B.1 Applicant Entity

a) Applicant History

The New America School Network is a system of five public charter high schools, three in the Denver, Colorado metropolitan area and two in New Mexico-one in Albuquerque and one in Las Cruces. The first schools were established in Colorado in 2004 and since then, NAS has opened several additional schools and received numerous renewals from district and state authorizers. The original founder of New America Schools, Congressman Jared Polis, developed the aspirational goal in 2006 to replicate the New America School model throughout the American southwest. A national New America School Network board was created in 2012 with three main goals, to (1) replicate the NAS model, (2) fundraise to support school start up, and (3) to provide oversight management to network schools.

The New America School Network is led by two individuals with extensive experience in public school administration:

- **Dominic DiFelice** has been the superintendent of The New America School since 2007. In this capacity Mr. DiFelice provides management and oversight to five New America Schools, three in Colorado and two in New Mexico. Prior to becoming superintendent, Mr. DiFelice held much of the same responsibilities as The New America School senior education consultant from 2006 to 2007. Before coming to Denver, Mr. DiFelice worked in the Canadian school system for 30 years, with his career culminating in the position of Executive Superintendent, West Region, of the Toronto District School Board from 2004 to 2006 and the Executive Superintendent, North West Quadrant, from 2002 to 2004. Mr. DiFelice also served in various other superintendent roles for six years, as a Principal for six years and as a mathematics teacher for eleven years. DiFelice received his Bachelor of Mathematics degree from the University of Waterloo in 1971 and his Masters of Mathematics from Waterloo in 1972. He has earned an International Baccalaureate Certification, Level 2, Math Studies; a Supervisory Officer's Certificate; a Principal's Leadership Course; a Principal's Course Part I and II; and an HAS Type A, Mathematics, FEUT. Mr. DiFelice's primary responsibilities are to provide academic oversight and support the Principal. He will be responsible for providing an annual evaluation of the Principal and updating the Governing Council on the Principal's performance.
- **Craig A. Cook** joined New America School (NAS) as the Chief of Business Operations (CBO) in August, 2006. Prior to becoming NAS's CBO Craig held the position of Chief Administrative Officer for Cardinal Communications, Inc. (2001-2006). Cardinal Communications, Inc. is a publicly traded telecommunications and development company with home building, mortgage, title, and voice, data, and video, and video on demand services in several states. Craig also served as the Chief Operating Officer for the Denver Public Schools (1994-2001), and as Assistant Superintendent of Business and Finance for the Kansas City Missouri School District (1988-1994). Craig retired as a LTC from the United States Army in 1988 after 20 years of service. He is a decorated Vietnam veteran and held numerous command and staff positions including Comptroller for the Supreme Headquarters Allied Powers Europe (SHAPE), Chief Finance Officer for the NATO/SHAPE Support Group, and Controller for the Combined Arms Center and Ft. Leavenworth, KS. Craig holds a BS, Business, University of Idaho and an MBA, University of Nevada, Reno. Mr. Cook's primary responsibilities are to provide financial and human resources oversight for the school.

Per the below table, each of these individuals has extensive prior experience founding and operating public charter schools:

New America School Administrators	Charter Operation	Nature of Involvement	Timeframe	Authorizer
Dominic DiFelice	1. NAS-Lowry, Aurora Colorado 2. NAS-Lakewood, Lakewood Colorado 3. NAS-Thornton, Thornton, Colorado 4. NAS-NM, Albuquerque New Mexico 5. NAS-Las Cruces, Las Cruces New Mexico	1. Oversight 2. Oversight 3. Oversight 4. Founder, oversight 5. Founder, oversight	1. 2006-present 2. 2006-present 3. 2006-present 4. 2009-present 5. 2011-present	1. Charter School Institute 2. Jefferson County District School Board 3. Charter School Institute 4. Public Education Department New Mexico 5. Public Education Department New Mexico
Craig Cook	1. NAS-Lowry, Aurora Colorado 2. NAS-Lakewood, Lakewood Colorado 3. NAS-Thornton, Thornton, Colorado 4. NAS-NM, Albuquerque New Mexico 5. NAS-Las Cruces, Las Cruces New Mexico	1. Oversight 2. Oversight 3. Oversight 4. Founder, oversight 5. Founder, oversight	1. 2006-present 2. 2006-present 3. 2006-present 4. 2009-present 5. 2011-present	1. Charter School Institute 2. Jefferson County District School Board 3. Charter School Institute 4. Public Education Department New Mexico 5. Public Education Department New Mexico

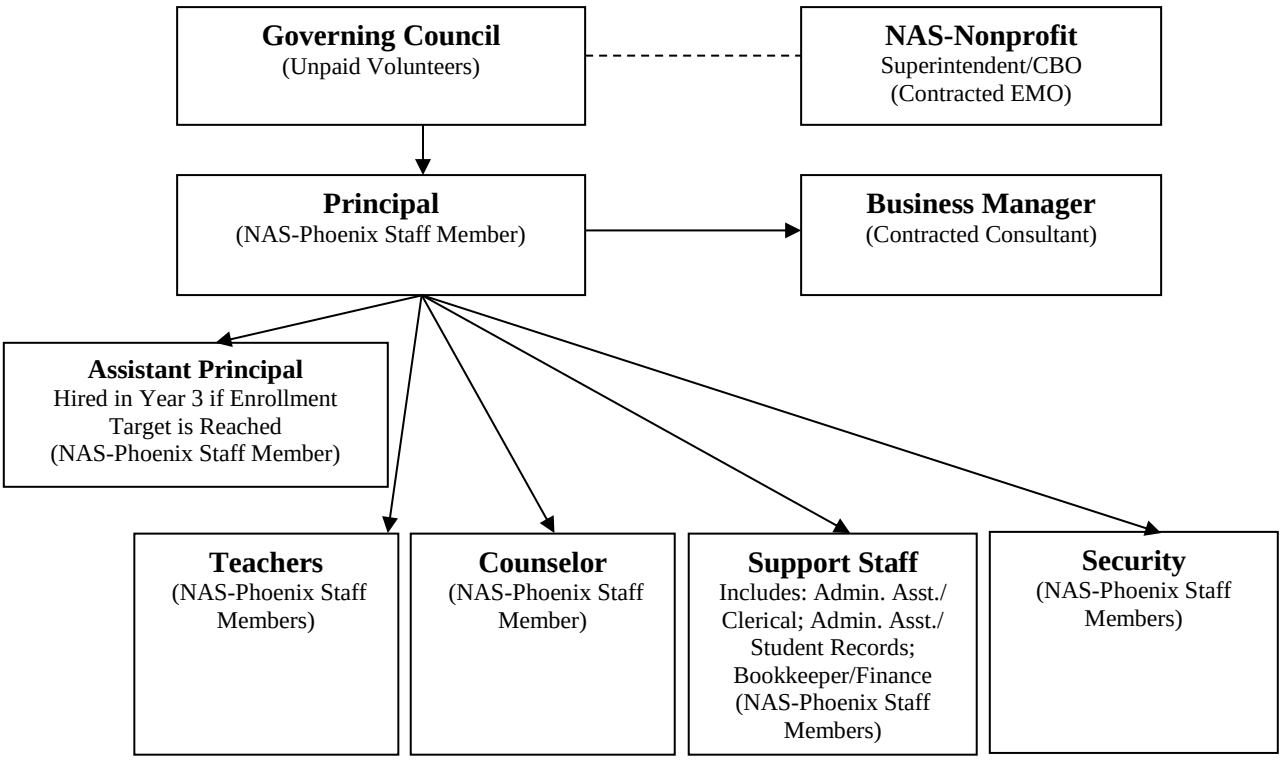
In early 2013, Arizona resident, the Hon. Frank Riggs, approached the NAS Network superintendent, Dominic DiFelice, expressing interest in opening a New America School in the Phoenix area. Riggs had previously visited NAS schools in Denver and New Mexico and saw the value that these school were providing to a disadvantaged student population—a population that Riggs knew to be underserved in Phoenix. On May 9, 2013 the Network superintendent proposed to the national board that the Network expand into the Phoenix area. A detailed analysis providing demographics and need were presented to the board which then approved the replication. Riggs and the NAS superintendent and other Network staff then began the process of (1) confirming that local Phoenix educational leadership also supported the establishment of a New America School in Phoenix and (2) identifying local residents to sit on the Governing Council (this will be the name the Board of Directors of NAS-Phoenix will be known as). As part of the outreach into the Phoenix area NAS staff arranged and met with Eileen Sigmund and Andrew Collins from the Arizona Charter Schools Association and with DeAnna Rowe from the Arizona State Board for Charter Schools. Once NAS staff confirmed with local stakeholders of the need for a charter

high school using the NAS model and supporting the intended target population, NAS staff has worked diligently to apply for and be successful in receiving a CSP start-up grant (subject to a successful charter application), has continued conversations with the staff from the Charter School Association, has hired a highly regarded Principal from the Phoenix area, has had an organizational meeting of the Governing Council, and has secured the services of a charter lawyer and local business manager.

Hon. Frank Riggs acted as a senior consultant to NAS-Phoenix throughout the project. Riggs was the lead House author and sponsor of the Charter Schools Expansion Act of 1998 and the President and founding CEO of the Charter Schools Development Corporation (CSDC), which under his leadership financed and developed over four million square feet of modern and affordable educational facilities for 235 charter schools in 25 states.

b) Organizational Chart and Reporting Structure

The following organizational chart describes the relationship and reporting lines in the school.



All staff will report to the Principal who is hired by the Governing Council. At the direction of the Governing Council, the Superintendent of NAS will provide oversight of the NAS-Phoenix Principal. Although the GC has the authority to discharge or not renew the Principal's contract, the GC may consider the Superintendent's advice as to the Principal's performance and continued employment at the school.

The GC delegates to the Principal all day-to-day affairs of the school, including the hiring, retention, pay scale and evaluation of all school-level personnel. The GC will not direct any school staff or faculty other than the Principal.

Reporting Structure
Principal: Reports to Governing Council of NAS-Phoenix – Supervised by Superintendent
Assistant Principal[1]: Reports to Principal
Business Manager: Reports to Principal
Teachers: Report to Principal
Counselor: Reports to Principal
Support Staff including Administrative Assistant / Clerical, Administrative Assistant / Student Records, and Bookkeeper / Finance: Report to the Principal
Security: Report to Principal

The charter school will adopt its own written policies for employees in compliance with federal and state law, regarding the recruitment, promotion, discipline and termination of personnel, methods for evaluating performance, and a plan for resolving employee-related issues. NAS-Phoenix will recruit and hire employees who hold appropriate Phoenix licensure and recruitment will be conducted through an open process.

c) Subsidiary Relationships

The New America School-Phoenix, the applicant organization, is not a subsidiary of any other organization.

d) Prior Charter Operations

This is the second time the applicant organization, NAS-Phoenix, has applied for or operated a charter. The organization applied in 2014 but its application was deemed administratively incomplete.

e) Role and Qualifications of Principals

The NAS-Phoenix Governing Council will serve as Principals of the charter school. The GC at present consists of:

- **Edward (Ted) J. Ryan, Jr.** is currently Vice President, Sales, Casenet, LLC where he is responsible for the attainment of the Company's short-term and long-term revenue growth targets by directing all aspects of the sales and marketing operations. Prior to this, Mr. Ryan was the Vice President, Marketing and Business Development at the Charter Schools Development Corporation. CSDC, a 501(c) (3) non-profit corporation and Community Development Financial Institution (CDFI), promotes innovation and excellence in education by financing and developing facilities for great public charter schools nationally. As the only CDFI in the country focused exclusively on the facility and financing needs of charter school organizations, CSDC helps charter school entrepreneurs and leaders finance, build, expand and replicate their school models, turning educational visions into reality, with the goal of ultimately improving student achievement by increasing school choice and catalyzing competition within the American K-12 public education system. In addition, Ted has held senior management positions in both Fortune 500 firms and start-up companies that were successfully acquired by large multi-national organizations.
- **Dr. José Leyba** is a native Arizonan, whose professional career spans over thirty years in public schools, higher education, and consultation sectors. Dr. Leyba is a graduate of Arizona State University where he earned his Bachelor of Arts, Master of Education, and Doctorate in Educational Administration and Supervision. He began his teaching career at the junior high level where he taught English, Social Studies and remedial Mathematics. Dr. Leyba served in Principal, Director, and Assistant Superintendent roles prior to being named the Superintendent of the Isaac School

[1] An Assistant Principal will be added when Full Time Enrollment exceeds 266 students.

District (Phoenix, Arizona). He also served as Associate Faculty at Arizona State University and Northern Arizona University. In 2001, Dr. Leyba joined the Maricopa Community College District (MCCD, Arizona), the largest community college system in the country with ten colleges serving over 250,000 students. During his tenure, he served in a variety of executive positions including Associate Vice Chancellor and Acting Vice Chancellor for Human Resources, and Provost and Vice President. At the national level, he served on the National Community College Hispanic Council (NCCHC) as a Presidential Fellow, Board Member, Fellows Program Faculty and Mentor. In 2005, Dr. Leyba was named Interim President of Los Angeles Mission College. After 32 successful years in public education Dr. Leyba retired from MCCD in September, 2008 to pursue his educational passion through a unique education consulting career. Over the past five years, he has had a wide array of diverse and insightful professional experiences. He serves as Distinguished Faculty for the National Council on Black American Affairs Mid-Level Leadership Development Institute and Mentor/Guest Lecturer for the Maricopa Colleges Latino Leadership Academy.

- **Amanda Patrie** holds an Arizona State Secondary Teacher's Certificate and is Highly Qualified in English, Business, Spanish, and Economics. She holds endorsements in SEI and Middle Grades. She has spent her entire teaching career working in Phoenix charter schools, including Florence Crittenton Youth Academy, Alhambra College Preparatory High School (ACP), GateWay Early College High School. She has been recognized as a Phoenix Teacher of the Year Finalist (2007) and was the winner of the Platinum Apple Award (2007). Ms. Patrie earned her Master of Arts in Education (ESL Specialization) from Arizona State University in 2005 and her Bachelor of Interdisciplinary Studies (Spanish and International Business, Minor: Communications) from ASU in 2001.
- **Jonathan E. Frump** has spent the last eight years as the Academic Affairs Coordinator in the Academic Operations department of the University of Advancing Technology. Prior to this, Mr. Frump was an Academic Advisor for Axia College, a division of Western International University. Mr. Frump began his career as a social worker, serving as the Residential Youth Care Worker and Shift Supervisor for Youth Homes of Mid America in Johnston, Iowa, then moving into a position as Family Centered Services Counselor for Lutheran Services, and concluding his social work career as Independent Living Counselor at Youth Homes of Mid America in Des Moines, Iowa. Mr. Frump earned his B.A. in psychology in 1999 from Dordt College in Sioux Center, focusing on alcohol and drug prevention through adolescent education.
- **Abigail Duarte-Zaragoza.** As a bilingual entrepreneur Abigail Duarte began her translator life over a decade ago. She moved to the United States after graduating from Law School and obtaining her Master's degree in Social Psychology from Universidad Autónoma de Chihuahua and Escuela Libre de Psicología. She has worked for non-profit organizations, as well as serving as the Spanish Media and Outreach Director for a U.S Senate Campaign and an Account Executive for a Public Relations and Communications Agency. Seven years ago Abigail decided to follow her entrepreneurial skills to focus on the translations company formally started as Itzamna Translations Company. Abigail has experience in all aspects of high-stakes organizing, community outreach, business and marketing campaigns. She has successfully worked with different political, religious, community and ethnic groups. Abigail recently was recognized with the 40 Hispanic Leaders under 40 award by Univision Radio and Valle del Sol.
- **Dr. Alberto Flores Siqueiros** has served as Superintendent of Baboquivari Unified School District from 2009 to 2014 where he provided oversight of all aspects of teaching and learning, budgeting, facilities, transportation, human resources, information technology, public relations and student services. He was Chief Academic Officer from 2008 to 2009 and Assistant Superintendent for Student Services from 2007 to 2008 for the Tucson Unified School District. He has been principal from 1993 to 2006 in several school districts and an adjunct instructor with the University of Arizona from 2003 to 2006. He has published extensively in several educational journals and is a frequent presenter at professional development workshops.

- **Bernice Montano Andazola** is a retired teacher**.** She taught grades 5-8 for 14 years in the Madison School District, grades 2-4 for four years with the Peoria School District and for five years as a bilingual/multiage teacher with the Isaac School District.

The primary function of the GC will be financial oversight, strategic planning and adoption of policies for the charter school. The GC will not be involved in the daily management of the school.
The founding Principal of NAS-Phoenix, Yvonne Watterson will play a primary role in the planning and initial implementation of the new charter school. The main planning responsibilities will be to:

- Assist in the charter application
- Assist in locating the school site
- Establish a working relationship with the Governing Council and NAS nonprofit staff
- Ensure that the school's curriculum is developed and aligned with common core standards
- Hire and train key staff prior to school opening

In addition, the NAS-Phoenix principal, Yvonne Watterson, as an Ex Officio, non-voting member of the Governing Council, will act as a Principal of the charter school. Moreover, the NAS-Phoenix Governing Council has designated Ms. Watterson for the purposes of this charter application as the charter's authorized representative with signatory powers, with the caveat that binding contracts can only be entered into with Governing Council (as a body) approval. Ms. Watterson's qualifications follow:

- **Principal Yvonne Watterson** has served as a teacher and Principal in Phoenix charter schools from 1995-2013 with experience leading the start-up, performance management, and renewal processes. Originally from Northern Ireland, Ms. Watterson began her career as an English teacher in Belfast. From 1989-1995, she served as a teacher and administrator in Phoenix school districts and also for the Maricopa Community Colleges District, Western International University, and the University of Phoenix's Continuing Teacher Education program. Driven by a vision of access, equity, and excellence for all students, Ms. Watterson has been recognized for her efforts in school reform by the Arizona Department of Education, having turned around two failing charter schools using best practices from the early college high school model. Active in the immigrant community, Ms. Watterson has been acknowledged for her efforts in improving access to educational opportunity for, among other underrepresented populations, immigrant youth. She was awarded the 2010 YWCA Tribute to Women Social Justice Leader Award and the 2009 ASU "Horquilla" Leadership Award. In 2008, she received a City of Phoenix MLK Living the Dream Award, The Hispanic School Administrators Association Award for Leadership, and a NAU Martin Springer Institute Moral Courage Award.

f) Prior Charter Operations by any Principal

Principal	**Charter Operation**	**Nature of Involvement**	**Timeframe**	**Authorizer**
Dr. José Leyba	GateWay Early College High School	Advisory Council Member	2010-2013	Arizona State Board for Charter Schools
Amanda Patrie	GateWay Early College High School, Florence Crittenton Youth Academy, Alhambra College	Teacher	2003-2011	Arizona State Board for Charter Schools

	Preparatory High School (ACP)			
Ted J. Ryan, Jr.	Charter Schools Development Corporation	Vice President, Marketing and Business Development	2012-2014	N/A
Yvonne Watterson	1. Arizona School of the Arts 2. Gateway Early College High School 3. Alhambra College Prep 4. Girls Leadership Academy of Arizona	1. Assistant Director for Middle School 2. Principal 3. Founding Principal 4. Head of School/Turn around Coordinator	1. 1995-1996 2. 2003-2009 3. 2009-2010 4. 2010-2013	1. Arizona Department of Education 2. Arizona Department of Education 3. Arizona State Board for Charter School 4. Arizona State Board for Charter Schools