Organization Description
B.3 Governing Body

Tucson AIM Middle School shall be governed by a Board of Directors (the "Board" or "Governing Board"). The Board shall be ultimately responsible for the operation and activities of the school. The Board shall be governed in its operations and its actions by the corporate bylaws of American Indian Model Schools (written under the organization's original name of American Indian Public Charter School, Inc.), which shall be consistent with this charter, the Charter Schools Act and all other applicable laws. The primary methods for executing Governing Board responsibilities are to create, adopt and monitor a long-term strategic plan and associated budget, and to employ and evaluate the Director/Principal of Tucson AIM. The day-to-day management of the school shall be the responsibility of the Director/Principal, who is overseen by the Board. The Governing Board will meet monthly.

Especially during its start-up phase (beginning in January 2012), the Tucson AIM Board will confer with the American Indian Model Schools (AIMS) Governing Board as an advisory body. The relationship between the Board of AIMS and the Board of Tucson AIM will be one of support, sponsorship, sharing of best practices, alignment with and implementation of the American Indian Model, and any other start-up assistance as needed.

Pending charter approval, the liaison, Dr. Barbara Benton will act as a go-between of AIMS's Governing Board and Tucson AIM's Governing Board. As discussed in B.1, the liaison will coordinate communication and start-up activities for Tucson AIM. During the first year of Tucson AIM's operations, Dr. Benton will report directly to AIMS every month regarding Tucson AIM's progress, in order to ensure smooth operations for the new school. These meetings will focus on areas such as budgeting, curriculum, hiring/training, adopting a school calendar and master class schedule, implementing the American Indian Model of education, compliance with Arizona State Board of Education requirements, and other general and specific oversight as needed. The liaison is a member of the advisory Founding Committee, as discussed in B.1. The Founding Committee will help in the establishment of Tucson AIM. The liaison, Dr. Barbara Benton, is the Tucson AIM Governing Board Secretary, whose background is discussed below.

The Tucson AIM Board will have authority to develop procedures and policies for the school. The AIMS Board, in recognizing the vital importance of local autonomy and accountability, has given the Tucson AIM Board supreme authority to oversee and manage the day-to-day operations of Tucson AIM. The AIMS Board will only intervene in matters jeopardizing the organization's name, reputation, and/or IRS status.

The Tucson AIM Board will be comprised of at least five and no more than fifteen diverse community members. Currently The Tucson AIM board consists of 3 members described later in this section. A minimum of one family member, one educator and one businessperson will serve on the Board. *(Note: "educator" was not an option in the Title Page section School Governing Board of the online charter application; as such the category of "Community" was the closest designation and so was chosen instead to*

describe the three members.) These Governing Board members will reflect the student population and be of diverse professional backgrounds.

The Board will meet on a regular basis. The responsibilities of the Board include, but are not limited to:

- Upholding the mission of the School
- Overseeing the implementation of the charter
- Approving and monitoring the school budget, fiscal reports, and the School's fiscal practices
- Approving all contracts and expenses
- Receiving and reviewing the yearly independent financial audit
- Approving and monitoring the school's facility arrangements and plans
- Overseeing and evaluating the Director/Principal
- Hiring the Director/Principal
- Monitoring the Director/Principal's implementation of the school's personnel policy
- Providing for the safety of all students and staff
- Approving Board Policies

The Board will comply with all federal, state and local laws that are applicable to independent public charter schools. The organization will retain legal counsel when necessary, and will purchase and maintain, as necessary, insurance policies.

The Board may execute any powers delegated to it by law. It may delegate to an employee of the Charter School any of those duties with the exception of budget approval or revision, approval of the fiscal audits, and the adoption of Board policies. The Board however, retains ultimate responsibility over the performance of those powers or duties so delegated.

The Board may appoint one or more committees comprised of faculty, parents, community members or other members of the public with varying areas of expertise. The purpose of a committee is to provide advice, expertise and resources as necessary related to charter schools, finances, facilities, and other areas relevant to the success of the school.

Filling Vacancies/Training Members

Individuals interested in filling a vacancy on the Tucson AIM Middle School Board shall submit a letter of interest and resume. The existing Tucson AIM Board members vote on the new Board members. Vacancies on the Board may be filled by board approval, or, if the number of directors then in office is less than a quorum, by the unanimous written consent of the directors then in office, or by the affirmative vote of a majority of the directors then in office at a meeting held pursuant to proper legal notice.

Existing Tucson AIM Board members (with the potential help of AIMS) will seek to recruit additional members of the governing board, including family members of

students, educators, and business people or other community members. The Board might try such recruitment measures as approaching local reputable businesses to inquire if their leaders might be interested in serving on the Board, attending community forums and meetings to identify individuals whose actions and experiences represent alignment with Tucson AIM's mission and goals, and sending correspondence home to students announcing that parents and/or other family members are encouraged to apply for a seat on the Board.

A Board new member orientation process will include, but not be limited to, the strategic plan of the school and of the organization (American Indian Model Schools), the duties and expectations of board members, understanding the school's mission and goals and the plans for achieving them, complying with Arizona's Open Meeting Law, No Child Left Behind laws and other educational legislation related to the operations of the charter school, governance procedures, budget parameters, and school finance. A new member orientation will be conducted by all the current members of the Board, and new members will be encouraged to ask questions. A visit/tour of Tucson AIM will also be required of all new Board members.

New Board members will be provided with the following resources: an Open Meeting Law training manual provided by the Arizona Secretary of State and found here: http://www.azag.gov/Agency_Handbook/Ch7.pdf; a manual on the American Indian Model that describes the educational framework, approach, history, and practices of American Indian Model Schools; a copy of the mission statement; a copy of the rules and responsibilities of Board members; a copy of the budget; a list of school staff; the bylaws; a school calendar and board meeting calendar; information on where and how to access this charter; and any other items as deemed necessary. Additional Board training resources may also be secured from American Indian Model Schools, the Arizona State Board of Education, the Arizona State Board for Charter Schools, the U.S. Department of Education, and any other resources available that may be helpful and pertinent to the Board's effective operation.

The Board of Directors will attend an annual in-service training session for the purposes of reviewing board member responsibilities and school goals and progress, as well as keeping members abreast of new laws and information regarding charter school governance, Open Meeting compliance, standardized testing, or any other topic that may affect the operations of the school.

Open Meeting Law

The Board will comply with Arizona's Open Meeting Law. The Board understands that it must adhere to the following statutes (and all others) regarding the Open Meeting Law:

"All meetings of any public body shall be public meetings and all persons so desiring shall be permitted to attend and listen to the deliberations and proceedings. A.R.S. § 38-431.01(A).

"It is the public policy of this state that meetings of public bodies be conducted openly

and that notices and agendas be provided for such meetings which contain such information as is reasonable necessary to inform the public of the matters to be discussed or decided." A.R.S. § 38-431.09.

"Public bodies must post a disclosure statement on their website or file a disclosure statement as provided for by statute. The disclosure statement states where the public body will post individual meeting notices. A.R.S. § 38-431.02(A)(1) through (4).

"The open meeting law requires at least 24 hours notice of meetings to the members of the public body and the general public. A.R.S. § 38-431.02(C).

"Notice must be posted on the public body's website, unless otherwise permitted by statute. Notice must also be posted at any other electronic or physical locations identified in the disclosure statement and by giving additional notice as is reasonable and practicable. A.R.S. § 38-431.02(A)(1) through (4).

"Agendas must contain information reasonably necessary to inform the public of the matters to be discussed or decided. A.R.S. § 38-431.09.

"Agendas must be available at least 24 hours before the meeting. " A.R.S. § 38-431.02(G).

The Board must take meeting minutes for all its meetings, including executive sessions.

The Board with its current three members (see below) acts in accordance with Open Meeting Law, just as it will with 5 (the minimum) or more members. Pending approval of this charter, at least two additional board members (in the categories of businessperson and family member/parent) will be sought to join the Board. Open Meeting Law compliance is and will be practiced by all new and existing members. This law protects the public by preventing decision making in secret. The parts of the law governing agendas helps the Board to be prepared for meetings; records kept via minutes enable the Board to track its decision-making history. The Open Meeting Law supports integrity in government and promotes accountability and transparency.

The public shall have the right to attend and listen to meetings. Compliance with the Open Meeting Law allows staff, students, families, and community members to get involved and help inform the direction of the school.

Family Involvement

As the school has been established to serve the needs of the students, it is imperative that families are actively involved. A Tucson AIM Family Advisory Committee (FAC) will be established to facilitate communication between all members of the organization. The FAC will report directly to the Governing Board, and whenever possible a member of the FAC will also serve as a member of the Governing Board. Members of this team will meet regularly and may meet with the school administration to bring family community

questions, concerns, and ideas to the attention of the administration. They will work on such areas as the family-student handbook and other activities to ensure the charter school meets its mission and that students are served appropriately.

Families will have the opportunity to participate in daily class activities, school activities, graduation planning, and the Governing Board meetings at the school site. Families will be involved in Tucson AIM meetings and school activities. Tucson AIM will ensure that families are actively involved in the child's education.

Current Members of the Governing Board

Three current board members are described below. Since they have extensive backgrounds in education, we will seek to recruit at least two additional board members after charter approval who could be categorized as follows: a businessperson, a family member/parent. *(Note: "educator" was not an option in the Title Page section School Governing Board of the online charter application; as such the category of "Community" was the closest designation and so was chosen instead to describe the three members.)*

Albert Sye, President: Mr. Sye has extensive experience in secondary education serving as a principal, associate principal, and assistant superintendent in states as varied as Arizona, California, Illinois, Indiana, Georgia, and Delaware. He is currently the president of A-Z Educational Group, LLC, where he also serves as an educational consultant. Mr. Sye has also worked as a high school instruction manager with the Chicago School Board's Office of High School Development. When Mr. Sye was high school principal of St. Michael's High School from 2006-2008, the school had a 100% passing rate on Arizona AIMS exit exams, sent 95% of students to college, and was a National Merit Finalist. Mr. Sye has years of experience managing school budgets, hiring and supervising teaching staff, facilitating professional development, and improving the academic performance of all students. He has been featured in *Education Week* and served as an education panelist at the University of Illinois. He received his Masters in Education in Secondary Education from the University of Arizona. He is a member of the National Alliance of Black School Educators and the National Association of Secondary School Principals. *Community relationship:* Mr. Sye served as a Pima County Foster Care Board Member and currently serves as a University of Arizona Lettermen A-Club Board Member. He is the Founder and Past President of the Pima County Sports of Fame. Since the original writing of this charter, Mr. Sye has taken a job working on the Pascua Yaqui Indian Reservation, on behalf of Chicanos Por La Causa, Inc., as a Behavioral Specialist for Hiaki High School. All of these experiences put him in direct contact with the community to be served by Tucson AIM Middle School.

Dr. Barbara Camacho Benton, Secretary: Dr. Benton has been an Arizona educator since the 1960's. She holds an Ed.D., with Distinction in Educational Leadership from Northern Arizona University. She is currently an Associate Professor with Northern Arizona University, a Solutions Team Member of the Arizona Department of Education, and a Mentor at Prescott College. She holds Arizona Certifications in Superintendent K-12, Principal, Supervisor, and Standard Elementary Education, K-8. Dr. Benton has

worked for Tucson Unified School District as a Magnet Grant Director, a Director of School and Community Relations, a Director of State and Federal Programs, an Assistant Director of Title I Programs, and as a Principal. She has served on many panels and boards, including the board of the Magnet Schools of America from 2001-2008, and been a grant reader for various organizations including the U.S. Department of Education and a presenter at numerous conferences. She has won many awards including a MESA (Mathematics, Engineering, Science Achievement) Founders Award. *Community relationship:* Dr. Benton was born in Tucson and as a K-12 student attended all public schools in Tucson Unified School District. She has direct experience working with low-income students and families from teaching at Carrillo Elementary and Drachman, working as principal at Wakefield Middle School, and being an assistant director of Title I for TUSD. Additionally, she has served on the Board for Chicanos Por La Causa Charter High Schools, Toctlecali and Haiki, both of which have a high percentage of low-income students. (Toctlecali is on Irvington and 12th and Haiki is on the New Pascua Yaqui Indian Reservation.) Her extensive education background and close connection with and knowledge of Tucson schools and communities will be valuable assets to the Board.

G. Kevin Locklear, Treasurer: G. Kevin Locklear joined WestEd's Comprehensive Schools Assistance Program in 2001. His goal is to improve the quality of instruction and increase the academic performance of students in the schools he assists. Locklear provides technical assistance, professional development, and coaching to support school improvement and reform efforts in Arizona, California, Colorado, and Nevada. Much of Locklear's work is around Teach for Success (T4S), which he co-authored. T4S is a focused, collaborative, research-based framework and process that improves K-12 student achievement by improving classroom instruction. His work with language and culture includes the application of research, data collection, and data analysis. Locklear has also provided training and technical assistance for the state departments of education in Arizona, Colorado, Nevada, New Mexico, and Utah for WestEd's Southwest Comprehensive Center. In 2010, he received an A.B.D., in Education from the University of California, Davis. Mr. Locklear has an extensive background in American Indian Studies with a Masters in the subject from the University of Arizona, Tucson, as well as teaching experience in American Indian Studies at the high school and college level. Mr. Locklear has been frequent presenter and speaker at Arizona education conferences. He has also served as a member of many boards, including the American Indian Science and Engineering Society (AISES). *Community relationship:* Mr. Locklear's primary relationship with the community is in his daily work. As a District/School Improvement Specialist at WestEd, his job is to turn around low performing districts/schools. All of the schools he works with are Title I, predominately minority, have high numbers of English language learners (ELLs) and/or are located on Indian reservations. This makes Mr. Locklear very familiar with the educational needs of the students to be served by Tucson AIM Middle School.

B3.f: Consistency with all sections of the application package

As described in Section B.1, our organization has undergone a name change from American Indian Public Charter School, Inc., to American Indian Model Schools. As demonstrated in the document in B1, "Name Change Amendment to Articles of Incorporation AIMS.PDF", the organization has successfully filed its name change with the Secretary of State of California, where it is considered in "Good Standing" as a Domestic Nonprofit Corporation (as evidenced in the "Nonprofit Status AIMS.PDF" document in B1 and approved on September 14, 2011.) Tucson AIM Middle School will be a new school formed under the organization, American Indian Model Schools, yet maintaining its own autonomy as discussed above.