN
TRAINING COURSES FROM 2014-2016**



NELSON MULLINS RILEY & SCARBOROUGH LLP:
NEPOTISM AGREEMENT



Agreement of Nepotism Assurance

As an instructor/ trainer for the Education Law Group at Nelson Mullins Riley & Scarborough, I will not provide Local Board Governance training to local board members who are immediate members of the instructor/ trainer's family without obtaining prior approval from the State School Superintendent or his designee. For the purpose of this assurance, immediate family members shall include a spouse, child, sibling, parent or the spouse of a child, sibling or parent.

Thomas Powell

Signature

Thomas Powell 11-16-17

Printed Name

[Signature]

Signature

Cheryl V Show

Printed Name

Kathryn B. Solley

Signature

Kathryn B. Solley

Printed Name

Mary Grace K Bell

Signature

Mary Grace K. Bell

Printed Name

Samantha Lewis

Signature

Samantha Lewis

Printed Name

[Signature]

Signature

Melody Brang

Printed Name

[Signature]

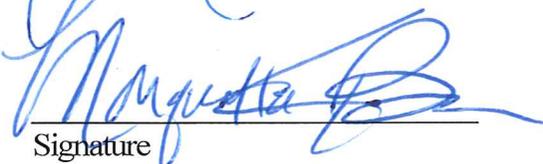
Signature

Brandon Montard

Printed Name


Signature

Neeru Gupta
Printed Name


Signature

Marqueta Bryson
Printed Name


Signature

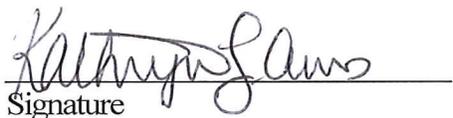
Suzann Wilcox
Printed Name


Signature

LAURA LASHLEY
Printed Name


Signature

LAURANCE WARCO
Printed Name


Signature

Kathryn L. Ams
Printed Name


Signature

Anita Bala
Printed Name


Signature

Sherry Calves
Printed Name


Signature

D. GLENN BROCK
Printed Name

11-21-2016
Date

Nelson Mullins Riley & Scarborough LLP
Organization

***This form must be completed and submitted for all faculty members of all Local Board Governance Training Provider applicants.**



Richard Woods, Georgia's School Superintendent
"Educating Georgia's Future"

Please provide responses to all three hypothetical questions given below.

Hypothetical #1 – You are working with Charter School XYZ's founding board that is comprised of mostly parents. The school is in its first year of operation. The board has hired a principal and the principal has hired a staff. The school is located in a wealthy part of town and does not provide transportation. As a result, the students are majority high income. The board has issues with the way that the teachers are trained and on-boarded onto the staff. The board also has concerns that their Principal is not handling carpool well. Some teachers are complaining that the principal is too strict. Lastly, the facility has had many issues and concerns including a leaky roof. As a result of all of these things, the board is meeting today to consider firing the principal. Also one board member is related to a teacher.

- How would you advise this board in terms of duties, roles and responsibilities, and next steps?
- What are some considerations moving forward to avoid these conflicts?

Hypothetical #2 – A well-established charter school has recently come under public scrutiny for not reflecting the diversity of the community served by the charter school. The school has decent student achievement data, and has been in existence for over ten years. The board does not believe that there is anything it can do to diversify. It also believes that it does not need to diversify. The board is about half parents and half other community members.

- What would you do with this board and why?
- What are the issues here?

Hypothetical #3 – An established charter school is having some serious board turnover in a way that is unprecedented. You are the board's trainer. You attend a board meeting and notice that there is not any real discussion. The items pass without any questions or comments. There is not time for public comment. The principal's report is sparse and does not include any academic data. Additionally, the CFO was unable to answer questions about the financial documents. When asked questions, the principal spoke up to answer questions about the financial statements. Several board members seem to have a very friendly demeanor with the principal.

- What are your thoughts on this?
- What are some suggestions you would make to the board?
- How would you incorporate this into the training?

Certification Requirements for Charter School Governing Board Training Providers

#8 Responses to Hypothetical Questions

Hypothetical #1: As a threshold concern, the Nelson Mullins training team would ensure that any consultation and guidance provided to a charter school governing board did not stray into inappropriate legal advice. As attorneys who are being hired not in their capacity as attorneys, but rather solely for the provision of approved training modules, our team would be careful not to breach the Georgia code of ethics for attorneys by providing legal advice to governing boards that had not appropriately engaged our law firm for legal advice. That being said, our training team could address these issues by teaching the governing board proactively through our pre-designed training curriculum rather than direct legal advice.

- For this hypothetical governing board, our team would train the governing board to understand the distinction between governance and day-to-day management, particularly as it applies to personnel issues. While the governing board oversees the principal and evaluates his/her performance, the governing board should not place itself in a position to second-guess or challenge the principal's judgment on such day-to-day management issues as how teachers are trained or on-boarded, how carpool is managed, and whether the principal's demeanor is considered too strict. The governing board should set the expectations for the school's mission, vision, policy, and climate and entrust the execution of those expectations to the principal. The governing board may from time to time receive complaints from stakeholders regarding day-to-day management issues, but the board should forward these on to the principal for handling. Of course, the board can and should hold the principal accountable for failure to operate the school in a satisfactory way, but the board should give the principal the latitude to solve these problems first before interfering. Additionally, the governing board should ensure that its focus is not on day-to-day management, but rather ensuring that the requirements of the school's charter contract are being met. For example, the governing board should examine the impacts of the lack of transportation on the school's demographics as being potentially in violation of the school's legal requirements to operate in a non-discriminatory, non-exclusionary fashion and assess whether school resources should be utilized to resolve this issue. Similarly, if the school's facilities are in need of repair, the principal should present the issue to the governing board, who is then in charge of examining the budget to see if resources can be reallocated to allow for its resolution.
- The governing board should make its expectations clear to the principal on the overarching vision, mission, policy, and climate of the school. If the board continues to receive complaints which it deems valid, the board chair and any hiring committee/principal evaluation committee members may need to convene a conference with the principal to review specific concerns. With straightforward communication, the governing board and principal will hopefully be able to resolve whatever legitimate concerns the board may have with the principal's execution of the board's vision for the school. With regards to specific personnel issues, best practices in governance state that individual personnel decisions should be left to the principal for resolution. However, some boards may have policies/procedures which require their approval for certain personnel decisions, such as hiring, firing, promotion, and suspensions. If this is the case and the governing board must get involved with specific personnel concerns, the related

board member should recuse him/herself from discussion and consideration of the specific teacher's situation to avoid a prohibited conflict of interest.

Hypothetical #2: Again, this hypothetical seems to be geared more towards an attorney's advice rather than contracted governance training, but the underlying issues could be addressed proactively through trainings centered on charter contract compliance, building community, and maintaining an open, inclusive school environment.

- The governing board should be trained specifically on the school's legal commitments to operate in a non-discriminatory, non-exclusionary fashion with open enrollment under Georgia law, State Board rule, and the terms of its own charter contract. While a school may not have per se discriminatory policies or procedures in place, the board should understand that policies and procedures, particularly around enrollment requirements, can have discriminatory impacts on certain populations and effectively act as illegal barriers to vulnerable student populations. The governing board should be encouraged to conduct a review of the school's policies and procedures to ensure that no discriminatory barriers are in place.
- Sometimes the oldest operating charter schools can be the most difficult to alter because of its established community, political connections, and deeply ingrained attitudes from the board and principal about what the school is allowed or is capable of doing. The fact that the school's population is not representative of the community it serves indicates that the school is likely operating with discriminatory barriers in place, either intentionally or unintentionally, and may not be proactively marketing the school to all students within its area. The fact that the school's achievement is acceptable also does not give it a free pass to violate other terms of its charter contract, either.

Hypothetical #3

- As a trainer, I'd be very concerned witnessing the lack of obvious governance exhibited by this charter governing board. I'd ensure that the first training topic discussed would be the legal duties of a governing board member. Many governing boards are not aware that as independent non-profit corporations, they each have individual fiduciary duties to the entity they oversee that creates actual liability should the governing board member violate those duties. The duty of loyalty, that of making only those decisions that benefit the entity first, would be discussed, as well as the duty of due care, which requires governing board members to be engaged and knowledgeable about their areas of operation, particularly school finances. Once board members understand the nature of their legal obligations and the resulting liability if they do not, they will hopefully take their roles as board members more seriously. Furthermore, if there is something improper going on regarding the high turnover of the board and the friendly relations of the board members with the principal, the primer on the board's legal obligations should help the new board members understand their role as it relates to principal oversight, friendly connections or not. While it is perfectly acceptable for a governing board to consult the principal on specific aspects of the budget or operations, the governing board should be in ultimate control of the distribution of the school's resources and master of the budget. If not, the governing board cannot maintain appropriate oversight of the principal and other members of school staff with access to school funds and accounts, nor ensure that the school is financially viable throughout the year. I'd also stress that public comment,

while not required at every meeting, should be encouraged whenever there are major items for discussion. Public comment allows the school community's voices to be heard and is a critical aspect of board governance. The principal's report should also focus on key operational and academic updates. While some months may be lighter than others due to the timing of assessments, the principal's report to the governing board should focus on these critical areas and the charter school's progress towards its goals. The training would ensure that the governing board was well trained on its requirements under law, as well as best practices in governance and the proper roles of the board and principal.



Richard Woods, Georgia's School Superintendent
"Educating Georgia's Future"

Charter School Governing Board Training

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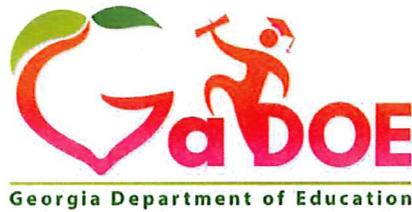
As an instructor/trainer for _____, I will not provide charter school governance training to charter school governing board members who are immediate members of my family without obtaining prior approval from the Associate Superintendent for Policy and Charter Schools or his designee. For the purpose of this assurance, immediate family members shall include a spouse, child, sibling, parent or the spouse of a child, sibling or parent.

Laura Lashley
Signature

Laura Lashley
Name [printed]

05/22/2017
Date

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Ashley A. Akens

Signature

Ashley A. AKENS

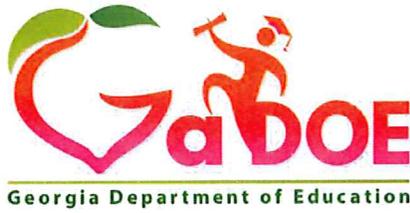
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Signature

Marquetta J. Bryson

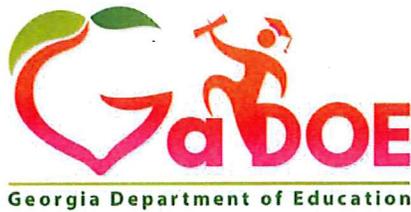
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D. Glenn Brock

Signature

D. Glenn Brock

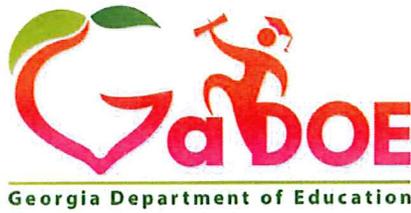
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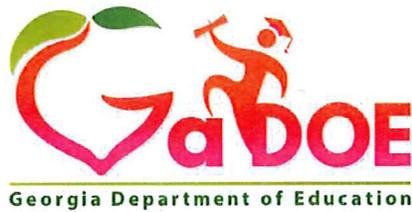
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Mary Grace K. Bell
Signature

Mary Grace K. Bell
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5/22/17
Date

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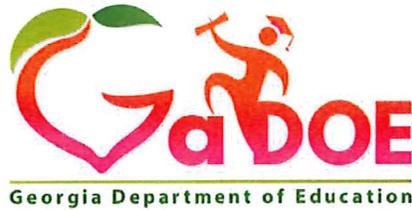
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Sherry Culves
Signature

Sherry Culves
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Thomas Powell

Signature

Thomas Powell

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Suzann Wilcox
Signature

Suzann Wilcox
Name [printed]

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Date

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