B.1 Applicant Entity

A. Applicant History

Highland Prep (HP) is an Arizona non-profit corporation organized and operated exclusively for educational and charitable purposes within the meaning of Section 501(c) (3) of the Internal Revenue Service code of 1986. Specifically, this organization has been formed for the purpose of funding Highland Prep whose mission is to educate 9-12 students for success in high school to then achieve and graduate from college.

Highland Prep became an approved incorporated non-profit in the State of Arizona on May 18, 2015. HP is a presumed tax-exempt nonprofit and is currently in the process of completing Form 1023 to apply to the Internal Revenue Service for a 5013(c) (3) tax-exempt status. In addition, Highland Prep has received its Employer Identification Number: 47-4021506. All legal documents are attached including all required exhibits: Highland Prep's Articles of Incorporation and Bylaws. As stated in the Bylaws, the Highland Prep Board of Directors will be referred to as the Corporate Board ("the Corporate Board") and will manage all business and affairs of the school including all acts of the School Governing Board ("the Governing Board"). The Governing Board's duties shall include, without limitation, adherence to the core values of the Corporation and the educational philosophy of the school.

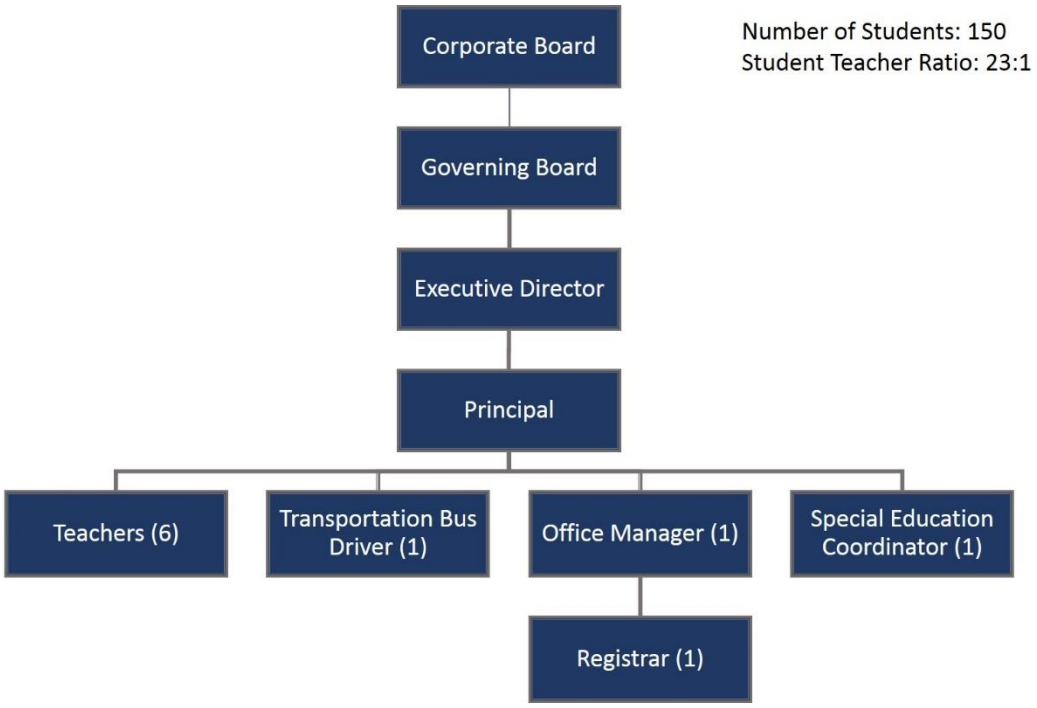
The founding Corporate Board member of Highland Prep, Kerry Clark, is a passionate education stakeholder and is committed to creating a school that fulfils the vision that brought him to the decision to start a charter school. The founder is diverse and will put forth the variety of skill sets needed to effectively govern and lead the start-up and implementation of a highly successful charter school. The founder holds a core belief about education. He believes that there is a serious need for a ninth through twelfth grade STEM college preparatory high school in or near the city of Goodyear, AZ as well as neighboring communities in several different zip codes in the areas of: 85323, 85353, 85392, 85395, and 85338. Highland Prep will be located in the North Central area of 85338 near the cross streets of Litchfield Road and Buckeye Road. He believes in the educational philosophy of the school – setting high expectations with the structures and supports for all students to meet expectations, and exposing students to a STEM and Advanced Placement program to building the foundational knowledge and skills for students to engage in a rigorous college preparatory and STEM curriculum.

The Corporate Board has established a Governing Board to oversee management and operations of the school. Currently 2 members comprise the Governing Board. These 2 members are Kerry Clark and Scott Kies. These members will recruit additional Governing Board members, who share the same vision and passion and possess extensive background knowledge and experience in education, financial management, and/or business management. Upon Charter approval in December 2015, current Governing Board members will interview the prospective new Governing Board members. At least three prospective board members will be appointed by a majority vote of the existing Governing Board members at the first public and scheduled board meeting. Following the appointment of these new Governing Board members, Highland Prep will ensure that newly appointed members receive training on Highland Prep's mission, vision, instructional program, roles and responsibilities of being a board member, and Open Meeting Law.

B. Organizational Chart and Reporting Structure

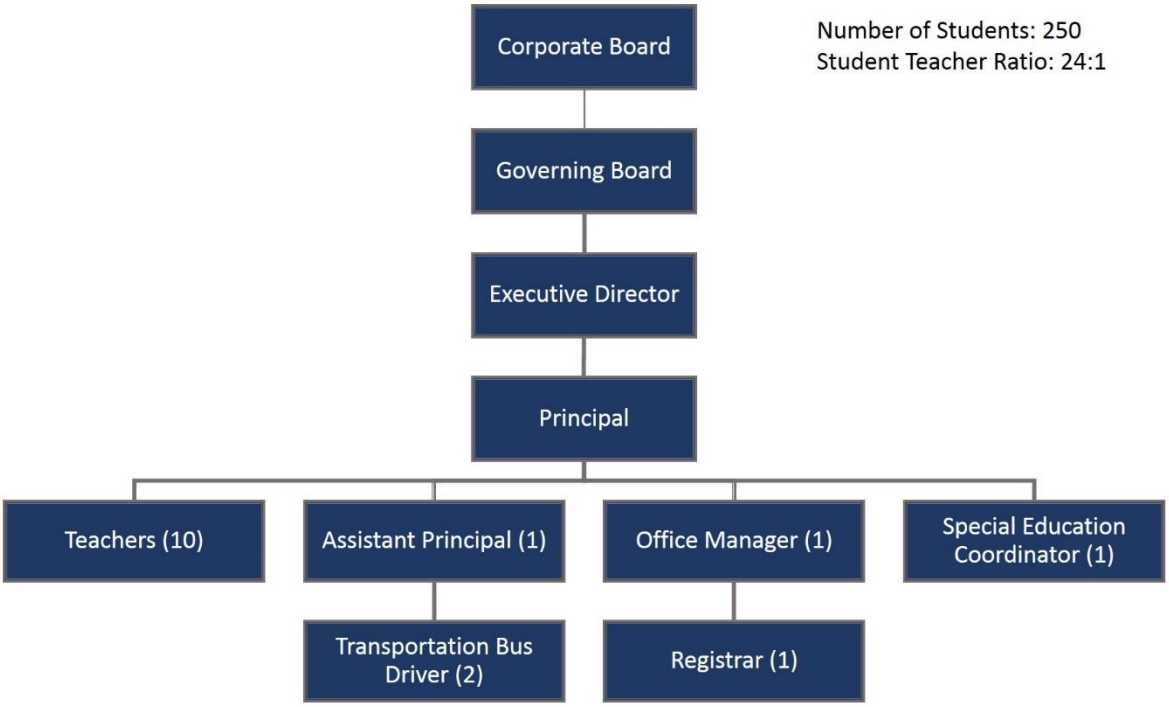
The school's organizational charts (see **Figures 1-3**) outline the reporting relationships of the Corporate Board, Governing Board, Principal, and all school staff for the first three years of operation. Below the organization charts are brief narratives of each individual's role within the organization (years one to three).

Figure 1: Organizational Chart (Operational Year One)



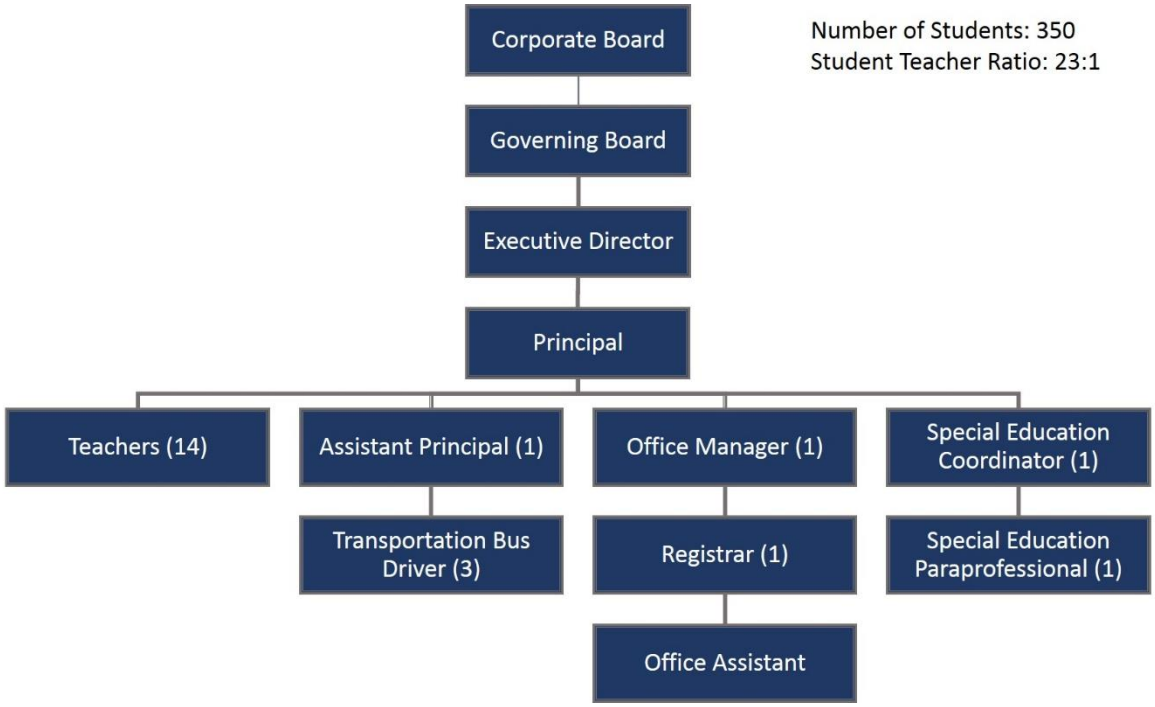
Highland Prep proposes to open with five key administration positions including the Executive Director (.5 FTE), Principal, Office Manager, Registrar, Special Education Coordinator (.5 FTE), and Bus Driver. We will open with a freshman class requiring 6 high school teachers. The school will actively recruit interns through the ASU University Service Learning program, all with fingerprint clearance cards, to assist the Special Education Coordinator and the Registrar as well as other personnel.

Figure 2: Organizational Chart (Operational Year Two)



By Y2, our student population has increased by 100 students. We have added the tenth grade as we add four high school classrooms, which means we have recruited and hired four new teachers, added an Assistant Principal, and a second Bus Driver.

Figure 3: Organizational Chart (Operational Year Three)



Y3 marks a student population increase of another 100 students, consistent with the addition of a junior class, which means we have added another four teachers, added a special education paraprofessional, an office assistant, and a third bus driver.

Reporting Structure Narrative

The narrative defines the reporting structure for each position listed in the organizational charts above. The responsibility to hire, evaluate, and terminate employees belongs to the Principal, the Executive Director, and Governing Board. In all years, the responsibility to hire, evaluate and terminate the Principal belongs to the Executive Director and the Governing Board.

The Governing Board of Highland Prep will provide leadership for the school's vision and mission as well as serve as the governing body of the school. As stated above, the current Governing Board members are Dr. Kerry Clark, President who also serves as the Authorized Representative and Scott Kies, Treasurer. One of these Governing Board members' main responsibilities as the initial board is to recruit additional board members. Each member is responsible for attending Governing Board meetings and making sound decisions to further Highland Prep's mission. The Corporate Board is ultimately responsible for all organization activities and governing responsibilities for the school(s) it is authorized to operate (section B.2 provides further explanation of the governing responsibilities).

Executive Director (Y1-Y3). The Executive Director oversees school performance, provides executive management and ensures organizational viability. The Executive Director leads external issues, works with Board, reports to/interfaces with Arizona State Board for Charter Schools, conducts fundraising, public relations, and oversees finance and operations. The Executive Director manages the Principal, and

Assistant Principal, Office Manager, Administrative Personnel, and Teachers. The Executive Director reports to and is evaluated by the Governing Board.

Principal (Y1-Y3) The Principal aids the Executive Director in the overall executive management of the school. The Principal ensures that financial records are accurate and up-to-date and that programmatic guidelines for reporting and implementation are followed. The principal is primarily responsible for scheduling student classes, and coordinating transportation and other support services. The Principal handles student discipline and attendance problems, social and recreational programs, and health and safety matters. The Principal will provide counseling to students on personal, educational, and college and career planning. The Principal reports to and is evaluated by the Executive Director and Governing Board.

Assistant Principal (Y2-Y3). The Assistant Principal supports teaching and learning - developing curriculum, overseeing the assessment system, and observing teachers in conjunction with the Principal. The Assistant Principal will lead professional development, manage teachers, deliver instructional written and verbal feedback, testing, and develop curriculum. Along with the Principal, the Assistant Principal manages the disaggregation of data, the sharing of results and the implementation of interventions that result. The Assistant Principal reports to and is evaluated by the Principal, and Executive Director.

Teachers (Y1-Y3). Teachers develop and implement curriculum and support all students in reaching clear academic goals. Teachers also deliver instruction to and facilitate learning for students. All teachers are Highly Qualified as defined by No Child Left Behind, possessing a valid Arizona Teaching Certificate, and DPS fingerprint clearance card. Teachers are hired by the Principal with the input of the Executive Director. Teachers report to the Principal, the Assistant Principal, and are evaluated by the Assistant Principal, and Principal.

Office Manager (Y1-Y3). The Office Manager manages daily operations and provides financial and programmatic oversight. The Business Manager ensures financial records are accurate and up-to-date and programmatic guidelines for reporting and implementation are followed. Along with the Principal, and the Assistant Principal, the Office Manager will manage student data, and the tracking of data. The Office Manager reports to and is evaluated by the Principal, and the Executive Director.

Special Education Coordinator (Y1-Y3). The Special Education Coordinator maintains special needs records, oversees the IEP process, ensures that special needs students receive accommodations and modifications within the classroom, and will be AZ certified in special education. The SPED Coordinator is hired by, reports to and is evaluated by the Assistant Principal, Principal and Executive Director.

Registrar (Y1-Y3) The Registrar enters and maintains student records, immunization and attendance information, and grade reports into online student information system; reviews student records to ensure current information, accuracy and completeness with state regulations and county office policies and guidelines; assists in collecting and maintaining daily and weekly average attendance; provides instructors, school districts and outside agencies with information regarding student enrollment; prepares a variety of records and reports regarding student enrollment; prepares records/paperwork for re-admission to former district. The Registrar is hired by the Principal with the input of the Office Manager. The Registrar reports to and is evaluated by the Office Manager, Assistant Principal, and Principal.

Office Assistant (Y3). The Office Assistant oversees day-to-day office procedures, ensuring that a high level of service is provided to the school's stakeholders. The Office Assistant will uphold office and school policies and procedures. The Office Assistant maintains records, and trains staff members in procedures, systems, and equipment. The Office Assistant is hired by the Principal with the input of the Office Manager. The Office Assistant reports to and is evaluated by the Office Manager, with input from the Principal.

Special Education Para Professional (Y3) The Special Education Para Professional works with individual students or small groups of students to reinforce learning of material or skills initially introduced by the teacher. The Special Education Para Professional assists the Special Education Coordinator, and classroom teachers in ensuring that the day-to-day accommodations and modifications are carried out on behalf of the students. The Special Education Para Professional ensures the delivery of special strategies for reinforcing material or skills based on a sympathetic understanding of individual students, their needs, interests and abilities. The Special Education Para Professional distributes and collects workbooks, papers and other materials for instruction. The Special Education Para Professional assists the Special Education Teacher in maintaining accurate records required by federal, state and District policies. The SPED Paraprofessional is hired by the Principal with the input of the SPED Coordinator. The SPED Para Professional reports to and is evaluated by the Special Education Teacher with input from the Assistant Principal, and Principal

Bus Driver (Y1-Y3) Bus Drivers ensure the safe day-to-day transportation of student to and from the school. Bus Drivers also ensure that students are safely transported to and from the school for extra-curricular activities. Bus Drivers will maintain all state licensure, ensuring that they are qualified to drive and meeting all expectations of the Department of Public Safety. Bus Drivers are responsible for maintaining the safety and mechanical operation of their bus. Bus Drivers must conduct regular bus evacuation drills. Bus drivers must maintain up-to-date family contact information for students they transport. Bus drivers are responsible for maintaining a safety inspection and occurrence log book.

C. Subsidiary Relationships with Other Organizations

Highland Prep does not have a subsidiary relationship with any other organization.

D. Other Charters Operated by Applicant

Kerry Clark serves as the charter founder (applicant) and authorized representative for Madison Highland Prep (MHP). MHP opened August 5th, 2014. Kerry currently serves as principal of MHP but will step away from that role in June of 2016 to serve as Executive Director of Madison Highland Prep and the proposed Highland Prep charter.

E. Roles of Charter Principal

Kerry Clark will serve as Principal operator of Highland Prep, and shall serve as one of the two founding Governing Board members, and as Highland Prep's authorized representative. Below is the biography and role of the Principal operator of Highland Prep.

Kerry Clark

Dr. Kerry Clark has served as a high school principal for the past 14 years. His first school was a turn-around assignment, his second school was a start-up college preparatory school, and his third school was a turn-around and ultimate transformation to a STEM college preparatory high school. As a result of Kerry's leadership and quality staff, his three previous schools experienced exemplary student academic growth. His two most recent schools were each recognized as one of *America's Best High Schools* in 2010, 2011, 2012, and 2013 by U.S. News & World Report. The former was ranked 13th in the state of Arizona for exposure of the Advanced Placement (AP) curriculum for its students, and the latter was also recognized by Newsweek as one of America's Top high schools, in addition to receiving an 'A' label for *AZ Learns*, and designation as a Title I 'High Performing Reward School'. Kerry is currently serving as operator and start-up principal for Madison Highland Prep, a STEM college prep high school in central Phoenix. Previously, Kerry served as a Quality Assurance Review Chair for AdvancED. Kerry holds state superintendent certification and is a member of the Arizona School Administrators Association, and the National Association of Secondary School Principals.

As stated above, the principal operator of the corporation has the relevant expertise and can contribute to providing oversight and resources that ensure the corporation complies with its charter and advances its mission. Relevant areas of expertise may include academics, finance, governance, fundraising, law, real estate, and knowledge of the community. The process for election of board members will be as follows:

At the first scheduled board meeting following the charter approval and in transition to a governing board, the board secretary and treasurer will propose a list of at least three additional members. Thus Highland Prep's Board will expand the size of the Board to five, in alignment with the stated bylaws. If a vacancy were to occur, it will be filled by the Board of Directors for the unexpired portion of the term. The Board of Directors will begin the election process as soon as possible and begin identifying additional members.

F. Other Charters Operated by Principal

Kerry Clark serves as the charter founder and authorized representative for Madison Highland Prep (MHP). MHP opened August 5th, 2014. Kerry currently serves as principal of MHP but will step away from that role in June of 2016 to serve as Executive Director of Madison Highland Prep and the proposed Highland Prep charter. Kerry will also serve as ex officio governing board member for both schools.

Required Exhibits:
Please see the following attachments for the required exhibits.
1) Articles of Incorporation
2) Bylaws