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INTRODUCTION

How do you turn a great idea into something tangible? How do you navigate the path from expectations to results?

You start by channeling your mission into a strategic message that compels your audience to act.

Tell a story. Connect the dots. Maybe it's a presentation, a procedure, or a proposal to do something great. If you craft your message effectively, you'll kick off a chain of action that culminates in the realization of your goal.

And so you hire a writer.

But not just any writer.

You need a seasoned, savvy, spark plug of a writer who can spin your vision into rhetorical gold. You need a writer who can bridge the gap between innovation and understanding, who can plant your flag in the bedrock with a message that resonates through the noise.

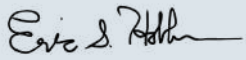
That's where I come in.

I've enjoyed a dynamic professional career delivering high-impact communication through a variety of disciplines and skills: Technical Writing, Proposal Writing, Content Creation, Marketing and Design. I've crafted websites. I've published books. I've traveled the world and immersed myself in diverse cultures, communities, and fields.

Along the way, I've had the privilege to work with some amazing professionals: scientists, engineers, administrators, teachers, operators, executives, and more. I've learned how to ask questions that harness the insights and expertise of talented people. I've learned how to present feedback that focuses cross-functional teams around their collaborative goals. And I've learned that great writing is about more than just words on a page, it's about building relationships that connect big ideas with the people empowered to see them through.

Within this portfolio you'll find a collection of samples that reflect the breadth and agility of my work. You can view more content on my website, ericshoffman.com, or check out my author page on Amazon. If you like what you see, send me an email at eric.s.hoffman.writer@gmail.com, and let's talk about your organizational mission, vision, and voice.

Sincerely,



Eric S. Hoffman

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An Introduction to Laser Shock Peening

Laser shock peening (LSP) is a powerful surface enhancement method for improving metal fatigue resistance. The process employs high-energy laser pulses to impart deep compressive residual stress in metal components. This strategic application provides protection against fatigue cracking, extending service lifetimes and preventing the failure of critical parts.

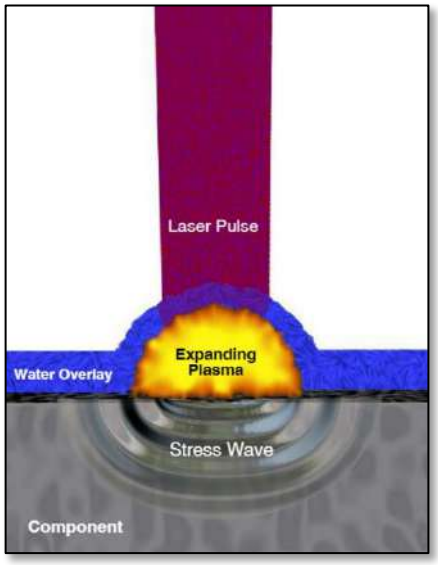
What is Metal Fatigue?

Metal fatigue cracking is a common failure mode in high-stress or high-cycle components. Microscopic cracks form near the material surface and propagate undetected until the part suddenly fails. These failures can have major consequences: equipment damage, operational downtime, even injury or death.

How to Prevent Metal Fatigue?

Metal fatigue can result from friction, impact, loading, corrosion, or temperature extremes. Failure typically occurs when tensile strain exacerbates a defect beyond the fatigue strength of the component. A common approach to preventing fatigue failures is by adding compressive residual stress to the material. Compressive stress inhibits fatigue cracking and provides internal resistance against tensile strain. There are several established methods for imparting compressive residual stress: shot peening, laser peening, deep rolling, ultrasonic impact, and burnishing.

The Laser Shock Peening Process



Laser shock peening is a targeted application designed to provide strategic enhancement at critical failure points. The process takes place in an enclosed production cell with a robotic arm to manipulate the target component. Laser peening requires three basic elements:

- A specialized laser to deliver a short, high-energy pulse
- An opaque overlay material to absorb the laser energy
- A transparent overlay to confine the resulting plasma burst

First, the target area is covered with an opaque overlay material, typically an adhesive or oily liquid. A high-energy laser pulse strikes the target, vaporizing the overlay and superheating it into a rapidly expanding plasma. A thin layer of water confines the

plasma against the part surface, generating a powerful shockwave that propagates into the material. The process is repeated across the target area, reshaping the subsurface microstructure and producing a field of deep compressive residual stress.

Laser Shock Peening Benefits

Laser peening improves metal fatigue resistance and damage tolerance, extending component lifetimes and preventing costly failures. Laser peening produces deeper compressive residual stresses than other surface enhancement treatments, delivering fatigue life extensions up to 10X.

Laser Shock Peening Applications

Laser peening works on a variety of metals and alloys, including:

- Titanium
- Aluminum
- Nickel
- Steel

Laser peening enhances critical parts for a variety of industries, including:

- Aerospace – Engine components, wing attachments, landing gear, brakes
- Power generation – Turbine blades, nuclear reactor welds
- Heavy machinery – Crankshafts, cylinders, bearings, connecting rods
- Maritime – Ship hulls, welded joints, propulsion systems
- Manufacturing – Tooling and dies

Further Resources

1. Video: Laser Shock Peening in Action
2. Case Study: Laser Peening Prevents Engine Blade Damage in Aircraft
3. Beneath the Surface: How Laser Peening Generates Residual Stress

Extend the life of your critical parts. Contact LSP Technologies today.

www.lsptechnologies.com

Quality Manufacturing Procedure: Cleanroom Protocols

(Sensitive information redacted.)

1.0 Purpose

This document describes organizational procedures for operating and maintaining the controlled Cleanroom environment.

2.0 Scope

These procedures apply to any designated Cleanrooms, Gowning Rooms, associated areas, individuals, systems, and processes.

3.0 Responsibility & Authority

3.1 Quality Assurance (QA)

3.1.1 Ensures all Cleanroom procedures comply with regulations, internal guidelines, and customer guidelines.

3.1.2 Ensures that controls are in place to maintain the integrity of the product and that any alterations to procedures or records are controlled.

3.1.3 Controls all documents utilized for Cleanroom activities, including records, logbooks, work instructions, cleaning forms, etc., and ensures completed forms are overseen and archived in accordance with the appropriate guidelines.

3.2 Plant Manager

3.2.1 Ensures the Cleanroom environment, along with all associated spaces and systems, meet and maintain certification guidelines.

3.2.2 Ensures all Cleanroom procedures are implemented and maintained at the direction of the Cleanroom Supervisor.

3.2.3 Ensures all necessary support operations are managed by approved vendors and meet onsite requirements and specifications.

3.3 Cleanroom Supervisor

3.3.1 Ensures all Cleanroom operators are trained to and abide by the appropriate Cleanroom procedures.

3.3.2 Ensures that any visitors or untrained Cleanroom entrants are escorted by a trained representative and comply with all necessary guidelines for Cleanroom entrance and occupancy.

3.3.3 Ensures Cleanroom cleaning regimen is performed, maintained, and documented in accordance with established guidelines.

3.4 Cleanroom Operators

3.4.1 Ensure adherence to all Cleanroom procedures by self and others.

3.4.2 Cleanroom operators are both empowered and encouraged to report noncomplying activities and any perceived risks to product integrity.

3.5 **Engineering**

3.5.1 Oversees all installations and changes to the space while facilitating activities pertaining to equipment, production, structure, and security.

3.5.2 Facilitates cleanroom environmental monitoring and participates in Alert/Action response.

3.6 **Information Technology (IT)**

3.6.1 Ensures the software systems leveraged in the production process are in a validated state and performed within a secure network.

3.6.2 System administrator oversees operation and data storage for the Environmental Monitoring System and any Cleanroom IT infrastructure.

3.7 **Maintenance**

3.7.1 Ensures adherence to all Cleanroom guidelines and procedures during facility or equipment maintenance.

3.8 **Support teams (approved vendors, janitorial, etc.**)

3.8.1 Ensure adherence to all Cleanroom guidelines and procedures when operating inside the Cleanroom and associated controlled spaces.

4.0 Procedure

4.1 **Classification**

4.1.1 The Cleanroom is certified ISO Class 7 which means it is maintained to the following specification:

4.1.1.1 Particulates ≥0.5µm do not exceed 352,000 particles per cubic meter.

4.1.2 This specification is maintained via air filtering, access control, gowning procedures, personal conduct guidelines, and environmental monitoring.

4.1.3 The cleanroom is recertified on an annual basis by an approved outside vendor.

4.2 **Environmental Control**

4.2.1 The cleanroom environment is maintained and monitored to control for air pressure, temperature, humidity, and particulate counts.

4.2.2 Environmental systems include:

4.2.2.1 Facility HVAC system with integrated HEPA filtration.

4.2.2.2 Environmental Monitoring System and data logger.

4.2.2.3 Minihelic Gauge array for monitoring pressure differentials.

4.2.3 Controlled parameters are monitored via system alerts or active monitoring procedures to ensure they remain in tolerance. See ***WI-071-078 Environmental Monitoring Limits and Actions***.

4.2.4 All systems are evaluated annually to verify conformance to operational guidelines.

4.3 Room Access

4.3.1 Only authorized personnel are permitted in the cleanroom. Operators must be trained before entering the cleanroom. Visitors, guests, and untrained employees must be escorted by a trained cleanroom associate.

4.3.2 Any persons or materials entering the cleanroom must adhere to contamination control guidelines outlined in ***WI-071-065 Cleanroom Gowning and Entry***.

4.4 Training

4.4.1 All cleanroom personnel are trained for the appropriate activities performed in the cleanroom. Trainers and employees are qualified and requalified on a scheduled basis to ensure consistency with standards and processes.

4.4.2 Employee training records are retained by the Quality department.

4.5 Cleaning

4.5.1 The cleanroom and gowning room are cleaned according to a strict regimen outlined in ***WI-071-082 Cleanroom Cleaning Procedures***. Individual cleaning tasks are performed daily, weekly, or monthly as indicated, and logged on forms that are retained by the Quality department.

4.5.2 Cleaning procedures are structured to minimize product contamination risks and align with industry best practices. Procedures are subject to review and alteration to ensure environmental integrity.

4.6 Equipment Validations and Calibration

4.6.1 All Cleanroom equipment is validated upon installation and reviewed on an established schedule or in conjunction with any operational/environmental changes that could impact the integrity of the equipment. See ***QMP 9.400 Process, Equipment, Validation*** for full Validation procedures.

4.6.2 All Cleanroom equipment requiring calibration is checked and calibrated on an established schedule in accordance with guidelines established for the equipment and ***QMP 11.100 Calibration***.

4.7 Data Integrity

4.7.1 All forms and documents used in the Cleanroom are controlled and implemented in accordance with ***QMP 16.100 Master Quality Records***.

4.7.2 Cleanroom environmental data is collected and stored within a secure network and can only be accessed by authorized personnel.

4.8 Supply Chain

4.8.1 All Cleanroom cleaning materials and disposables are purchased from an approved vendor. All Cleanroom equipment and attire is supplied and cleaned by an approved vendor.

4.8.2 All suppliers and vendors are selected to meet the standards laid out in ***QMP 6.000 Supplier Qualification and Rating*** and reevaluated on a schedule outlined in the same document.

4.9 Anomalies or Nonconforming Events

4.9.1 Any anomalies or nonconforming events are investigated according to the procedures laid out in ***WI-071-078 Environmental Monitoring Limits and Actions***. A multi-departmental review is conducted to evaluate any potential impact on customer products.

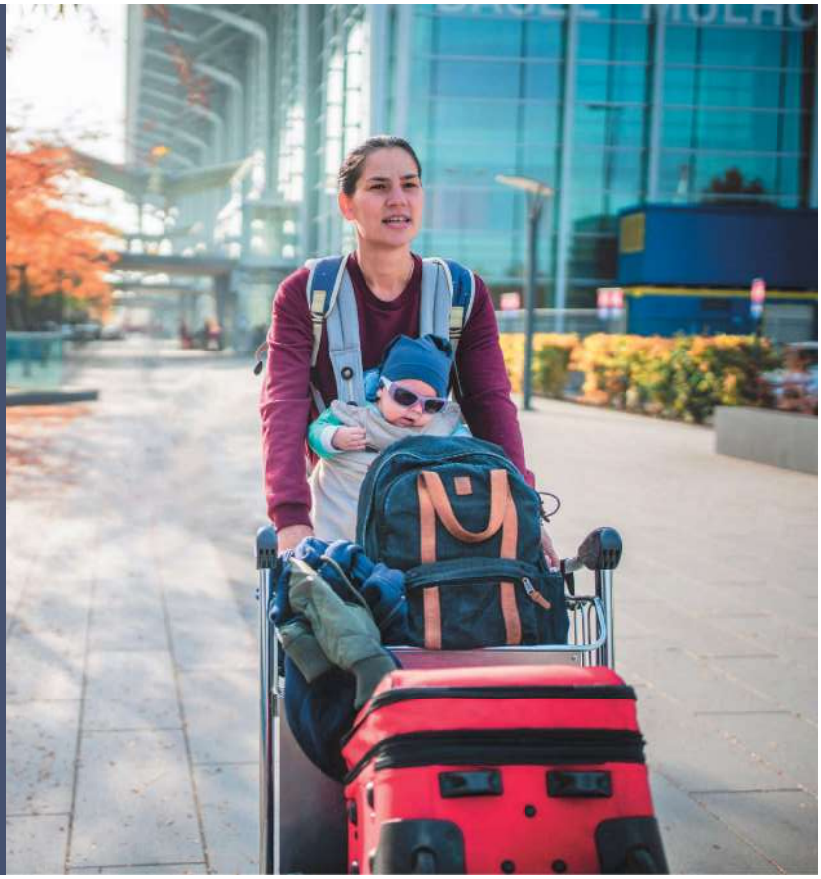
4.9.2 Emergency and Disaster Recovery Protocols

4.9.2.1 If the facility is damaged or compromised, the Quality and Operations departments lead a recovery program in accordance with ***QMP 6.300 Infrastructure – Data Back-Up and Disaster Recovery***.

4.9.2.2 Any such emergency or disaster will trigger a multi-departmental review to ensure the integrity of the cleanroom space and any product therein.

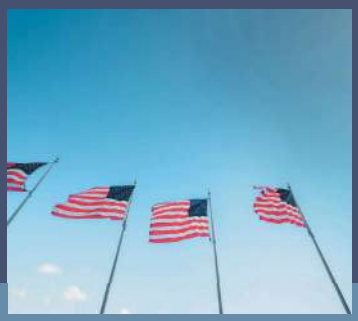
Expat Guide: Consular Report of Birth Abroad

Presented by Eric S. Hoffman



Highlights

- What is a Consular Report of Birth Abroad?
- What forms and documents do you need?
- What about passports and Social Security cards?
- Helpful resources and links



How does a child born outside the United States acquire citizenship?

A U.S. citizen parent may apply for a Consular Report of Birth Abroad (CRBA). A CRBA is an official document recognizing the child's claim to U.S. citizenship.

A CRBA identifies the child as a citizen **at birth**, and an application can be made any time before the child turns 18.

A CRBA is issued by the United States embassy or consulate in the country where the child was born.

Who is eligible for a CRBA?

- Child must be under 18 at the time of application.
- At least one parent must be a U.S. citizen who lived previously in the United States.
- If the parents are unmarried, the U.S. citizen parent must submit an additional form pledging financial support.

Form DS-2029

- This is the core application for a CRBA.
- Download from the State Department website or contact your local embassy.
- Provides thorough instructions and collects relevant information about the parents and child.

Download form DS-2029:
https://eforms.state.gov/Forms/ds2029.PDF

WARNING!

Do not sign the form at home! Signing must be done in the presence of a consular officer.

Required Supporting Documents

Child's Birth Certificate

Some countries may require a translated version. Check with your local embassy.

Proof of Parent's Citizenship

- U.S. Passport
- U.S. Birth Certificate
- Parent's CRBA
- Naturalization Certificate

Evidence of Termination of Previous Marriages*

- Divorce decree
- Annulment
- Death certificate

*If applicable

Proof of Physical Presence in the U.S.

See next slide.

Be prepared with originals and photocopies.

Physical Presence in the United States

Parents conferring citizenship must demonstrate a period of prior physical presence in the United States.

Requirements vary based on conditions of marriage, so check the state department website for full guidelines.

Acceptable Documents Include:

- Academic transcripts
- Wage and tax statements
- Formal letters from employers
- Rental receipts and utility bills
- Travel documents including expired passports

Passport and Social Security Card

Many parents apply for their child's CRBA in conjunction with a U.S. passport and Social Security Card. Each requires an additional form.

U.S. Passport Application

- Form DS-11
- Two 2x2 inch photos

Social Security Card Application

- Form SS-5-FS
- Submit to regional SS office

A Consular Report of Birth Abroad (CRBA) is an invaluable tool to ensure your child enjoys all the benefits of U.S. citizenship.

Find more information at the links below:

State Department Guidelines - CRBA
https://travel.state.gov/content/travel/en/international-travel/while-abroad/birth-abroad.html

Online Passport Application
https://pptform.state.gov/

Social Security Administration - International Operations
https://www.ssa.gov/foreign/

Find Your Embassy
https://www.usembassy.gov/

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Application for Reauthorization of Sponsorship (EXCERPT)

1. ***Please summarize the school's top three strategic planning priorities, including measures, goals, benchmarks, timelines, and outcomes. (5000 characters maximum)***

Over the past three years, the newly formed Brilliance School placed emphasis on establishing strong instructional practices, operational controls, and fiscal policies. Moving forward, The Brilliance School's top three strategic planning priorities center on academic improvement, increased enrollment, and fiscal stability. The following is an overview of these strategic priorities.

1) Academic Improvement: The Brilliance School is first and foremost an institution created to meet students' academic, developmental, and social-emotional needs. Our goal is for all Brilliance graduates to attend a high-quality college-prep high school that positions them for postsecondary success. All strategic goals both support and extend from this institutional priority.

The Brilliance School will demonstrate improved reading and math scores across grades 3-8 over the next three years. This goal has multiple components, with students showing progress over the course of each school year, as well as improved population scores from one school year to the next. The Brilliance School's overarching goal is to identify students who have fallen behind in reading and math and get them back to grade level within two academic years.

The Brilliance School will achieve these goals by enhancing assessment and intervention programs and offering high-quality tutoring in school, after school, and on Saturdays. We will continue developing robust reading and math blocks for all students as part of our regular curriculum and continue to use assessments like iReady and the NWEA Map test to gauge growth over various strategic timeframes including year-over-year.

The Brilliance School will measure these goals by utilizing the iReady testing system to provide benchmark assessments three times per year and utilizing the NWEA Map assessment at the culmination of each academic calendar to evaluate year-over-year growth. We aim to see 80% of students demonstrate adequate math and reading growth on each benchmark assessment, and 80% demonstrate adequate math and reading growth from the beginning to the end of year.

2) Increased Student Enrollment: Increasing student enrollment has been a major success story of the Brilliance School. Enrollment has averaged 260 students over the past 3 years, representing an increase of more than 500% over the school's previous iteration as the Hope Academy for Autism (HAFA). We achieved this through strategic recruitment, community engagement, and coordinated transportation partnerships across greater Cleveland.

Our goal over the next three years is to reach an enrollment target of 325 students by Fall 2026. To achieve this goal, we will build on our strong community engagement program and utilize a full-time Family Engagement Coordinator to oversee family outreach. We also plan to enhance school branding and increase awareness via canvassing, direct mail, social media campaigns, website

development, community activity days, and strategic engagement with local partnerships. (See Attachment 1: Enrollment Plan)

Enrollment Target Timeline:
Fall 2024 - 270 students
Fall 2025 - 300 students
Fall 2026 - 325 students

3) Fiscal stability and solvency: Fiscal stability is another major success story of the Brilliance School and a core pillar of our institutional model. The school board and management team have established a fiscally responsible and sustainable operating environment to ensure The Brilliance School can support its student population indefinitely.

We will continue to demonstrate sound, strategic, and coordinated fiscal planning via the board of directors, Finance and Audit Committee, and school management company. We will support the school's operating budget by continuing to write grants and solicit donations from new and existing partners. We will boost student enrollment and minimize attrition by maintaining strong community engagement and family support. And we will continue to monitor fiscal stability via established budgetary analysis protocols and regular audits to ensure comprehensive fiscal accountability.

2. Is the school financially viable, stable and successful? Please summarize the school's strategic plan to achieve or maintain financial stability. (6000 characters maximum)

The Brilliance School is financially viable, stable, and successful. This represents a successful turnaround effort from the school's previous iteration as the Hope Academy for Autism (HAFA). HAFA was in debt over $250,000 and unable to consistently make payroll when the board was reconstituted in 2020. The new board and contracted management team worked in concert to minimize expenses, reduce operating deficit, and meet payroll obligations. HAFA was rebranded in 2020 as The Brilliance School, and increased enrollment by over 500% by August 2020. This increased enrollment helped the school address outstanding liabilities and achieve fiscal solvency.

Other actions taken by the Brilliance School board and management included streamlining operations, reassessing the staffing model, strategic vendor and contract management, and instituting responsible fiscal policies in coordination with the school treasurer. These actions put the Brilliance School on sound financial footing, enabling the school to pay off existing debts, meet ongoing obligations, and build out a sustainable organizational model to grow the school.

Our goals for maintaining financial viability include continuing to implement and refine these established operational best practices, grow student enrollment with a target average of 300 students over the next three academic years, and minimizing expenses by managing vendor contracts, custodial costs, supplies, etc.

The Brilliance School will continue to keep an adequate cash balance from month to month and annually review the budget-to-actuals spending to prepare a strong forecast for the upcoming school year. The Brilliance School's strong financial picture is evidenced by the past three years of

sponsor reviews during which the Brilliance School has achieved a rating of "Meets Standards" for financial performance.

3. Please briefly describe the rationale and plan for changes, if any, to the school or the student population it serves. (4000 characters maximum)

Over the past three years, Hope Academy for Autism (HAFA) transitioned to become The Brilliance School. The new board and management team instituted several key changes to the school and student population, including increased student enrollment, moving the school to a new location, and refining the grade levels served. The following is an overview of the rationale for changes to the school model.

Student Enrollment: In the spring of 2020, HAFA enrolled fewer than 45 students, and the board of directors worked with the management team to significantly increase enrollment. This was necessary for the school's fiscal viability and to cultivate an academic model that supported students across grade levels. By the fall of 2020, The Brilliance School enrolled over 200 students and the school has averaged 260 students annually over the past three years.

School Location: HAFA was initially located in Youngstown, Ohio in a 16,000-square-foot building that was not sufficient to accommodate Brilliance School growth and enrollment targets. The board and management company worked together to identify a new location, ultimately moving the school to its current address in Garfield Heights in July 2021. The school's new location provides adequate space for K-8 at current enrollment levels and mitigates a potential undisclosed conflict of interest that arose regarding previous HAFA management and ownership of the previous building. There have been no material changes to the school profile, however the student body now mirrors the local school district in Garfield Heights City Schools.

Grade Levels Served: The Brilliance School has served grades K-8 since the fall of 2020. Prior to fall 2020, Hope Academy for Autism enrolled several high school students whom The Brilliance School worked to accommodate. Due in part to the ongoing pandemic, these high school students exhibited chronic absenteeism which Brilliance School leadership was unable to remedy despite repeated attempts to engage with the students' families. By the fall of 2020, all high school students enrolled in other districts and the Brilliance School removed high school offerings to focus on the robust K-8 enrollment. The board of directors plans to reopen high school classes under the new model, with a target of fall 2025.

4. Please describe the rationale and plan for changes, if any, in the school's educational plan, focus, curriculum, teacher assignment/allocation, methods of instruction, etc. (5000 characters maximum)

The Brilliance School represents a successful turnaround effort from its previous iteration as the Hope Academy for Autism (HAFA). Due to years of underperformance, HAFA was not providing quality education for its students, nor was it delivering on its founding mission of supporting students with autism. HAFA was slated for closure in 2020, at which time the sponsor reconstituted

the board of directors and hired a new management company to take over operations and transform HAFA into a viable school.

The management company recognized that the school needed a revamped education plan to cultivate a successful academic environment. To that end, the board and management team submitted a new education plan as an amendment to the existing school contract. This new education plan re-envisioned instructional practices, methods for intervention, professional development for teachers and staff, class scheduling, and curricular choices. The education plan was consistent with the management company's model for high-performing schools, which is rooted in national best practices and tailored to meet the needs of the local student population.

The revised education plan recommended new curricular choices for math, reading, science, social studies and writing. All curricular choices were selected via nationally recognized review agencies like *EdReports* and *What Works Clearinghouse* to ensure they provided appropriate support and rigor for the targeted student population while aligning with Ohio state standards. Over the past three years, the Brilliance School's academic focus has been an emphasis on literacy and mathematics as these core competencies underpin a suite of skills necessary to excel in other academic subjects.

In support of academic improvement, the management team also hired new leadership including a Principal and Dean of Students. The new school leadership crafted new daily and yearly schedules which complimented curricular choices and student needs, along with providing professional development programming centered on instructional delivery and classroom management. School leadership works year-round with the management company to develop and administer coaching and feedback programs and create individual improvement plans for all staff and teachers centered on instructional practices, lesson plans, scope and sequences, data utilization, classroom management, family engagement, and school systems and routines.

5. ***Please fully describe any and all factors which pose a risk of the school closing, failing to open, or suspending operations in the foreseeable future, and plans to avert/minimize/control them. (4000 character maximum)***

The Brilliance School board of directors, management company, and school leadership took over a school in the Hope Academy for Autism (HAFA) that was struggling and slated for closure. The group has since worked tirelessly to turn the school around and put it on a path to academic, operational, and fiscal success. A component of this effort has involved meeting regularly to address deficiencies in the areas of instruction, operations management, and fiscal oversight, and this has given the Brilliance School board, management company, and leadership team a keen awareness of the factors that contribute to school closures.

These factors include but are not limited to: financial issues and budgetary shortfalls, parent or student dissatisfaction leading to decreased enrollment, poor academic performance, and substandard operational oversight. If left unaddressed, any of these threats can lead to the permanent closure of a school. As such, the board of directors, management company, and school

leadership work in concert to proactively identify potential threats in these areas to ensure the sustained viability of the school.

Prior to coming under new management, Hope Academy for Autism (HAFA) demonstrated several of the aforementioned threat vectors for school closure. The new board of directors and management company addressed the shortfalls of the previous HAFA leadership and instituted proactive mitigation measures as demonstrated by, but not limited to, the following: a strong board that meets regularly to monitor school's academic and financial progress, a Finance and Audit Committee which meets regularly to monitor fiscal practices and controls, a management company that oversees day-to-day operations of the school and focuses on all academic and non-academic aspects of the program, and a school leadership team that meets weekly to monitor the day-to-day instructional practices of the teachers, student growth, and family satisfaction.

The Brilliance School will continue to employ practices to gauge success and identify problems or threats that, if not addressed, could lead to school closure. Due to the turnaround effort and transition from HAFA to the Brilliance School, the board of directors and management company have a heightened sensitivity to the issues exhibited by the previous administration and will be perpetually proactive in monitoring these issues to ensure the Brilliance School never faces the same risk of closure.

Currently, no material threats have been identified that pose a risk to the school's viability for the foreseeable future.

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Our mission: To prepare scholars for academic achievement and personal success.

Strengthening Classroom Instruction (EXCERPT)

Open Grants Proposal

Explain in-depth why this project is needed.

The Brilliance School (Brilliance) is a K-8 public charter school in Garfield Heights, Ohio. Most of our students live at or below the poverty line, and The Brilliance educational model is designed for children who are traditionally labeled “at-risk”. This label can refer to any number of factors, including poor academic performance, low socioeconomic status, residence in low-income areas, and minority group status. Each factor is frequently associated with a lack of access to high-quality education, and this lack of access leads to achievement gaps which reinforce cycles of poverty in marginalized populations.

At The Brilliance School, we confront these achievement gaps every day. Most students enroll with reading skills that are at least 1-2 grade levels behind. Instructional leadership and teachers are not only combating a history of poor educational experiences for our scholars, but also fighting the legacy effects of Covid-19 learning loss. The pandemic induced a prolonged remote-learning environment that exacerbated existing academic deficiencies. Now that we have students back in our classrooms, we place increased emphasis on effective teaching to make up for lost time.

In order to close these gaps and address student deficiencies, school leadership emphasizes quality of instruction, specifically the lesson plans and instructional practices employed by our teachers. The Brilliance School conducts a robust professional development program as leadership oversees summer teacher training and ongoing professional development throughout the year. Professional development centers on instructional practices, lesson planning, assessments, implementing rigor, instructional equity, and data interpretation and analysis. In order to enhance the teacher training cycle and maximize results in the classroom, the Brilliance School is looking to amplify instructional training and feedback for leaders in the building.

BES (Build. Excel. Sustain.) has a long history of coaching institutional leaders on best practices to enhance student engagement, rigor, equity, and academic outcomes. The Brilliance School is looking to partner with BES to coach our Principal, who acts as instructional leader of the building, and the school’s Vice Principal of Instruction (VPI). The Principal and VPI oversee all teacher training, coaching, professional development, and cycle of feedback. By granting our instructional leaders access to the BES LENS coaching program, we can implement more effective professional development that is tailored to the needs of our students and staff. This project will focus primarily on strengthening four key tenets of instruction:

Creating stronger lesson plans.
Enhancing pedagogical skills.
Utilizing student data.
Addressing rigor and equity in the classroom.

Improving these instructional fundamentals will enable Brilliance School teachers to provide lessons that are consistently challenging, relevant, and engaging, ensuring our students get the academic support they need to advance.

The stakes for us are high. Most Brilliance School students come from at-risk backgrounds, and many have already fallen behind in academics. Our goal is to provide high-quality teaching and education that prepares students for postsecondary success. If the Brilliance School fails to meet this mission, the likelihood increases that our students will succumb to the generational cycle of poverty from which they emerged.

What is the project's relation to the Foundation's funding theme(s)?

The scope of this project aligns with the Martha Holden Jennings Foundation theme of Excellent Teaching. The Brilliance School is looking to partner with the BES (Build. Excel. Sustain.) LENS program to provide year-long leadership coaching to strengthen instructional practices. Our Principal and Vice Principal of Instruction (VPI) design and administer all professional development training, coaching, and feedback cycles for the teaching staff. We've designed a program that will engage BES to assist instructional leaders in the four key areas outlined below.

1) **Assisting teachers in creating stronger lesson plans.** Lesson plans guide classroom activity, and preparing a strong, strategic foundation allows teachers to effectively communicate learning targets. Strong lessons should be embedded with checks for understanding, and these checks must be rooted in rigor and relevant to the student. The BES Lens program has years of experience coaching instructional leaders and teachers on these aspects of lesson planning and target setting.

2) **Enhancing teacher pedagogical skills.** The Brilliance School instructional leaders are looking to work with BES on aligning our cycle of teacher training and feedback with a model based on the best practices of high-performing schools. Part of this model involves critiquing teachers and providing explicit and descriptive feedback to allow them to improve upon their pedagogical techniques. The Brilliance team believes that a BES partnership will not only enhance instructional feedback but will also strengthen teachers' classroom leadership skills.

3) **Utilizing student data.** One of the cornerstones of high-performing schools is the ability to interpret and use student assessment data effectively. This not only informs what has been mastered by students, but also informs which concepts need to be reinforced and if any strategic interventions are required. High-performing schools discuss student data openly with their students, enabling them to take ownership of their own learning. The BES LENS program has for decades taught teachers and leaders how to effectively utilize data to inform instruction.

4) **Addressing rigor and equity in the classroom.** Brilliance School teachers participate in annual summer training workshops designed around equitable classrooms and rigor. The focal point of these workshops is to ensure teaching is centered on connecting lessons with experiences that are relevant to the student. We also train teachers to embed consistent rigor into their lessons, challenging students with coursework that elevates their learning experience rather than oversimplifying content. One hallmark of the BES LENS program is teaching instructional leaders and teachers how to consistently embed relevance and equity into their lessons.

All of the aforementioned program tenets align directly or indirectly with the Foundation's stated characteristics for an Excellent Teaching project.

Provide a detailed plan of action.

To provide a high-quality education for its students, The Brilliance School regularly invests in growth opportunities for teachers and leadership staff. These growth programs typically focus on instructional leadership, job-embedded coaching and feedback, and professional development (PD) experiences that support the school's mission, vision, and goals. Training begins each summer with an immersive two-and-a-half-week program and continues throughout the school year with monthly in-service days, workshops, and weekly PD sessions. On average, Brilliance teachers receive at least 140 hours of development training per year.

The scope and sequence for PD is aligned to the seven Ohio Standards for Professional Development as well as chosen topics dictated by data trends. The Brilliance School believes effective professional learning is results-driven, standards-based, content-rich, school-centered, and job-embedded. Some topics include: the teaching assessment and data cycle, teacher observation and feedback cycle, instructional strategies, Bloom's Taxonomy rubrics, and Ohio learning standards.

In support of the school's rigorous professional development mandate, The Brilliance School seeks to partner with BES (Build. Excel. Sustain.), a national nonprofit that promotes high-performing schools across the country via school leadership coaching and support. BES currently works with approximately fifteen Ohio schools and districts, with the BES LENS program tailored to fit their individual needs.

The Brilliance School seeks to engage BES LENS to augment our professional development regimen with instructional leader coaching and site reviews. BES LENS coaching programs include one-on-one virtual meetings, document and data review, tailored strategy and problem-solving support, and teacher instructional practice support. BES site visits involve sending coaches to observe school operations and instructional practices, providing feedback to teachers and leadership, and delivering a formal summary report.

We have mapped out a comprehensive year-long program that includes BES LENS coaching for the Brilliance School Principal and Vice Principal of Instruction (VPI), enhanced professional development for school instructional staff, and two site visits from BES LENS coaches. The program is tailored around the four instructional priorities of creating stronger lesson plans, enhancing pedagogical skills, interpreting student data more effectively, and addressing equity and rigor in the classroom.

Describe anticipated project outcomes.

Through the BES LENS partnership, the Brilliance School Principal and Vice Principal of Instruction (VPI) will be immersed in effective training to strengthen instructional practices at the school. The Principal and VPI will leverage school site visits and BES virtual coaching sessions to conduct a comprehensive professional development program for teaching staff tailored around lesson planning and instructional delivery.

Over the course of this program, Brilliance School teachers will learn how to design better lesson plans and incorporate pedagogical best practices in their classrooms. They will learn how to embed rigor, relevance, and high-level checks for understanding more effectively into their lessons and receive tailored coaching in the areas where they need additional support. The Brilliance School teaching staff will coordinate with instructional leaders to map out data-informed student learning goals and targets for the school year, and teachers will receive ongoing coaching and feedback in support of reaching those goals.

Enhanced teacher proficiency, lesson planning, and classroom management will support Brilliance School students in improving academic outcomes. Students will receive more impactful, tailored lessons that both challenge and resonate, driving academic growth.

Describe the evaluation process for this project.

The Brilliance School has designed a year-long program integrating school site visits, instructional leadership coaching, and professional development training for teachers. We will evaluate program effectiveness using three main indicators: lesson plan monitoring, teacher survey data, and student performance metrics.

At the start of the year, the Brilliance School Principal and Vice Principal of Instruction (VPI) will create learning targets in conjunction with the teaching staff. These learning targets will be structured around our core instructional priorities of stronger lesson plans, embedded rigor and relevance, utilizing student data, and stronger pedagogical practices. The Principal and VPI will craft an instructional map or scope and sequence for each grade and subject that will inform the weekly syllabi developed by the teachers. Teachers will work in collaboration with instructional leaders to develop lesson plans, with the Principal and VPI providing review feedback prior to implementation. The Principal and VPI will look for defined criteria within lesson plans around our core objectives. The following guiding questions may inform lesson plan assessment: Are teachers embedding rigor and checks for understanding? Are they applying relevance and equity to every lesson? Are they demonstrating awareness of designing student-centered content? Instructional leaders will monitor adherence to these objectives over time and use this as a metric to evaluate the effectiveness of the program.

Another method for program evaluation will utilize surveys to assess teacher awareness and proficiency around core program tenets. The Principal and VPI will collaborate with their BES coaches to craft teacher surveys that yield information on whether training sessions and workshops are impacting teaching practices. The first survey will occur prior to summer training and gauge teacher understanding of concepts such as lesson planning and embedded equity. Middle-of-the-year (MOY) surveys will assess how teaching practices have evolved and identify opportunities for improvement. End-of-year (EOY) surveys will capture teachers' progress from the beginning of the year and solicit their impressions on the effectiveness of the program.

A final indicator of program success will be student outcomes over the course of the academic year. The Brilliance School conducts internal assessments using iReady Diagnostic and participates in yearly state assessments. We will compare BOY, MOY, and EOY iReady Diagnostic data to chart student performance in the core subjects of reading and math. We will also compare EOY state assessment data with data from the previous year. While student assessment data does not fully indicate whether teachers have mastered program concepts, it is an important indicator of whether teaching practices have improved to the point that they are impacting student outcomes.

Laser Peening Advancing Aerospace Research in Germany

Deep in the heart of Hamburg, the future of aerospace engineering is taking flight. The ZAL Center of Applied Aeronautical Research (ZAL) is home to some of the most advanced technology in civil aviation. Located within the Hamburg Aviation cluster on the banks of the Elbe river, the ZAL TechCenter brings together aerospace industry giants Airbus Operations and Lufthansa Technik, along with large and small industry suppliers, universities, research institutions, start-ups, and now a state-of-the-art Procudo® Laser Peening System.

ZAL's goal is to provide an open innovation environment to industrialize emerging aerospace technologies. Laser peening represents the largest investment to date for research into new technologies at ZAL, and the organization is set to launch a new laser peening facility designed by American equipment provider LSP Technologies, Inc.

The ZAL collaboration model is geared toward bringing together diverse research and development partners under one roof. The TechCenter facility provides sophisticated research infrastructure supporting technical domains like Cabin Innovation, Air & Power Systems, and Aerospace Production. LSP Technologies is joining the array of innovative companies working inside the ZAL Hamburg facility, providing expertise and equipment to aerospace and other industries interested in advancing the safety and reliability of their products.

Researchers at ZAL cultivate technologies that will play a leading role in the next generation of aircraft. The facility boasts laboratories devoted to fuel cell technology, vibro-acoustic engineering and additive manufacturing, along with a state-of-the-art virtual reality lab.

"Our mission at ZAL is to provide our partners with the latest research and development infrastructure," explains ZAL Systems Engineer Dr. Thorsten Scharowsky. "By bringing together participants from all corners of civil aviation, we've cultivated an environment that accelerates emerging technologies to manufacturing readiness."

The Future of Material Enhancement

Soon this high-tech research center will host the world's most advanced surface enhancement process. Laser shock peening (LSP) is a powerful metal improvement method utilizing laser pulses to strengthen metal components. The process is currently employed to prevent fatigue cracking in fan and turbine blades, with industry adoption growing as aerospace OEMs target superior metal fatigue solutions.

"Laser peening is the single most effective method for enhancing metals," explains Dr. Jeff Dulaney, CEO of laser peening services and equipment provider LSP Technologies, Inc. (LSPT). "Aerospace manufacturers are increasingly using LSP to solve fatigue and performance issues, and we've only scratched the surface of laser peening applications and benefits."

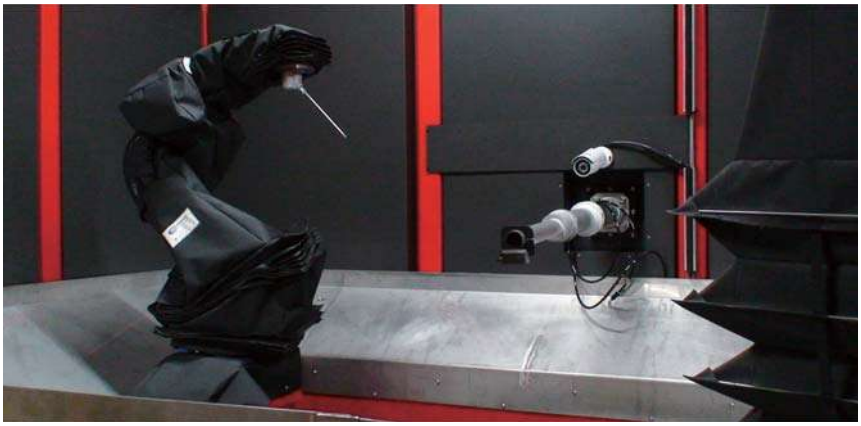
Laser peening is so effective because of the powerful stress wave the process generates on a part surface. That stress wave plastically deforms robust metals like titanium and steel, imparting deep compressive residual stresses that strengthen the material and prevent cracking. "We've produced compressive stresses down to twelve millimeters," explains Dr. Dulaney. "We've extended part lifetimes 15X or more. Many people still equate laser peening with shot peening, but in terms of material benefits they're not really in the same ballpark. Laser peening surpasses shot peening by an order of magnitude."

Laser peening is performed with a high-energy pulsed laser system and a series of process overlays. First, the target area is covered with an opaque overlay – typically black tape or paint – and submerged under a thin layer of water. A laser pulse is directed onto the workpiece, passing through the transparent water and irradiating the opaque overlay material.

Optimal laser parameters vary by application, but a typical laser pulse lasts between 8-20 nanoseconds and delivers up to 50 joules of energy. This powerful, concentrated pulse vaporizes the overlay material and superheats it into a plasma. The plasma expands rapidly, generating millions of psi on the part surface and sending a powerful stress wave into the metal. The pressure pulse and stress wave are amplified by the confining water layer, which acts as a tamping mechanism to increase overall pressure.

As the stress wave propagates into the metal, it cold works the surface layer to a depth of several millimeters. The metal deforms plastically, stretching within the target area while the surrounding material resists this induced expansion. The net result is a compressive residual stress layer that can extend up to twelve millimeters deep.

Inside the ZAL TechCenter in Hamburg, Germany (Copyright ZAL-LHT)



Inside the Procudo® 200 Laser Peening Cell

Deep compressive residual stresses are the cornerstone of metal fatigue resistance. They prevent cracking at or beneath the part surface by offsetting the applied tensile strain of operating loads.

Shot peening is regularly applied to metal components to produce a compressive surface layer, but the benefits rarely extend more than a few tenths of a millimeter deep. This may be sufficient for lower stakes applications, but many aerospace components require deeper enhancement to prevent critical failures during flight. As LSP Technologies' Dr. David Sokol explains, laser peening penetrates to depths that shot peening simply can't achieve.

"Improvements in fatigue strength are proportional to the magnitude and depth of induced compressive residual stresses," says Dr. Sokol, LSPT Director of Research. "Stronger compressive stresses offset greater tensile strain, while deeper compression inhibits microcrack formation well beneath the part surface. The mechanism for everything is the magnitude of the compressive stress wave, which is where laser peening really sets itself apart."

Laser peening delivers unrivaled power density to the part surface – as much as 10 billion watts per square centimeter in some applications. These powerful bursts of laser irradiance produce stress waves many times stronger than anything achievable with projectile shot. As a result, laser peened components last up to ten times longer than those that are shot peened, opening up innovative possibilities in aerospace design and engineering.

"Laser peening provides obvious advantages over shot peening for aerospace applications," explains Dr. Scharowsky. "At ZAL, we're very excited about the precision, power, and modeling capabilities offered by LSP. We see tremendous value for our aerospace partners in the development of industrial laser peening."

Laser Peening Equipment in Hamburg

The Procudo® 200 Laser Peening System is the world's only commercial laser peening equipment. Engineered for high-volume production processing, the Procudo® LSP System provides a robust, versatile platform for laser peening research and application development at ZAL.

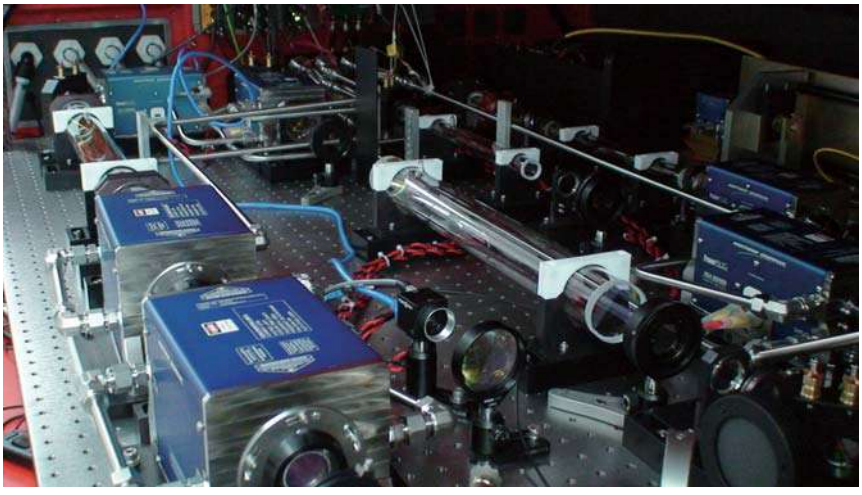
"There is nothing else on the market like the Procudo® Laser Peening System," explains LSPT CEO Dr. Dulaney. "We set out to engineer a high-powered turn-key system that any OEM could integrate into their production line. We're excited to showcase this powerful technology at an innovation hub like the ZAL TechCenter."

LSPT engineers will work alongside researchers from Airbus to explore the benefits and applications of laser peening metal surface enhancement. For many this will be the first opportunity to conduct high-energy laser peening research, and the goal is to develop field-ready applications for the aerospace industry and beyond.

"One of our aims with this venture is to offer laser peening research and development opportunities to manufacturers throughout Europe," says Dr. Dulaney. "We're inviting OEMs to come to Hamburg, let LSPT demonstrate our years of experience with laser peening on their parts, and discover this revolutionary technology firsthand."

At the heart of the Procudo® System is a state-of-the-art diode pumped laser. Diode pumping offers superior efficiency, beam quality, and pulse consistency compared to traditional flashlamp lasers, and it's become the preferred choice of industrial laser manufacturers.

"Our system will deliver billions of shots before the diodes ever need replacement," explains Dr. Dulaney. "The diodes emit a very narrow wavelength that is absorbed by our custom-made YLF crystals. This offers the efficiency to perform high-volume processing without overheating the equipment."



Optical components of the Procudo® 200 Laser Peening System

The Procudo® Laser Peening System is engineered for speed, power, consistency, and ease of use. Diode-pumping technology enables the equipment to deliver twenty pulses per second with a consistent, stable output. It's the fastest laser peening system ever built, and it offers operators the versatility to customize laser parameters like energy, pulse width, and spot size for each application.

These optimized features make the Procudo® System an ideal fit for innovative aerospace research at ZAL. LSPT's Dr. David Sokol explains: "One day we might be processing titanium fan blades for FOD resistance, the next day it could be steel landing gear or aluminum wing skins. Each application has a unique recipe for optimizing the residual stress profile, and the Procudo® System gives us the flexibility to rapidly develop that recipe."

The ZAL laser peening facility will be operational in 2018, signaling a new era in aerospace material engineering. The developments gained at ZAL by European manufacturers will lead to safer, stronger, more reliable components, along with innovative applications for aerospace manufacturing and design.

The Procudo® Laser Peening System is the world's most advanced equipment for performing the world's most powerful metal enhancement process. Soon it will occupy a dedicated facility within one of the world's most advanced aeronautical research centers, bringing new possibilities to the evolving world of flight.

Laser peening equipment demonstration at LSPT's facility

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FIVE AMAZING FACTS ABOUT LASER PEENING

Laser peening is a fascinating marriage of electromagnetic physics and materials science. The process uses high-energy lasers to strengthen metals, producing **robust components** that are resistant to failure. Laser shock peening (LSP for short) plays a critical role enhancing critical parts for critical industries. You'll find laser peened parts in aircraft engines, power plants, and heavy machinery around the world.

If you're new to laser peening, we've got a wealth of technical content available at your fingertips. (Check out our library of papers and patents!) But before taking that deep dive, here are five interesting facts to put this revolutionary enhancement process in perspective.

1) LIGHT CAN STRENGTHEN STEEL

It's worth taking a step back to consider the awesome implications of enhancing metal with lasers. We're using pulses of light to strengthen steel and titanium, replacing old-world peening techniques with new-age technology.

It used to be done with hammers. The rounded head of a ball peen has long been used by blacksmiths to pound and shape forged components. These brute-force blows put compressive stress into tools and armor, but their benefits weren't fully realized until a budding auto industry adopted shot peening to strengthen axels and springs.

Metal enhancement has come a long way

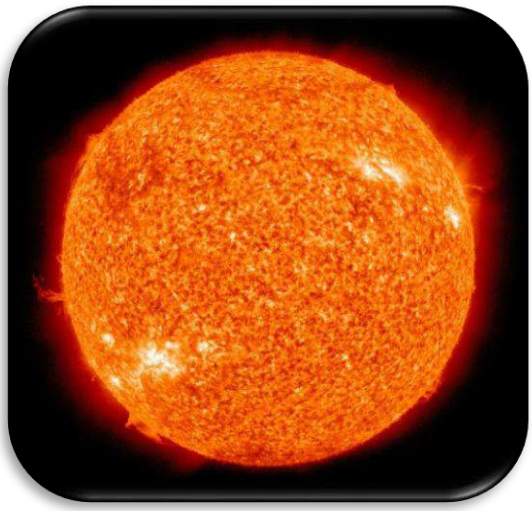
Shot peening is another brute-force enhancement method using high-velocity impacts to generate compressive residual stress. The process requires thousands of pellets or particles, launched toward a workpiece to produce a thin accumulation of surface compression. It's messy and imprecise, and the benefits extend just fractions of a millimeter beneath the surface.

Laser peening transcends these old barrage-based methods, taking surface enhancement into the twenty-first century. Coherent

photon pulses impart compressive stress **many times deeper** than hammers or pellets could ever achieve. With all due respect to the burly blacksmiths of old, laser peening has moved metal enhancement out of the dark ages with brilliant blasts of light.

2) PLASMA DOES THE WORK

So how does light generate a force in solid metal? The secret lies in the power of plasma – the same stuff stars are made of. Plasma is an ionized gas of positive and negative particles, and it's generated with every pulse in the laser peening process.



Other sources of plasma: stars, lightning, atmospheric auroras

Laser peening delivers intense energy to a component surface for just a few billionths of a second. This quick burst of irradiance vaporizes a small amount of overlay material, and the vapor absorbs so much energy that the atoms themselves are ripped apart. The superheated plasma expands rapidly, generating a shock of pressure that sends a compressive wave into the part surface. The shock wave does the work of plastic deformation within the metal, and the resultant residual stress **fortifies the part against cracking and fatigue.**

In a way, laser peening could also be considered plasma peening. The laser generates plasma, which generates a shockwave, which produces compressive stress. It's a beautiful cycle translating light energy into mechanical work.

3) IT'S ALL MECHANICAL

Many people assume laser peening is a thermal process. Lasers are often associated with heat, and there are many thermal laser processing methods like cutting, welding, and cladding. Many 3D printing techniques also use thermal lasers to melt or fuse particles, and doctors may employ laser-generated heat for tissue cutting and removal.

Laser peening differs from these thermal treatments in that it's actually the **mechanical shockwave that works beneath the metal surface.** LSP is tailored to generate a pressure pulse via rapidly expanding plasma. The plasma is hot, but it's not the heat that alters the material, it's the

pressure generated on the surface as the plasma expands.

So how is all that energy directed into the metal? The answer is surprisingly simple.

4) A LITTLE WATER GOES A LONG WAY

For all the sophisticated engineering and equipment involved, you might not expect that the secret ingredient for laser peening is ordinary water. Simple though it may seem, water acts as a crucial confining medium for the expanding plasma, amplifying the shockwave and directing the pressure pulse into the target workpiece.

Laser peening technicians call this the **“transparent overlay”**. It’s applied in a thin layer over the part surface, allowing the laser pulse to pass through but confining the resultant plasma burst for maximum amplification. Without a transparent overlay, the plasma would mostly blow off into the air, producing negligible results in the target metal. The water acts as a tamping mechanism, holding the pressure against the part surface and sending the shockwave where we want it – into the material.

And when that water is doing its job, the part will feel it. Laser peening generates a shockwave that propagates far deeper than any other surface enhancement technique.

5) THE BENEFITS RUN DEEP

Superior part protection is all about deep compressive residual stress. These beneficial internal stresses offset the damaging tensile strain that leads to component cracking and failure. Fatigue life improvements are directly proportional to the magnitude and depth of induced compressive stresses – metrics by which **laser peening dominates competing surface technologies.**

As mentioned earlier, shot peening produces compressive stress a few tenths of a millimeter beneath the surface. The application is limited by the kinetic energy of the shot media, and it’s impossible or impractical to generate stronger shockwaves through shot impacts alone. Laser peening provides the advantage of tremendous targeted energy via a powerful laser. This energy density produces a high-amplitude compressive wave that propagates deep beneath the material surface.

As a result, average laser peening depths exceed those of shot

peening by an order of magnitude. Laser peening routinely produces compressive stresses 1-2 millimeters in depth, and the process has reached as deep as 12 millimeters. Nearly half an inch! These deep compressive stresses give laser peened parts serious fatigue resistance, **extending component lifetimes as much as 20X**.

In summary, laser peening is a complex process with a simple goal: make metals stronger so important parts don't fail. From light pulses to plasma bursts to powerful compressive waves – the nuances of laser peening make for fascinating science and formidable results.

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The Brilliance School is a high-quality public charter school serving Pre-K through 8th grade in Garfield Heights. Our students come from greater Cleveland to be part of a thriving community and a culture of success.

At The Brilliance School, we cultivate an atmosphere of high expectations rooted in the best practices of high-performing schools.

The coursework is deep and rigorous. The environment is safe and structured. Brilliance programming emphasizes effective teaching, strategic intervention, social-emotional wellness, community partnerships, and creative arts.

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We understand the power of education to drive generational change, and we specialize in meeting scholars where they are with the tools to get them where they want to go.

Brilliance is a mindset. Brilliance is a community. Brilliance is a partnership between educators and families to give young scholars the opportunities they deserve.

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