B.2 SCHOOL GOVERNING BODY

Create Academy ("School") will be governed by its Board of Directors ("Board"). Board Members will be directly involved in the planning year as well as the operational years of Create Academy once the school has been authorized.

A. Governing Board Responsibilities

Per ARS §15-183(E)(8), the Board will be responsible for all policy decisions made by the charter school. It is the ethical and legal responsibility of the Board to both govern the School and to ensure the academic success of our students. The Board will make decisions with the best interests of the School and its students in mind. The mission and vision of the School will drive each action of the Board. As part of its responsibility to the students, school, and state, the Board will regularly monitor financial operations and student data so that Create Academy exists to improve student achievement and offer school choice to students in Arizona.

The Board's overarching responsibilities are outlined below:

Mission Alignment

The Board will ensure that all of the School's policies, practices, staff and board members are aligned with, and focused on the mission and vision of the school.

Student Achievement Oversight

The Board will be regularly informed of student achievement and will monitor and evaluate the School's instructional, curricular, and assessment practices to ensure it is effectively increasing student achievement.

Financial Oversight

The Board will ensure the School is financially sustainable, manages its resources effectively, and is purposefully planning for the future success of the organization.

Policy Development and Compliance

The Board will be accountable for ensuring the School is in compliance with State and Federal laws at all times as well as its Charter Contract, if authorized. The Board has already, and will continue, to work with legal counsel to draft and implement policies and procedures to maintain compliance.

Board Effectiveness and Succession Planning

The Board is responsible for recruiting future board members, orienting those who are newly voted onto the board, as well as evaluating the Board's performance. The School will join The High Bar to receive additional support and professional development to the Board.

Officer Descriptions

The School has five (5) officers including a chair, a Directory of Elementary Education, a Director of Secondary Education, a Treasurer, and a Secretary. A brief description of their duties will follow, but these positions may consist of additional duties over time as needed by the School. The Board will vote on the creation of additional leadership positions if necessary and appropriate. As officer positions become available, Board Members will evaluate the current needs of the School before filling vacancies.

• *Chair*:

The Chair will lead Board meetings and serve as liaison between Board Members and the Director of Elementary Education and the Director of Secondary Education (collectively, "School Directors"). The Chair will be responsible for overseeing the annual evaluation process for the School Directors. The Chair will also oversee the accountability of Board committees, which shall include: Finance and Fundraising, Academic, and Governance.

• *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.

• *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.

• *Treasurer*:

The Treasurer will oversee the school budget and consult with the School Directors to provide monthly budgetary updates.

• *Secretary*:

The Secretary will record meeting minutes and work with both the Chair and School Directors to set the Board agendas.

Board Committees

Each Board member shall serve on at least one Committee. The School's Board will have at least three (3) Board Members. Board Members shall rank their Committee preferences, and the Chair shall appoint the Board Members to the Committees, being mindful of the Board Member's preferences, during the first meeting of the fiscal year.

Finance Committee:

Duties shall include:

- Monthly review of the school budget;
- Overseeing capital improvements and purchases/leases of real property;
- Review of initial single-expense start-up expenditures over $25,000, fund transfers over $20,000 between authorized budget lines and single-expense unbudgeted expenditures over $10,000 that occur out of cycle (after the approval of Create Academy's budget);
- Setting fundraising goals, monitoring progress, soliciting donations, and ensuring achievement of those goals to ensure financial sustainability;
- The person serving as Finance Committee Chair will provide regular updates at Governing Board meetings and represent the Committee and its goals at any professional development trainings or conferences.

Academic Committee:

Duties shall include:

- Oversight of student achievement goals and compliance with Department of Education and Arizona State Board for Charter Schools' requirements;
- Maintenance of the Personnel Policy, School Directors Job Descriptions and Salary Schedules;
- The person serving as Academic Committee Chair will provide regular updates at Governing Board meetings and will represent the Committee and its goals at any professional development trainings or conferences.

Governance Committee:

Duties shall include:

- In the first two years, ensuring compliance with the charter authorizer;
- Reviewing the Board policies annually;
- Soliciting a list of prospective Board candidates for the Board to interview in the event of an open Board seat;
- Nominating new Board members for general approval of the Board;
- Overseeing the creation of the Create Academy Strategic Plan;
- Monitoring progress towards achieving goals set forth in the strategic plan on a quarterly basis.

The School will also convene a "School Policy Council" to act in an advisory capacity to the School Directors on a monthly basis. This council will exist to provide the School with a variety of expertise, human capital, and partnerships with additional organizations. The council will provide resources and insights to the Directors on topics including, but not limited to, the incorporation of arts and design into all classrooms, the development of the twice-yearly social justice projects, and community partnerships.

B. Board Composition

Board Members will be recruited from across Arizona based on alignment to the mission and vision of the school and based on board members' expertise in a variety of areas. Board Members will be chosen for their experience in marketing, business operations, finance, law, the arts, community engagement, community activism, and their experience working with organizations and causes that work to solve societal problems and injustices.

The founders of the School will recruit a minimum of seven (7) and a maximum of thirteen (13) active Board Members with full voting rights to the Board. The School Directors will serve as ex-officio, voting members of the Board. Rebecca Halonen will serve as Secretary, and Angela Pinholster will serve as Treasurer until the 2014 annual board meeting of the corporation, when new officers will be elected. Upon authorization, the Board may pass a resolution to rescind voting rights for the School Directors.

In addition to the School Directors, the Board will be comprised of individuals from each of the aforementioned professions or leadership backgrounds.

For voting purposes, the Board will strive to maintain an odd number of Board Members. A simple majority of the Board, in attendance either in person or telephonically, will constitute a quorum. A simple majority of those present will constitute action by the Board. Except when voting on the removal of principal officers, in which case, the Board will need a supermajority.

The Board will always ensure compliance with the Arizona Open Meeting Law. The School is working, and will continue to work with legal counsel to ensure compliance with Open Meeting Law at all times.

Current Board Members:

The following three people, Edgar Rafael Olivo, Tania Katan, and Carla Rivera-Cruz have committed to Board membership at the School, and all have the required Fingerprint Clearance Cards.

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 joined the Arizona Charter Schools Association from the classroom, where she 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.

C. Filling Board Vacancies

The Board will create a succession plan so that the future of the School is accounted for and so that its future success is sustainable. Key to the success of the School is ensuring the Board remains a robust and diverse board complementing the expertise and experiences of the School Directors and school staff, and reflecting the cultural and racial ethnicities it serves at the School.

As the Board grows, and as replacement Board Members are needed to fill vacancies, the Board will recruit and elect new Board Members. Recruiting new Board Members may include, but is not limited to, posting board member job descriptions on free board recruitment websites like boardnetusa.org, posting "Volunteer Board Member Wanted" in the school's monthly newsletter, collaborating with other non-profit institutions to swap board members and solidify the partnership between organizations, and identifying potential members who fill needed skill set gaps.

The Board Members in office at the time of the vacancy will vote to elect new or returning Board Members. Board Member terms are two (2) years and there is no limit on the number of terms a Board Member may serve, and no restrictions to board members leaving and returning to the board at a later time. All new or returning Board Members will be elected by the affirmative vote of a majority (51%) at the time of the vacancy.

The process for finding and selecting new Board members is as follows.

1) Board members will actively identify and recruit strong potential Board members.

2) The Governance Committee will set up an initial interview with the potential Board member.

3) If the first interview is successful, the candidate will meet with the school directors and the Governance Committee for a second interview. The candidate will also sit in on a Board meeting.

4) The full Board will then vote to make a final approval. A simple majority vote is required.

5) Once approved, new Board members will complete required documents and undergo initial professional development with the Governance Committee or full Board.

6) Active board duty will begin after notification and approval with the State Board for Charter Schools.

Potential Board Members

To date, the School has identified the following people as possible Board Members to serve on the Board. Upon charter approval, the current Board of Directors will consider these candidates following the process described above.

Saul Blair – Executive Director of IPC The Hospitalist Company

Saul Blair is Executive Director of the Phoenix practice of IPC The Hospitalist Company, where he has been since 1998. He has more than twenty years' experience working in healthcare practice development and strategic planning, including a successful record with start-ups and acquisitions. He has been a hospital administrator, CEO of a large multispecialty practice, and founder of his own consulting firm. Saul holds a Master of Business Administration and a Bachelor's degree in Sociology.

Steven Tepper – Dean of the Herberger Institute for Design and the Arts at Arizona State University

Steven J. Tepper is the new Dean of the Herberger Institute for Design and the Arts. He previously served as associate director of the Curb Center for Art, Enterprise, and Public Policy and associate professor in the department of sociology at Vanderbilt. Prior to Vanderbilt, Tepper served as deputy director of the Princeton University Center for Arts and Cultural Policy Studies. Tepper's research and teaching focuses on creativity in education and work; conflict over art and culture; and cultural participation. He is author of Not Here, Not Now, Not That! Protest Over Art and Media in America (University of Chicago, 2011) and co-editor and contributing author of the book Engaging Art: The Next Great Transformation of America's Cultural Life (Routledge 2007). Tepper is a leading writer and speaker on U.S. cultural policy and his work has fostered national discussions around topics of cultural engagement, everyday creativity, and the transformative possibilities of a 21st century creative campus. Tepper holds a bachelor's degree from the University of North Carolina at Chapel Hill; a master's in public policy from Harvard University's John F. Kennedy School of Government; and a Ph.D. in sociology from Princeton University.