B.1 APPLICANT ENTITY

A. Organizational History

Co-founders and proposed co-directors, Angela Pinholster and Rebecca Halonen, both have experience working as teachers in low-income schools within Phoenix communities where student achievement is low. Because of their experience working with this particular population of students, Ms. Pinholster and Ms. Halonen were inspired and driven to provide more in the way of educational choice and opportunity. To that end, both participated in five months of training and study of some of the best schools in the country serving low income students through the New Schools For Phoenix Fellowship, a school leadership training program designed by the Arizona Charter Schools Association, where they gained valuable skills and knowledge about what it takes to open a high performing charter school. In December following the Fellowship, Ms. Pinholster and Ms. Halonen were accepted into the rigorous Charter Starter program that provided them further training on governance, instructional practices, curriculum design, and business and operations.

After more than a year of vision setting, planning and training, these leaders formed a founding board and incorporated Create Academy with the Arizona Corporation Commission in September 2013 with the sole purpose of offering an arts integrated school that not only prepares students to succeed in college and their career, but also encourages them to solve the problems they see in their society.

Create Academy has been incorporated, currently has a Dun & Bradstreet (DUNS) number and an employer identification number (EIN), and is in the process of submitting 501(c)(3) tax-exempt paperwork. Attached to this application are the Articles of Incorporation, an Amendment referring to a name change, and the Bylaws of Create Academy.

The Board of Directors of Create Academy will act as the Governing Body ("the Board") of Create Academy and will be made up of a diverse group of professionals committed to the mission and vision of the school. As the Board grows, members will have experience in education, community outreach and organizing, finance, law, the arts, social justice, real estate, and facilities. The first Founding Board meeting will happen in the summer of 2014 and subsequent meetings will follow each month. At the time of authorization of our charter, the Founding Board will transition to its role as Governing Board.

B. Organizational Chart and Reporting Structure

Create Academy will be led by two School Directors: the Director of Elementary Education and the Director of Secondary Education. Additional office staff will be comprised of the Office Manager. Key community volunteers will also work on campus in order to support teachers and staff members in educational activities and mealtime caregiving. Additionally, these community volunteers will allow the school and the community to better cohere. All volunteers serving Create Academy will be required to carry fingerprint clearance cards.

Figure B.1.1 Organizational Chart for Year 1:

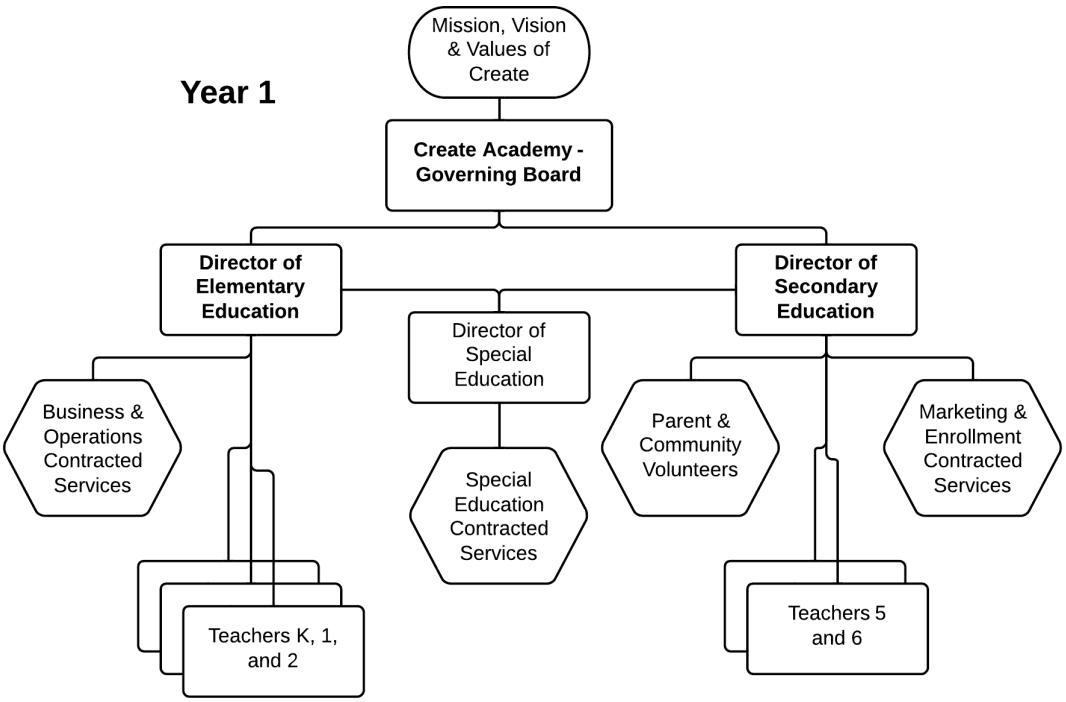


Figure B.1.2 Organizational Chart for Year 2:

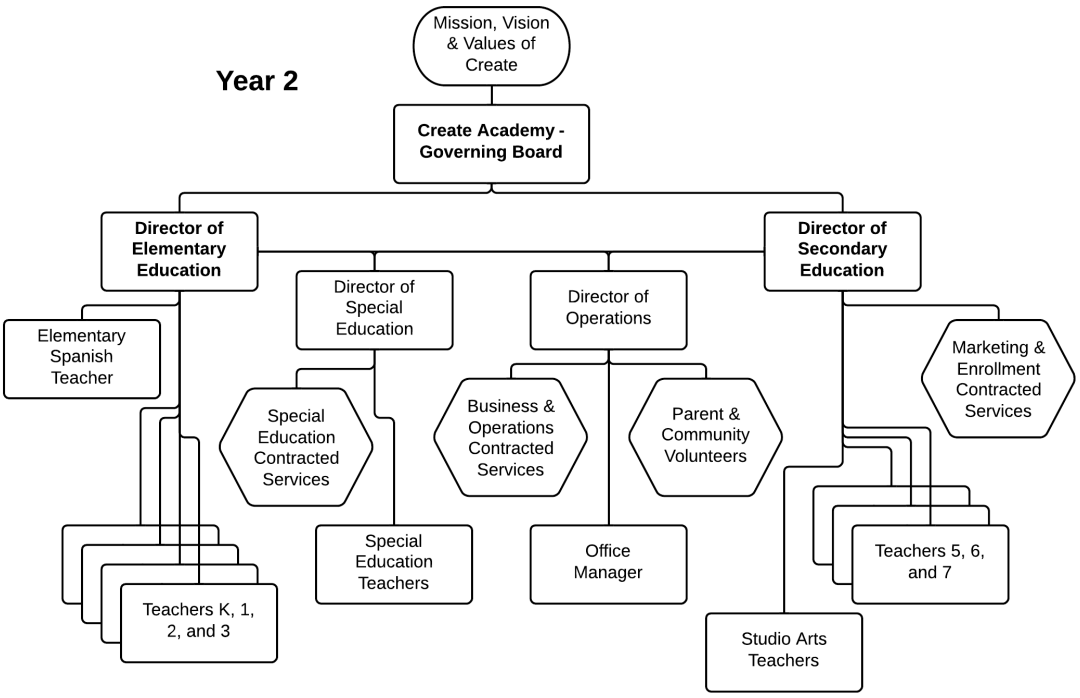


Figure B.1.3 Organizational Chart for Year 3:

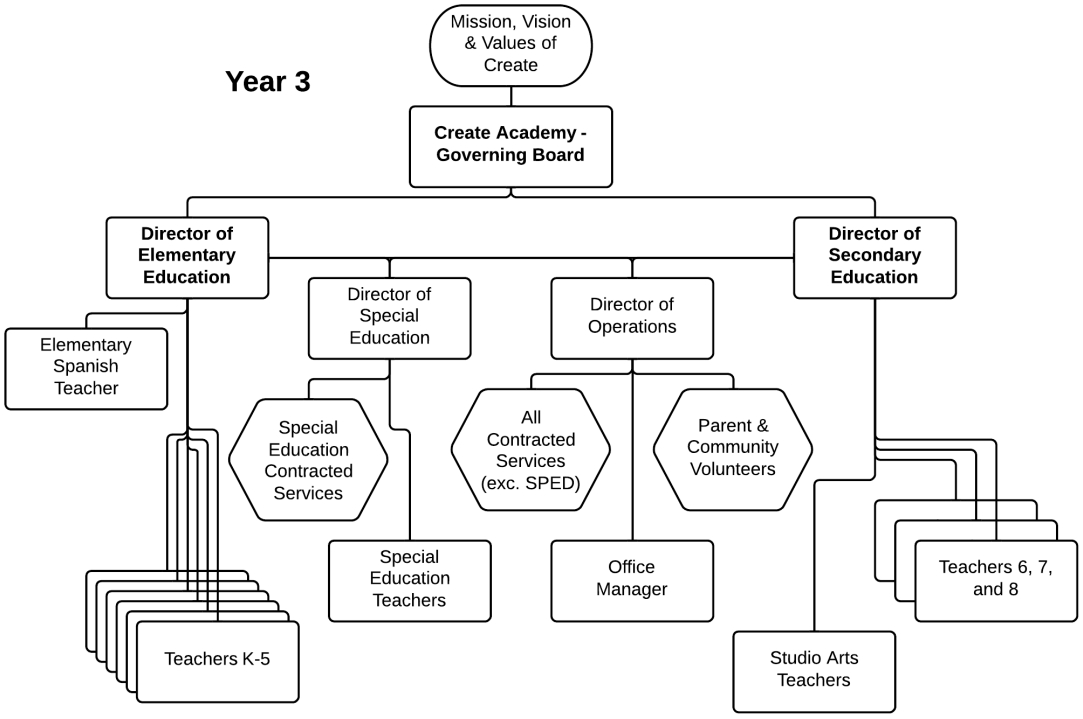
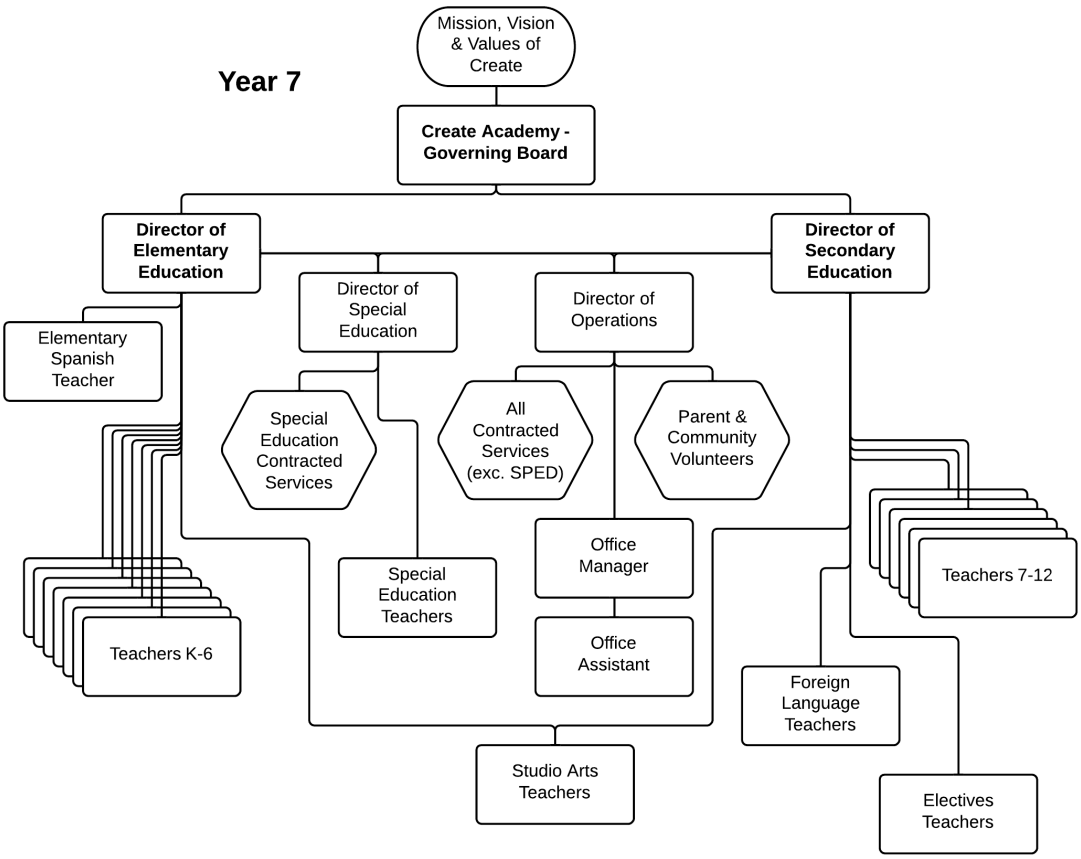


Figure B.1.4 Organizational Chart for Year 1 (completely built-out):



Reporting Structure

Directors of Education

Director of Elementary Education:
The Director of Elementary Education, in collaboration with the Director of Secondary Education, shall develop the academic program for all grades and oversee the operations of the School. The Director of Elementary Education will be responsible for executing the School's academic program for its early grades including, Kindergarten through six. The Director of Elementary Education reports directly to the Board.

Director of Secondary Education:
The Director of Secondary Education, in collaboration with the Director of Elementary Education, shall develop the academic program for all grades and oversee the operations of the School. The Director of Secondary Education will be responsible for executing the School's academic program for its later grades including, seven through twelve. The Director of Secondary Education reports directly to the Board.

Instructional Staff

Academic and Studio Arts Teachers:
Teaching faculty will develop and implement curriculum, instruction, and all in-house assessments. All teachers will be Highly Qualified and will have their Structured English Immersion Endorsement. In Year 1, the Directory of Elementary Education will evaluate all teachers of grades K, 1, and 2, while the Director of Secondary Education will evaluate all studio arts teachers and teachers of grades 5 and 6. As the school grows, the teachers that the Directors oversee will shift. In Year 2, the Director of Elementary Education will evaluate all teachers of grades K, 1, 2, and 3 while the Director of Secondary Education will evaluate all teachers of grades 5, 6, and 7 as well as the studio arts teachers. In Year 3, the Director of Elementary Education will evaluate all teachers of grades K, 1, 2, 3, 4, and 5, while the Director of Secondary Education will evaluate all teachers of grades 6, 7, and 8.

Special Education Director/Teacher:
The Special Education Director/Teacher will be responsible for creating all Individualized Educational Plans and 504 plans, keeping records of SPED students, ensuring all students with special needs are accommodated appropriately, communicating regularly with parents and teachers about student needs, and following state and federal laws to ensure Create Academy is in compliance.

Operational Staff

Office Manager:
The Office manager is responsible for managing daily office procedures including answering phones and greeting visitors, as well as keeping attendance records.

Director of Operations:
Beginning in Year 2, this director will be responsible for managing all aspects of non-instructional operations and business at Create Academy.

C. Subsidiary Relationships with Other Organizations

Create Academy has no subsidiary relationship with any other organization.

D. Other Charters Operated by Applicant

Create Academy is not currently and has not previously been involved in the operation of any other charter operation.

E. Roles of Charter Principals

Figure B.1.5 Roles and Expertise of Charter Principals

Founding Board Member	Area of Expertise	Officer Status
Angela Pinholster	Budget oversight Administrative experience at the university level Curriculum design Instructional strategies (Elementary and Post-secondary levels) Student Engagement Theatre and Event management	Founding Ex-Officio, Voting Board Member[1] Treasurer of Board (Director of Elementary Education)
Rebecca Halonen	Curriculum design Instructional strategies (Secondary and Post-secondary levels) Community outreach and engagement Creative Writing Spanish-language Literature Bilingual in Spanish and English	Founding Ex-Officio, Voting Board Member Secretary of Board (Director of Secondary Education)
Tania Katan	Theatre, Creative Writing, and Public Speaking Teaching the Arts Fundraising Leading institutions in a visiting artist capacity	Governing Board Member
Edgar R. Olivo	Fundraising Campaign management Board member service Career and Personal Coaching	Governing Board Member
Carla Rivera-Cruz	Teaching Industrial/Organizational Psychology Community Outreach and Parent Engagement	Governing Board Member

[1] Upon authorization of the charter, and contingent upon amendment to Create Academy's bylaws, the ex-officio positions held by the Director of Elementary Education and Director of Secondary Education may become non-voting positions in order to increase the separation between governance and operations.

Current Governing Board Members

Angela Pinholster, Director of Elementary Education, ex-officio voting member[2]

After obtaining her Master of Education in Higher Education and a second Master of Education degree in Curriculum and Instruction (K-8), Angela worked at a middle school in the Creighton Elementary District where she taught all of the school's 8th graders reading, and was responsible for 90% of her students passing the AZELLA. Additionally, she was responsible for her students achieving a 24% increase in reading proficiency from 7th to 8th grade. In her first month as a teacher she was named "Teacher of the Month." Most recently, she oversaw the student engagement experience for the ASU Herberger Institute for Design and the Arts for more than two and a half years. Specifically, she supervised a graduate student staff member and a team of 19 Student Academic Mentors who lived in the residential hall and were responsible for supporting 450 first-year students. Additionally, in her role at ASU, Angela managed an annual budget of $30,000, a responsibility that required her to be strategic about choosing programs, as well as equitable in distributing those programs across disciplines. All of her budgetary decisions were driven by a goal of supporting academic achievement in the residential communities she managed.

Angela also advised the Institute Council and Ambassador student organizations, the latter of which provided prospective student tours for the college. In the summer of 2013, Angela resigned her position at ASU in order to focus on training herself to open an arts charter school. After a rigorous application and interview process, Angela was chosen to intern under Julia Meyerson at Vista College Prep school where she wrote curriculum and created operational documents and procedures. In the summer of 2013, Angela began the Aspiring Leaders Fellowship with the Arizona Charter Schools Association. She is currently working as a Project Coordinator for Mesa Arts Center, building partnerships with artists and staff who will potentially work with Create Academy students. Since December, Angela has participated in the rigorous Charter Starter Program designed through the Arizona Charter Schools Association where she has solidified her knowledge of business and operations, as well as refined her skills in curriculum and assessment design and instructional leadership.

Rebecca Halonen, Director of Secondary Education, ex-officio voting member

Rebecca's vision for a school where students learn to be inventive, interdisciplinary artists and intellectuals was shaped early on by her experience as a student at Arizona School for the Arts and Metropolitan Arts Institute. Inspired by a love of the arts, she studied Creative Writing at Knox College's distinguished writing program in Illinois, traveled to Argentina to study literature in Spanish, and ultimately received her Liberal Arts degree in Spanish. She subsequently received a Master's degree in Spanish Literature from the University of Oregon as well as a Master of Fine Arts degree in

[2] Upon authorization of the charter, and contingent upon amendment to Create Academy's bylaws, the ex-officio positions held by the Director of Elementary Education and Director of Secondary Education may become non-voting positions in order to increase the separation between governance and operations.

English Creative Writing from Eastern Washington University. For eight years, Rebecca taught English and Spanish at the college level, both as a graduate fellow at the University of Oregon and as an English adjunct faculty member for Phoenix Community College. In 2009, Rebecca began her career as a high school Spanish teacher at a Phoenix charter school in its first year of operations, later worked at the first all-girls charter school in Arizona, and finally, in order to gain experience in a large district school, began a new position as a high school English teacher at Maryvale High School. At Maryvale, Rebecca works as the sole English teacher in the credit-recovery program (the "Evening School Opportunity") where she teaches all levels of English to at-risk students who have consistently struggled in their previous English classes. Rebecca successfully completed the Aspiring Leaders Fellowship in December of 2012, and was accepted to the rigorous Charter Starter Program through the Arizona Charter Schools Association in December of 2013. In preparation for opening an arts school, Rebecca has written and reviewed English curriculum samples for CASA Academy and SySTEM Phoenix, served on a literacy curriculum writing team in the Phoenix Union High School District, as well as completed a short, one-week internship at Empower College Prep under Angelica Cruz. Rebecca also completed a month-long internship at Arizona School for the Arts under Principal Sara Maline. Finally, in the summer of 2013 Rebecca began a series of trainings alongside Kela Powers at Vista College Prep, led by Angelica Cruz, that were designed to train her for the operational aspects of leading a school. Since December, Rebecca has received regular training through the Charter Starter Program where she has solidified her knowledge of business and operations, as well as refined her skills in curricular and assessment design, as well as instructional leadership.

Edgar Rafael Olivo – Founder and President of Compass Career and Business Solutions, LLC

Edgar is the founder of Compass Career and Business Solutions™, a Hispanic-owned consulting firm based in Scottsdale, Arizona. Edgar is certified by the Life Purpose Institute, an accredited institution by the International Coaching Federation, as well as The Bob Pike Group, an accredited institution by the International Association of Continuing Education and Training. He is also an undergraduate business communication major at Arizona State University.

Edgar currently serves on the board of directors for two non-profit organizations, Hope's Crossing and Arizona Humanities. In November 2012, he was honored by Mayor Greg Stanton, with the key to the city of Phoenix for his work on the H.E.R.O Initiative, a program aimed to help Veterans find employment. He was also featured on CNN Latino on September 2013 for his work with Hispanic business owners and community programs. He believes that by bringing coaching and training programs to underserved communities is the key to gain the right tools to fuel dreams and create new cycles of success.

With over ten years of experience in finance, gaming and hospitality industries, he has specialized in developing training curriculums with emphasis on 21st century soft skills such as coaching, leadership, communication, customer service, and business development. As a business development strategist, he has extensive experience in

business operations, management, revenue strategies, and training consulting. His latest authored book is called *Get Your Focus On! 5 Steps to Gain Focus and Clarity on the Life and Career of Your Dreams!*

Tania Katan – Writer, Speaker, Activist

Tania Katan is an award-winning author, keynote speaker and solo-performer. Her memoir *My One-Night Stand With Cancer* has received the Stonewall Book Award, Publishing Triangle Award, and was a finalist for the Lambda Literary Award. It is required reading at several universities around the United States, including the University of Wisconsin, Oshkosh; Arizona State University; New York University; and Kings College, London. As a keynote speaker and solo-performer, Katan has appeared at the Edinburgh Festival Fringe, British Columbia Clinical Genomics Network International Conference, ACT Seattle, NPR Snap Judgment, Queer Memoir New York, Breast Fest Toronto, The Painted Bride Art Center, Comedy Central Stage, TEDx, and more. Tania's performances and published work have been written about in the New York Times, Huffington Post, BUST Magazine, Running Times, DIVA Magazine, Phoenix New Times, The Scotsman, The Advocate and other national, as well as international publications. Currently, Katan is the instigator of museum programs that involve Arm Wrestling for Art, live music merging with true stories and free money for artists at the Scottsdale Museum of Contemporary Art Lounge (SMoCA Lounge). Her solo-show Saving Tania's Privates made its New York debut at Frigid New York Festival in 2011 where it won Audience Choice Award for BEST SHOW and the Sold Out Run Award.

Carla Rivera-Cruz – Trainer at the Arizona Charter Schools Association

Carla is currently a trainer with the Center for Student Achievement at the Arizona Charter Schools Association. Previously, Carla taught sixth-eighth grade Spanish in Washington D.C. through the Teach for America program. While teaching, she participated in The Flamboyan Foundation's Family Engagement Middle and High School Teacher Fellowship, which worked toward increasing collaboration between teachers and parents. She earned her M.S. in Industrial/Organizational Psychology from the University of Central Florida and her B.S. from the University of Florida. She is passionate about providing development opportunities for educators in order to improve the educational outcomes for all students in the state of Arizona.

F. Other Charters Operated by Principals

No Principal has operated another charter school as a school leader or board member. However, some have experience with charter schools in the past.

Rebecca Halonen was a founding teacher at Alhambra College Preparatory High School in its first years of operations, as well as a founding teacher at the Girls Leadership Academy of Arizona as it transitioned into the first public girls' school in Arizona.

Carla Rivera-Cruz, in her role as a trainer at the Arizona Charter Schools Association, regularly works with charter schools around the valley providing professional

development to charter school teams in order to increase the educational outcomes around Arizona.