B.1 Applicant Organization

Organization's History

Hirsch Academy: A Challenge Foundation Academy, Inc. (Hirsch Academy: CFA) is the applicant. To explain the relationship of Hirsch Academy: CFA to The Challenge Foundation and to TeamCFA, the following historical information has been provided on each organization.

1) The Private Charitable Trust - Challenge Foundation

Established in 1989, the Challenge Foundation is a private charitable trust consisting of two individual trustees and two employees, the Executive Director and National Schools Director. Challenge Foundation has provided more than $21 million in grants to 196 charter schools in 22 states. After twenty-plus years of supporting education reform and gathering best practices from its grantee schools, the Challenge Foundation has partnered as the primary funder with the separate non-profit operating foundation the TeamCFA Foundation ("TeamCFA") whose purpose is to foster and support a nationwide network of affiliated charter schools. It is the intent of the Challenge Foundation and TeamCFA to lend their name, financial start-up, and operating support to charter schools that are willing to embrace the TeamCFA mission and emulate a successful school model .. Hirsch Academy: A Challenge Foundation Academy will affiliate with the TeamCFA school network.

2) The Non-Profit Operating Foundation - TeamCFA Foundation

TeamCFA is a nonprofit, tax-exempt organization dedicated to fostering and supporting a national network of charter schools. The mission of this organization is to support the development of academically rigorous, financially sustainable charter schools by employing proven academic, business, and governance practices and leveraging the free market to support the broader school choice movement. TeamCFA has three Board members consisting of the Challenge Foundation Executive Director and the National Schools Director, and a practicing School Director within the TeamCFA network of schools. Nine operating committees implement the goals established by the TeamCFA Board and provide specific services to each of the TeamCFA-affiliated schools. However, once the board members are appointed, the individual school board, which is the sole board for the individual school oversees and directs all school policy and day-to-day operations of the affiliate school The TeamCFA Board is not a "corporate" board for the affiliate school and it has not right to direct school policy or operations, nor does it have the right to veto the school board's decisions or otherwise alter school board decisions. TeamCFA is affiliated with Hirsch Academy as a support organization and to monitor and maintain the stated joint mission of TeamCFA and Hirsch Academy, as a TeamCFA affiliated school.

T.E.A.M. stands for **- T**ogether **E**ach **A**chieves **M**ore – and summarizes TeamCFA's belief that the success of each student takes the active participation, communication and commitment of the teacher, student and parent working in collaboration. By fostering a continuous partnership between all the stakeholders we build a strong culture of expectation, achievement and results.

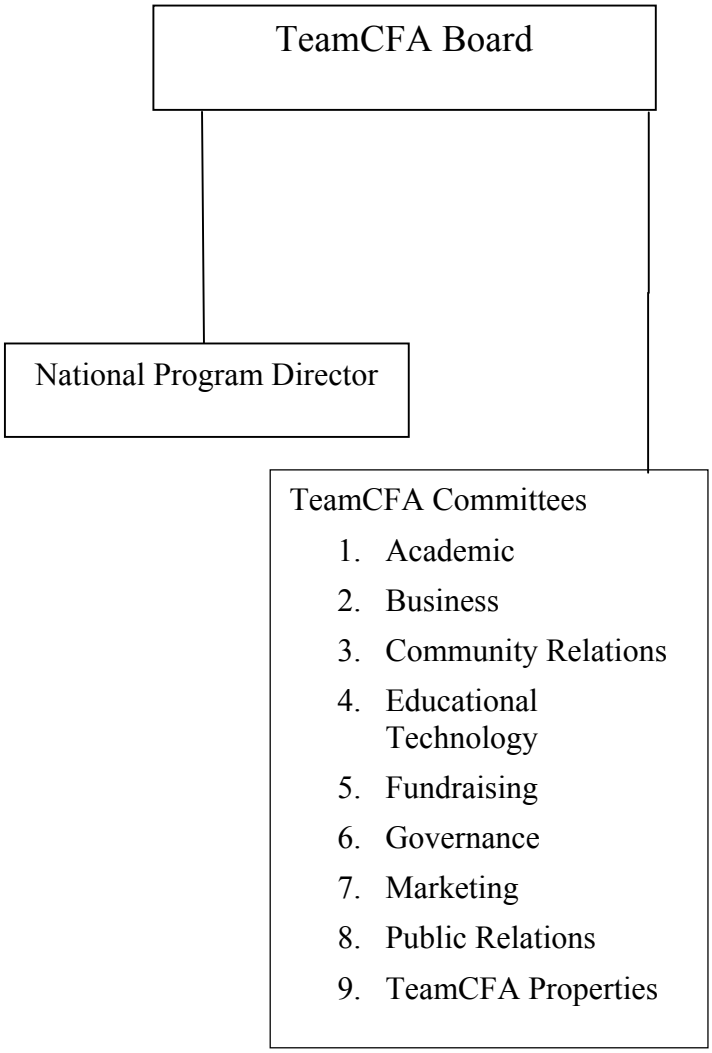
There are currently eight TeamCFA schools on nine campuses in three states serving approximately 3,700 students. It is the objective of TeamCFA to supply to each of these locally controlled schools oversight, teacher, board, and business training that they need and want. TeamCFA does this without compensation and only asks for an ongoing minority position on each board, and a system of making both capital and operating voluntary loans. TeamCFA provides the support and services and a community of value that makes each school want to continue its participation in the TeamCFA network upon repayment of all loans . Some of the loans are converted to grants and never repaid under mutually agreed conditions.

A matrix of performance standards will be developed by TeamCFA and the Hirsch Academy: CFA Board to assess the school's progress in each of the three areas of support: academics, business and governance. Day-to-day operations are the responsibility of the school and school governance is the responsibility of the school's single Board. Guidance or assistance is provided to the school by TeamCFA as needed to ensure a continuous effort towards improvement and excellence.

TeamCFA is very proud of existing schools in their growing network:

- Brevard Academy: CFA, Brevard, NC
- Challenge Foundation Academy – Indianapolis, ID
- Lake Lure Classical Academy: CFA, Lake Lure, NC
- Piedmont Community School: CFA, Gastonia, NC
- New Dimensions: CFA, Morganton, NC
- Pioneer Preparatory School: CFA- Phoenix, AZ
- Ridgeline Academy: CFA – Phoenix, AZ
- Thomas Jefferson Classical Academy: CFA, Mooresboro, NC
- *Cornerstone Charter: CFA , Greensboro, NC (opening August 2012)

TeamCFA Organizational Chart



Role and Responsibility of the Team CFA Organization

Roles:

1. TeamCFA Board
    1. Sets Policy for TeamCFA Foundation
    2. Sets goals for TeamCFA National Program Director (NPD)
    3. Approves Goals established by TeamCFA Committees
    4. Oversees progress achieved by TeamCFA Committees and NPD
    5. Appoints two representatives to serve in a minority position on the local school Board.

2. TeamCFA Committees
    1. Report directly to TeamCFA Board
    2. Tasked with enacting policy goals established by TeamCFA Board
    3. Review qualifications for schools that wish to join TeamCFA network
    4. Provide specific support for schools within the TeamCFA Network
    5. Market and promote TeamCFA and TeamCFA Network schools
    6. Review academic progress of each TeamCFA school

3. National Program Director
    1. Reports directly to TeamCFA Board
    2. Grant management: Ensure proper documentation of both donor grants and outgoing grants to qualified grant recipients leading to all necessary information to complete 990's, to properly inform donors of our use of their money, and to insure that the grants are correctly employed
    3. Recommend to Board the agenda for each Board meeting, record Board minutes and work towards making the meetings and their records increasingly transparent and quickly available.
    4. Develop the Arizona office as one repository for all TeamCFA documentation and as the public contact for all information flow.
    5. When requested in writing by TeamCFA Board or Committee Chairs, assists in carrying out clearly defined assignments that have preset deadlines for completion. Each of these assignments is to be reviewed by the TeamCFA Board to set priorities.
    6. Provide monthly progress report to TeamCFA Board.

3) <u>The Non-Profit School - Hirsch Academy: A Challenge Foundation Academy, Inc</u>.

Hirsch Academy: A Challenge Foundation Academy, Inc. is an existing Arizona nonprofit corporation whose sole corporate member is the TeamCFA Foundation. The TeamCFA Board appoints two TeamCFA qualified representatives to serve in a minority position on the Hirsch Academy single Board of Directors ("Board"), and recommends, qualifies and appoints other Board members to open Community seats. (Section B.2 Governing Board provides further detail about the Hirsch Academy: CFA Board.) Warren & Banker, PLC has been engaged to assist in the process of filing the necessary paperwork to create Hirsch Academy: A Challenge Foundation Academy, Inc. and to obtain its tax-exempt status from the Internal Revenue Service. A letter from Mr. Warren is attached indicating that Hirsch Academy: A Challenge Foundation, Inc. is an existing Arizona nonprofit corporation and that the application for IRS recognition as a corporation exempt from taxation under Section501(c)(3) of the Internal Revenue Code is in process.

A charter for Hirsch Academy: A Challenge Foundation Academy was written and submitted in the 2012 application cycle to the Arizona State Board for Charter Schools (ASBCS). That charter was voluntarily withdrawn after substantive review and consensus was issued in November 2011 with the goal of improving and revising the application for strength and quality. The charter for Hirsch Academy: A Challenge Foundation Academy has been revised and resubmitted in the 2013 cycle. Upon approval, a charter contract will be entered into between the ASBCS and Hirsch Academy: CFA.

Hirsch Academy: CFA will be governed by its single Board of Directors (called its "Board") which will be responsible for all operational and policy decisions of the charter school operated by Hirsch Academy: CFA, Inc. as required by A.R.S. §15-183.E.8. Even though Hirsch Academy: CFA is part of the TeamCFA network of schools the Hirsch Academy Board and Administration still control local governance and operating duties. The individual board members will be appointed to the Governing Board as required by the Bylaws of Hirsch Academy: CFA. The current Board of Hirsch Academy: CFA comprises the following directors: Ms Elie Gaines, Mrs. Joan Lange and Mr. William M. Steinbrook. Resumes for each of these individuals are attached to the application.

The Directors bring valuable experience to Hirsch Academy: CFA, as noted in the resumes.

- Mrs. Lange taught as a Social Studies teacher and department head at the first Core Knowledge Middle School in the country, Three Oaks Middle School. She was a National Consultant and trained schools for the Core Knowledge Foundation. Since 1997 she has served as the Program Director and then the National Schools Director for Challenge Foundation and TeamCFA, and has served on the Boards of our network schools. She has written grants for the network schools, worked closely with the TeamCFA Committees in support of the network schools, and has assisted new schools through the charter application and

implementation process. Her role at Hirsch Academy: CFA will be as President of the Board in the first year.

- Mr. Steinbrook has served in the position of Founding Executive Director of the Challenge Foundation since 1989. Under his leadership, Challenge Foundation has funded model charter schools that rank among the highest performing in their States (Core Knowledge, KIPP, YES College Prep, National Heritage, Arthur, Marva Collins, IB). He developed a model Charter School RFP Grant Application now being used by other foundations. He served six years as the Founding Executive Director of the Trust for School Reform, and has served in leadership roles for the Center for Education Reform and the Alliance for School Choice. He served as Secretary of the Board for Challenge Foundation Academy of Indianapolis. His role on the Hirsch Academy: CFA Board will be as Vice President and Treasurer in the first year.
- Ms Gaines was a Core Knowledge elementary school teacher, CK Coordinator, and Asst. Principal in Paradise Valley USD schools and was a school Principal at Black Mountain Elementary School in Cave Creek USD. She consulted for and worked with the Challenge Foundation and TeamCFA school network on the Hirsch Academy: CFA charter, conducted the search for the school Principal at Ridgeline Academy: CFA, and vetted schools in the Southwest interested in joining the TeamCFA network. She has trained schools nationwide as a National Consultant for the Core Knowledge Foundation since 2001. Ms Gaines has served in education leadership roles at the State and National Level for curriculum and standards development and school reform. She was the authorized representative and a writer of this charter. She received an Arizona Milken Educator Award in 2004. Ms Gaines is the President and a consultant for her school search business launched in Fall 2012. Her role at Hirsch Academy: CFA will be as Secretary of the Board in the first year.

See attached to the Title page of the application, for each individual:

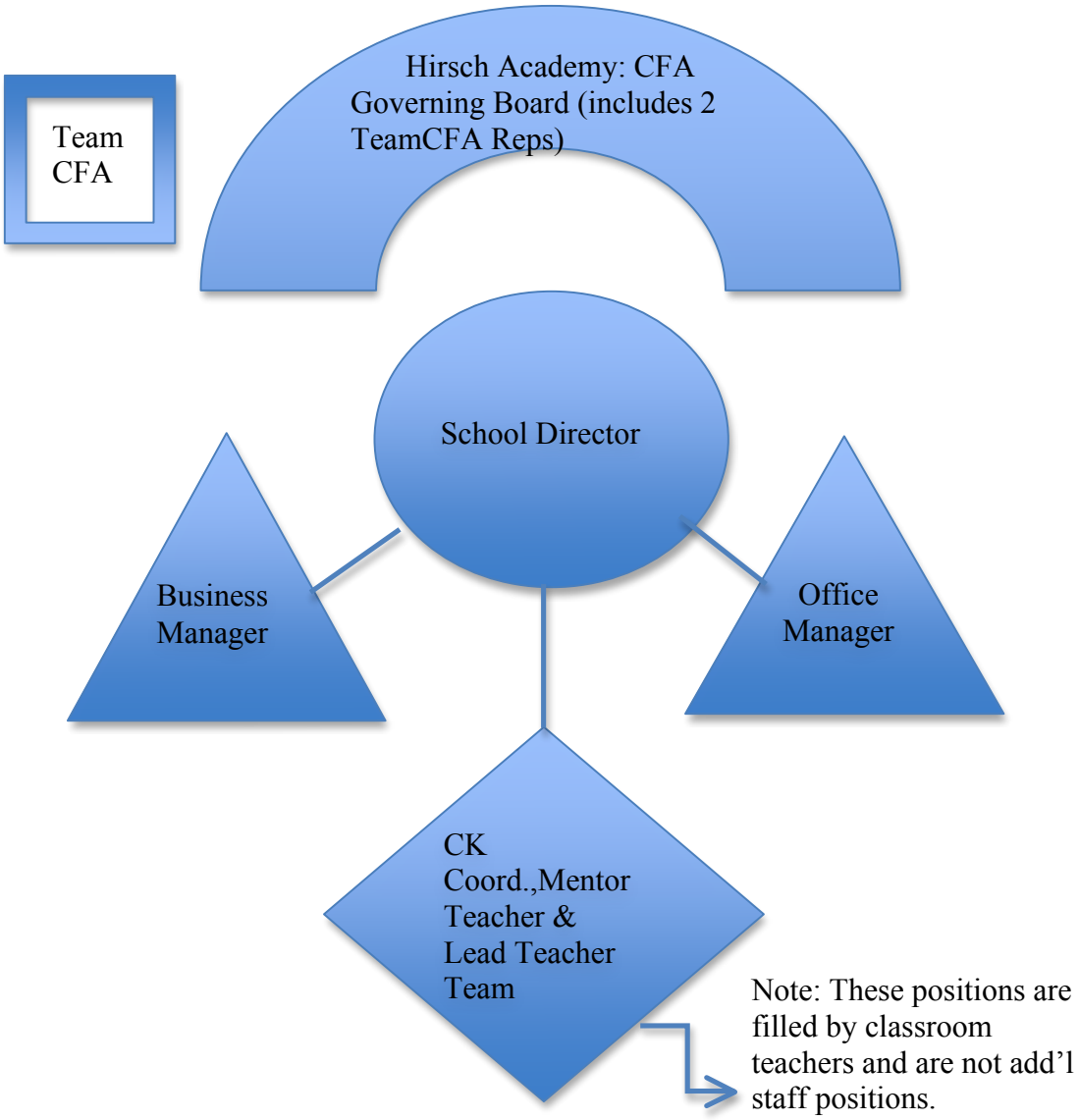
- Current Resume
- Background Information Sheet
- Notarized Affidavit, Disclosure and Consent for Background and Credit Check
- Copy of Valid Fingerprint Clearance Card
- Verification of Coursework/Degree

The Hirsch Academy: CFA Board will be tasked upon approval of the charter with the search for a highly qualified school leader to serve as the School Director of the school.

Two other Arizona charter schools, Pioneer Preparatory School: CFA and Ridgeline Academy: CFA, are schools within the TeamCFA network. However, each school functions as a separate entity. Hirsch Academy: CFA will not be involved with other TeamCFA network schools on a day-to-day basis. We do plan to network with our schools in the TeamCFA network just as we would network with any other charter schools nationwide for sharing best practice. We will participate in shared professional development opportunities offered through the TeamCFA network, such as the annual

conference in support of Core Knowledge implementation. Our hope is for Hirsch Academy: CFA to become a model school for the TeamCFA network, for the State and for the Country, in the implementation of Core Knowledge.

Hirsch Academy: CFA *Leadership Team Organizational Chart*



Reporting Structure of Hirsch Academy: CFA

The two TeamCFA representatives on the school's single Board report directly to the TeamCFA Board on school progress and school needs in the areas of academics, business and governance. They serve within the lawful role as Board members on the single school Board. The Board is responsible for hiring the School Director.

The Hirsch Academy: CFA School Director reports directly to the school's single Board.

The school's Office Manager, Business Manager, CK Coordinator, Mentor Teacher, Lead Teacher Team, and all other Staff report directly to the School Director.

Role and Responsibility of the Authorized Representative

As Authorized Representative, and as defined in the terms to know in the 2013-14 charter application, Ms Elie Gaines, will serve as the individual with the power to bind the charter holder contractually according to the charter holder's Articles of Incorporation, operating agreement, or by-laws. This individual will be the primary point-of-contact for communication regarding the application.

Roles and Responsibility of the Principals (officer, director, member, partner)

The charter "Principals" noted above will serve as Officers of the Board of Directors ("Board") in year 1. The Bylaws provide that the schools' Board will comprise no less than three nor more than 13 members**.** Additional members will be added to the board prior to the opening of the school to comprise a Board of five members in year 1 of operation.

The Board is a policy board and as such will approve but not be limited to policy on: the overall assessment and accountability programs, the budget and fiscal issues, curriculum programs not already included in this application and a disciplinary code of conduct reflecting the mission, values and high standards of Hirsch Academy: CFA.

Financial Support from TeamCFA for Hirsch Academy: CFA

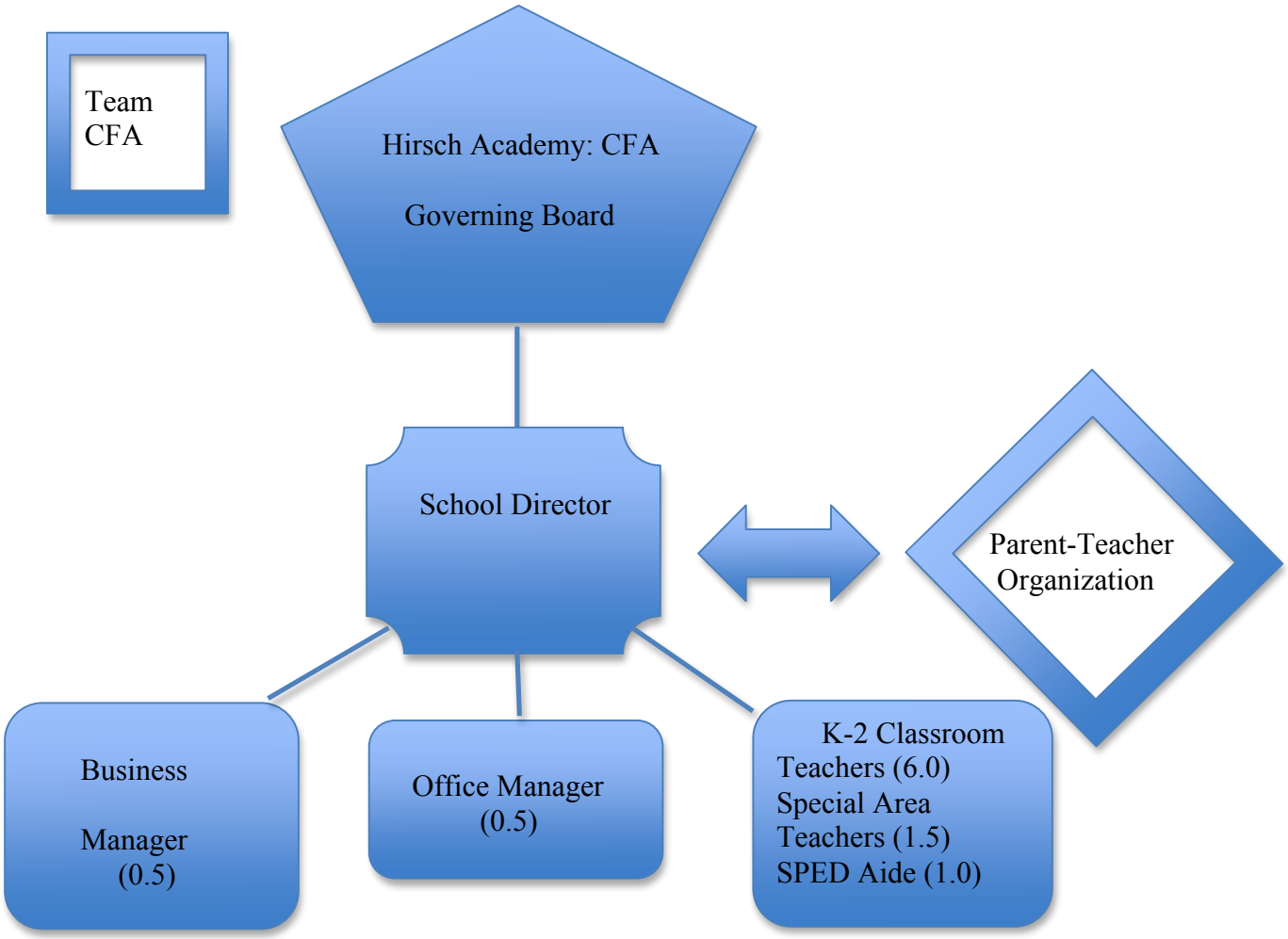
TeamCFA will assist the leadership of Hirsch Academy: CFA in applying for the Charter Schools Program (CSP) Federal Grant, as well as a grant from the Walton Foundation. TeamCFA expects Hirsch Academy: CFA to receive the necessary funding from these and other grants to fund the necessary start-up costs for the school. However, TeamCFA is aware that these grants are competitive and not guaranteed.

Therefore, TeamCFA will offer Hirsch Academy: CFA an interest free line of credit to cover the start-up costs associated with opening a new charter school. Should the school not receive the grant monies, then the costs will be amortized over a five-year period and be included as part of the facilities rental payment to TeamCFA. The proposed budget reflects the additional cost of amortizing the line of credit.

In addition to the support provided by TeamCFA, Challenge Foundation Properties (an affiliated nonprofit corporation) will assist and partner with Hirsch Academy: CFA to secure a facility suitable to support the projected student population. Marketing materials will be developed and provided to the school free of charge by TeamCFA to assist school development and sustained growth.

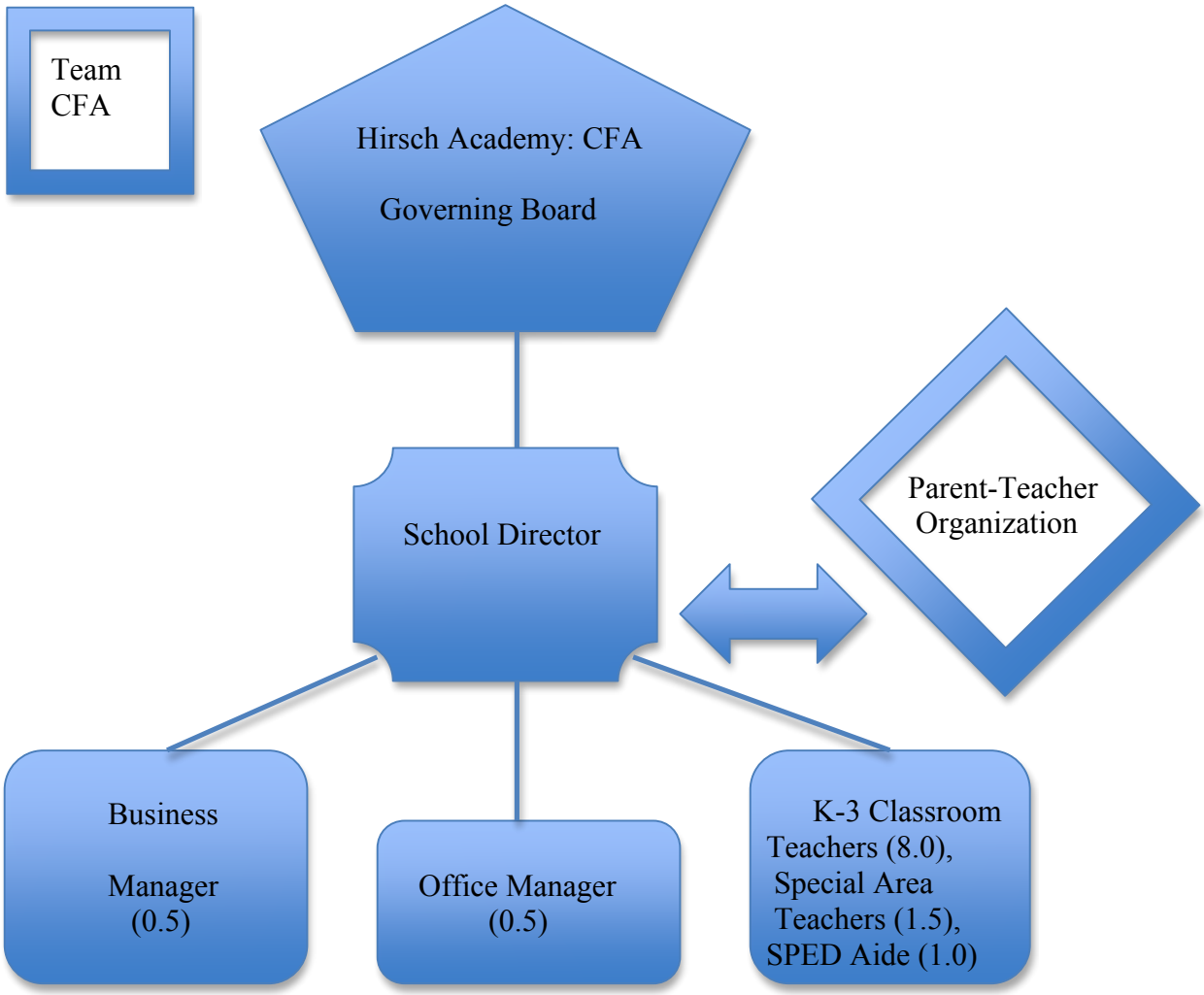
Hirsch Academy: A Challenge Foundation Academy *Full Organizational Chart*

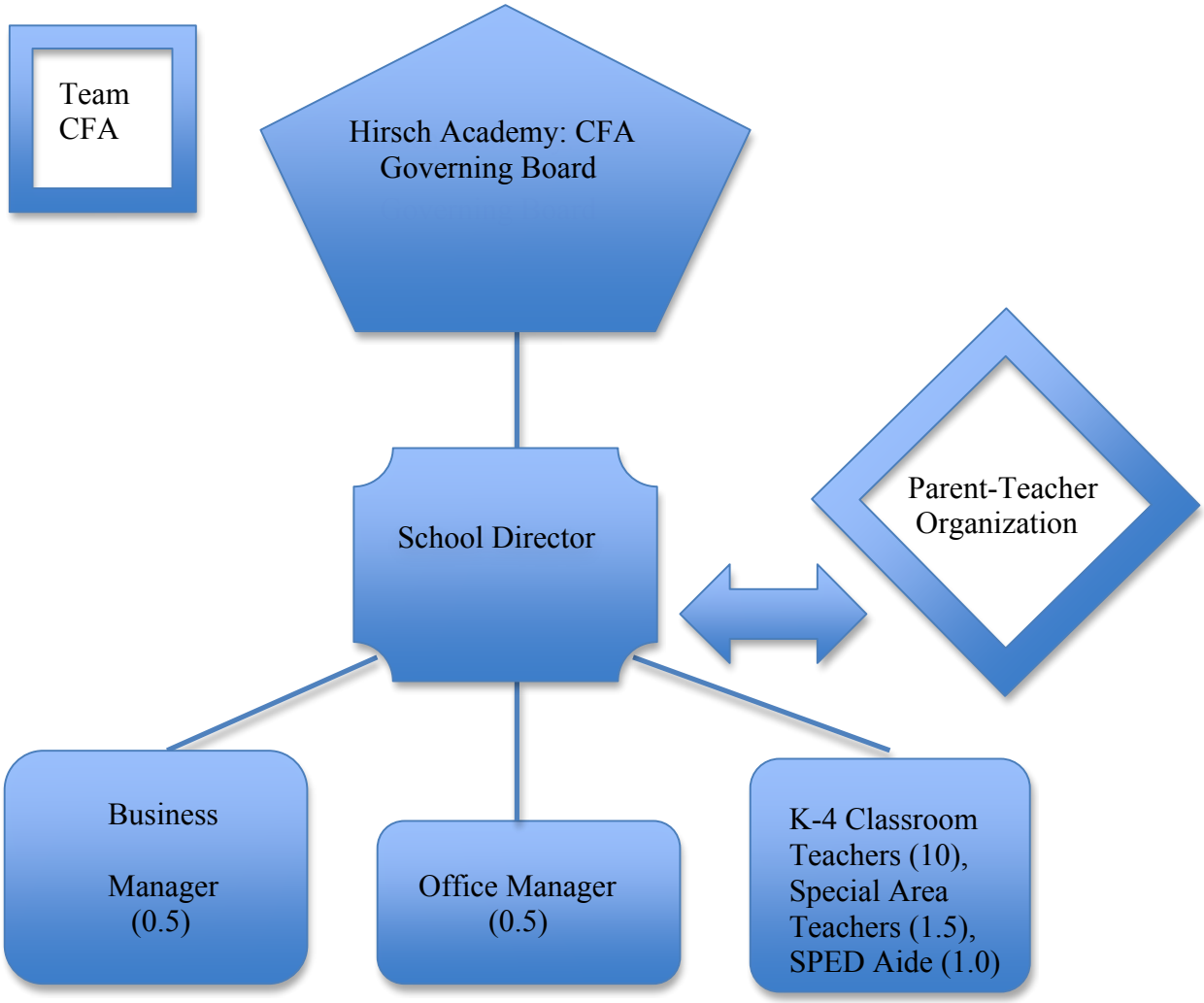
Year 1



Hirsch Academy: A Challenge Foundation Academy *Full Organizational Chart*

Year 2



Hirsch Academy: A Challenge Foundation Academy Organizational Chart

Year 3