B.1 Applicant Entity [1]

Ethos Academy: A Challenge Foundation Academy ("Ethos Academy") is an Arizona non-profit that exists to "enhance the local community through rigorous, high-quality education." The school is a member of the TeamCFA network. The following narrative will provide a history of the organization, the structure of the school, and the roles of the principals.

A. History of the Organization

TeamCFA is the result of a charitable trust that was developed over twenty years ago. In 1989 an organization called the Challenge Foundation was created to provide grants to schools across the nation. Eventually the focus of this this trust concentrated on developing new schools that provided "school choice" in a "fiscally sustainable" model. The structure of this trust enabled the development of new school leaders (Fellows), marketing support, governance support, operational support, and property support to schools that would utilized Core Knowledge and integrate technology in the classroom. TeamCFA became the extension of this mission and is the network that Ethos Academy is affiliated with.

There are currently fifteen recognized TeamCFA schools in the states of Arizona, Indiana, and North Carolina that serve close to 5,000 students. Arizona is home to four distinct TeamCFA schools that include Ridgeline Academy: A Challenge Foundation Academy (Anthem), Hirsch Academy: A Challenge Foundation Academy (Scottsdale), Pioneer Academy: A Challenge Foundation Academy (Maryvale), and Western School of Science and Technology: A Challenge Foundation Academy (Maryvale). All four existing schools share in the vision, mission, and values of TeamCFA while retaining a unique emphasis that is specific to their respective communities.

Ethos Academy was incorporated in September of 2013 and was founded by Joan Lange, Tim Boykin, and Whitney Stockhauser. Joan Lange is TeamCFA's National Director for School Growth. Tim Boykin and Whitney Stockhauser are graduates of the Arizona Charter Schools Association Aspiring Leaders Fellowship and are current members of the New Schools for Phoenix 2014 Charter Starter cohort. In addition, Tim Boykin is a Fellow with TeamCFA and the acting Assistant Director at Ridgeline Academy. Whitney is the former administrator of Ridgeline Academy's extended care program. Joan Lange is the Governing Board President and Charter Representative. In February 2014 Tim Boykin was confirmed as the Founding School Director and Whitney Stockhauser was confirmed as the Founding Dean of Academics. If the charter application is approved Ethos Academy will enter into a contract with the Arizona State Board for Charter Schools with the intent to open in August 2015.

B. Organization and Structure

Ethos Academy has established a clear organizational chart to ensure the proper implementation of its vision, mission, and values:

Figure B.1.1
Organizational Chart (Year 1)

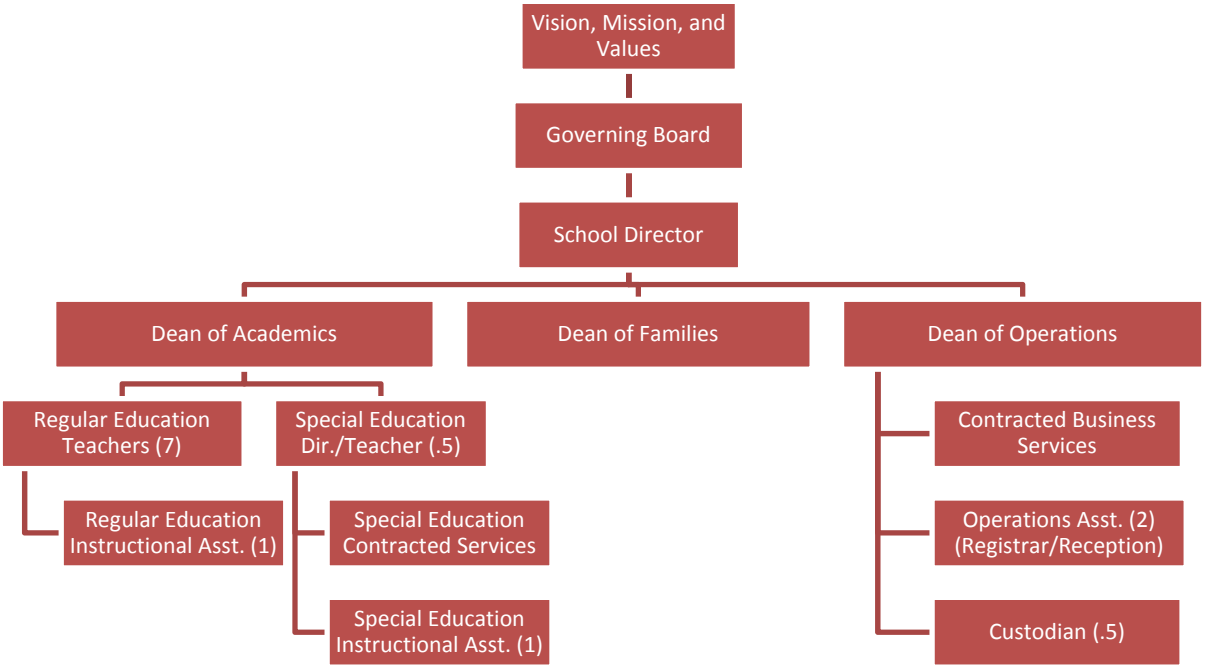
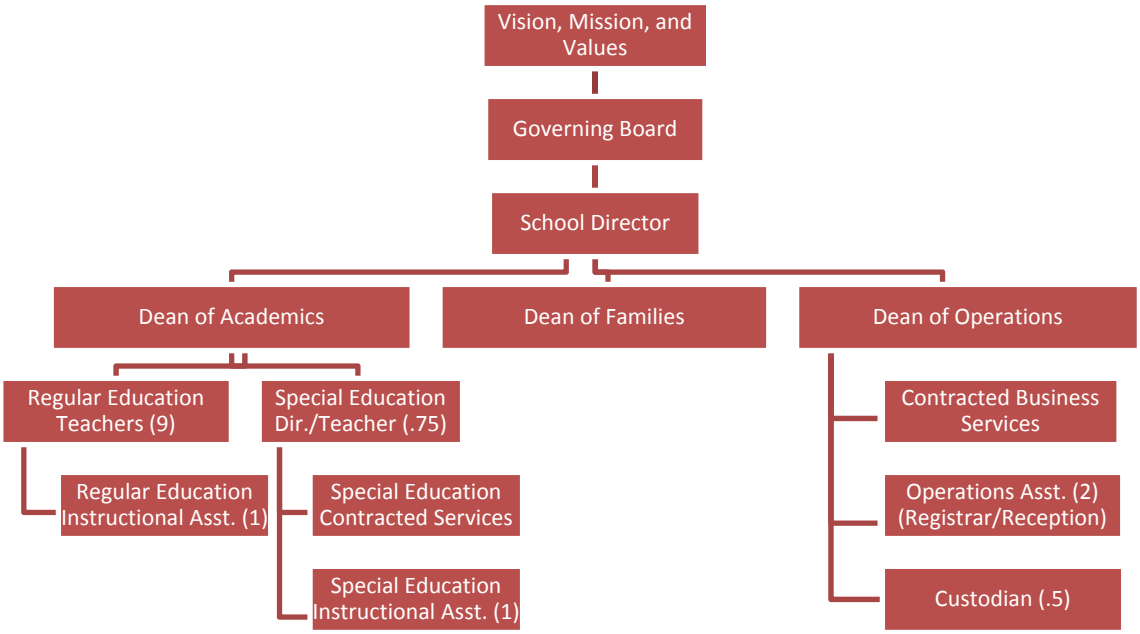
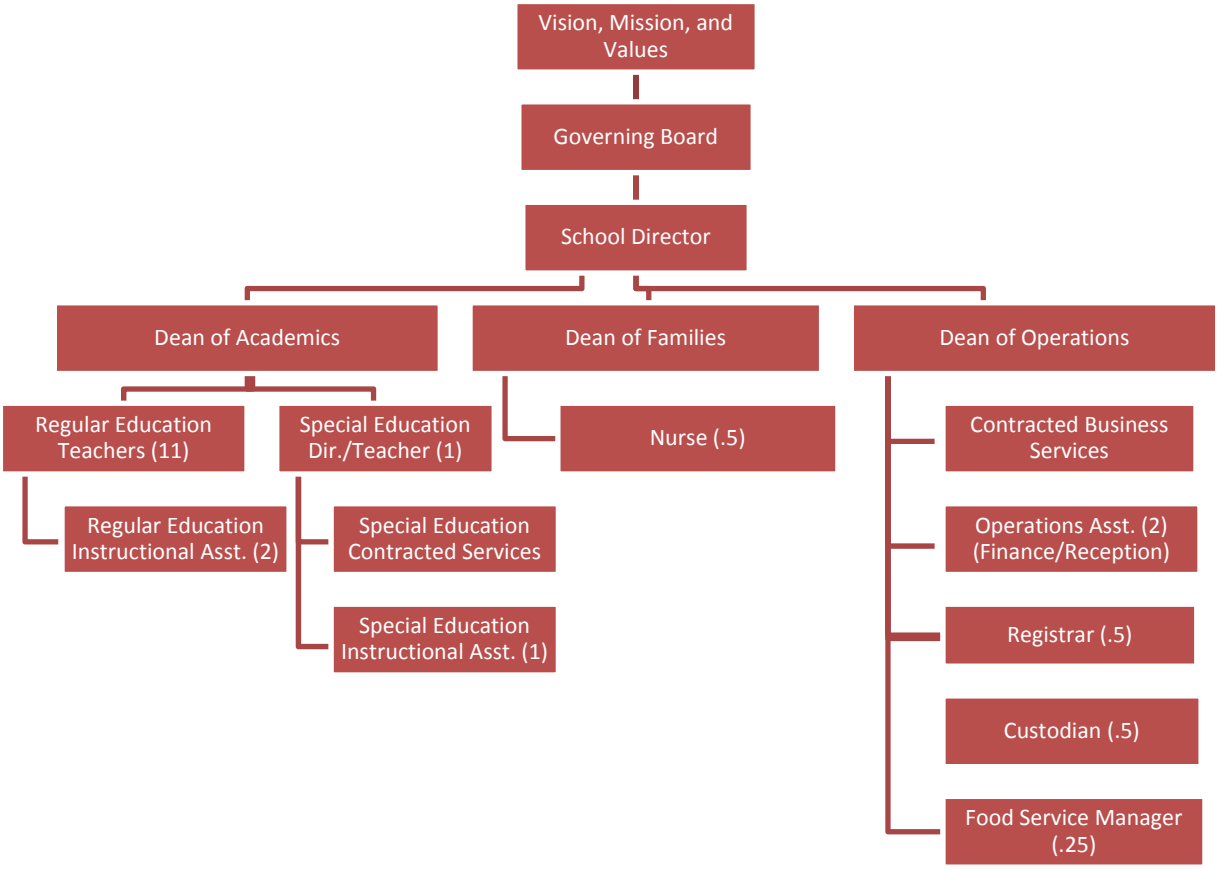


Figure B.1.2
Organizational Chart (Year 2)



Year 2 includes two new Regular Education Teachers and increased time of .25 FTE for the Special Education Director/Teacher.

Figure B.1.3
Organizational Chart (Year 3)



Year 3 includes two new Regular Education Teachers, increased time of .25 FTE for the Special Education Director/Teacher, one new Regular Education Instructional Assistant, a part-time Nurse, a part-time Registrar, and a part-time Food Service Manager.

C. Reporting Structure

Ethos Academy's Governing Board will hire and supervise the School Director. The School Director will hire and supervise the remaining staff. The Board will ensure that the School Director has followed the correct personnel procedures in all hires, especially the Dean positions.

The Governing Board of Ethos Academy will serve four principal roles, clearly defined below:

- Governor: The Governing Board will fulfill the governance functions of the school.
- Ambassador: The Governing Board shall reach out to the community as a united voice.
- Sponsor: The Governing Board shall give its resources to fulfill the school's mission.
- Consultant: The Governing Board shall utilize their unique gifts for the school's mission.

The School Director of Ethos Academy is responsible for the daily fulfillment and execution of the vision, mission, and values of the school. Primary responsibilities include:

- Reporting to the Board relevant and pertinent information required.
- Provide leadership to the Dean of Academics and the instructional staff.
- Provide leadership to the Dean of Families (including students and families)
- Provide leadership to the Dean of Operations and the operational staff.
- Engage the local community and represent the school in any official capacity.
- Ensure all systems and programs take place to provide an efficiently run campus.

The Dean of Academics is responsible for the curriculum, instruction, assessments and professional development of teachers within the school. This includes oversight of the Special Education Director, contracted services, and compliance. This position reports to the School Director.

The Dean of Families is responsible for the discipline of students, utilizing a "Love and Logic" approach, engaging family members in a proactive manner, and developing community partnerships. This includes the development of the parent events, with the Dean of Academics, which engage families to take an active role in the learning process of their children. This position reports to the School Director.

The Dean of Operations is responsible for the finances of the school, enrollment, student files, facilities, food programs, transportation, reception, and large-scale communications. The scope of this position requires the addition of two assistants in Year 1 to ensure proper compliance with the state of Arizona. This position reports to the School Director.

The Special Education Director/Teacher reports to the Dean of Academics and will be responsible for the IEP's of students, parent communications, coordinating Special Education contracted service providers, and training all staff to become adept at understanding proper laws related to the needs of special education students. This position reports to the Dean of Academics and the School Director.

Teachers are the focal point of the campus as it relates to staff. They have the responsibility of educating the kids, responding to data via assessments, communicating with parents, and upholding the mission of the school to "empower all students to succeed." These positions report to the Dean of Academics.

The Registrar is the person responsible for the proper maintenance of student files and SAIS uploads. In addition, this person will be important to the seasonal enrollment strategies that include campus tours and enrollment procedures. This position reports to the School Director.

The Nurse/Health Aide will be implemented in Year 3 and is responsible for the daily care of students related to health and injuries. In addition, this person will ensure compliance with all hearing and vision testing and working closely with students requiring accommodations of a medical nature. This position reports to the School Director.

The Food Service Manager is responsible for the daily distribution of breakfast and lunch to the students. This includes monitoring and reporting the funds required to provide these services for free and coordinating daily catering. This position reports to the Dean of Operations.

The Custodian will provide general maintenance and janitorial services for the campus. Included in this will be the daily cleaning of student's areas and routine upkeep of the facilities. This position reports to the Dean of Operations.

D. Subsidiary Relationships with Other Organizations

Ethos Academy has a subsidiary relationship with TeamCFA network of charter schools. TeamCFA is the sole member of Ethos Academy and will hold two seats on the Ethos Academy corporate board. TeamCFA also holds the final authority in appointing any new board members.

E. Other Charters Operated by the Applicant

Ethos Academy does not operate any other charters.

F. Roles of Charter Principals

The Principals of Ethos Academy are defined as the Governing Board and the Charter Representative. Below are the biographies and roles of the Principals:

Joan Lange, Board President and Charter Representative

Joan Lange is the National Schools Director for the Challenge Foundation and has assisted in the startup and development of numerous charter schools nationwide. She received both a B.S. and M.A. in Education and taught in the classroom for twenty-six years. Mrs. Lange has been a vital contributor to the piloting of the first Core Knowledge School in the nation and a plethora of charter boards. Her leadership and expertise in the fields of governance, strategy development, curriculum, instruction, and community leadership are a few of the skills that she will contribute to Ethos Academy. In addition to founding the school Mrs. Lange will serve as the Board President and the Charter Representative.

Jason Romero, Board Member and Secretary

Jason Romero is the founding partner of St. John and Romero in Mesa, Arizona. He has over a decade of experience representing businesses and individuals in the areas of bankruptcy, civil

litigation, contract disputes, and personal injury. He is a member of several legal associations that include the Arizona Trial Lawyers Association and the American Bankruptcy Institute. In addition, he is a former Elder Board member of his local church and is an active community volunteer. Mr. Romero spent a good portion of his childhood in the community that Ethos Academy will serve and as a result he will bring a strong understanding of family needs to compliment his legal and financial expertise.

Peter Ezugwu, Board Member and Treasurer

Peter Ezugwu is the CEO/President of Future Stars International Enterprises. In his role he oversees dozens of staff and volunteers. His company provides youth development programs in Arizona, Italy, and Africa. He is a former professional European Basketball player and brings his vast understanding of global cultures and service to Ethos Academy. He was educated as a child in London at a private school and attended college in Michigan. It is his hope to instill an appreciation for diversity and community development to the staff of the school. He was recently given the "Community Partnership Award" from the City of Peoria's Police Chief. He will contribute heavily to parent outreach programs and business partnerships.

G. Other Charters Operated by Principals

The Board Members of Ethos Academy have an incredible amount of experience in business, education, and community development. However, Joan Lange is the only Member with experience specific to the operation of charter schools. In her role as TeamCFA's National Schools Director she has been instrumental in the development and operation of over a dozen schools in Arizona, North Carolina, and Indiana. The local state schools include Pioneer Preparatory School, Ridgeline Academy, Hirsch Academy, and Western School of Science and Technology. Each school is authorized by the Arizona State Board for Charter Schools. Additionally, Ms. Lange has served in various capacities for schools in Indiana and North Carolina.

Figure B.1.4
Principal Operated Charters (Joan Lange/non-Arizona)

School	Location	Dates	Capacity
Challenge Foundation Academy	Indianapolis, IN	2004-2010	Board Member
New Dimensions Academy	Morganton, NC	2010-2012	Board Member
Thomas Jefferson Classical	Rutherfordton, NC	2006-2012	Board Member
Piedmont Classical Academy	Gastonia, NC	2009-2010	Board Member
Lake Lure Classical Academy	Lake Lure, NC	2009-2012	Board Member
Aristotle Classical Academy	Charlotte, NC	Since 2012	Board Member
Cornerstone Academy	Greensboro, NC	Since 2012	Board Member
Brevard Academy	Brevard, NC	Since 2010	Board Member

The Challenge Foundation Academy in Indiana is authorized by the City of Indianapolis Office of Education Innovation. All of the North Carolina schools are authorized by the North Carolina Office for Charter Schools.

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[1] Adapted from the Western School of Science and Technology: A Challenge Foundation Academy charter application, approved by the Arizona State Board for Charter Schools January 15, 2014.