BUSINESS PLAN

B. Strength and Stability of the Governing Body

1. Current Members

The Charter School Board Committee (CSBC), the school governing body, currently consists of four (4) members. Members represent the educational, public, and private sectors. Collectively, current members have been associated with the organization for a combined 97 years and with the Center of Excellence for a combined 49 years, providing a strong case for the stability that comes with a long-term commitment. CSBC members serve terms of three years, although members can be re-elected for multiple terms. Terms are staggered in order to encourage continuity should there be a need for replacement.

Gene Weinstein has been a member of the CSBC since the charter was awarded in 1995, and a member of the corporate board since 1979. He assisted with the original charter school application and implementation. Mr. Weinstein serves on the Phoenix Police Citizen Review and Use of Force Commission and is a past member of the Phoenix Arts Commission, serving as chair of the Education Committee. He is the General Managing Partner of VBS Construction and operates M & G Business Services, an accounting and tax preparation firm. He holds an MBA and taught accounting for eleven years at Western International University.

Bernice Lever has been a member of the CSBC since 2003 and served as a member of the corporate board from 2003 - 2009. Ms. Lever was the Executive Director of ACYR from 1980 – 2002 and was instrumental in obtaining the initial charter in 1995 and overseeing start-up and implementation. She has extensive knowledge of charter school regulations, budget requirements, and reporting requirements. During Ms. Lever's tenure as Executive Director, she was directly responsible for increasing annual agency revenues from $42,000 to $2.1 million and developing the organization's reputation for quality and accountability. Prior to her employment with ACYR, Ms. Lever owned and operated a small business in New York City.

Gloria Junkersfeld recently retired as Principal of the Center of Excellence, serving in that capacity since the original charter was awarded in 1995. She has extensive knowledge and hands-on experience in charter school operations and reporting requirements. Ms. Junkersfeld has over thirthy-five years experience as a teacher and school administrator. She holds a Bachelor's degree in Education from St. Thomas Aquinas College, Sparkhill, NY, a Master's in Education from City University of New York, and continues to hold certification as a school administrator.

J. Penny Larson has been a member of both the CSBC and corporate board since 2006 and currently serves as president of the BoD. In 1998 Ms. Larson founded Pacific Financial Association, Inc. and continues to serve as CEO. She has demonstrated extensive expertise in financial matters, having previously been directly responsible for the sale of over $3 billion in commercial paper and other government assets while serving as Director of

National Auction Programs for the Resolution Trust Corp. She has worked as a consultant on a number of International Monetary Fund and World Bank projects internationally.

Pam Smith, the Executive Director, serves as staff assigned to the CSBC. Ms. Smith has a degree in Education and has worked directly with young people, youth professionals, and community groups since 1972. She held positions as a case manager, program coordinator and the assistant director at ACYR from 1979 – 1997. In 1997 she accepted a position as the Deputy Director of Operations and Senior Research Associate at the Center for Youth and Communities, Heller Graduate School, Brandeis University, where her primary focus was on developing system and community strategies that result in highly effective and accountable education and workforce development programs for vulnerable young people. She returned to ACYR as Executive Director in 2002.

The corporate Board of Directors provides support as needed in areas of expertise not represented by members of the school governing body (e.g., legal, human resources, nonprofit management, etc.). The Center of Excellence is also a member of the Arizona Charter Schools Association which makes available additional resources and offers seminars, workshops, and consultation to members of the charter school community.

2. Recruitment, Selection, and Development

For the first years of of the charter school's operation, the corporate board served as the school governing body. With increased accountability, reporting, and legislative requirements placed on schools and LEAs, as well as a necessary shift in focus of the corporate board to that of a financial stability and policy role, the Board of Directors determined that a separate, relatively independent school governing body would best serve both the school and the organization. A permanent "Charter School Board Committee" was designated and codified by an amendment to the corporate bylaws in 2008 (see attached, page 5 – Article V Committees, Section 2: Charter School Board). Members of the original CSBC were recruited from the corporate board to ensure a direct connection and communication link between both governing boards, particularly during the initial phase of the new structure. Names were placed in nomination before the corporate board and CSBC members were elected by that body. Future additions and replacements will follow the same process, although recruitment will be expanded to include individuals who are not members of the corporate board. As with recruitment for the corporate board (described in the next section), current membership of the CSBC will be reviewed against a matrix designed as a guide to ensure the membership represents a cross-section of the education and business communities that can contribute a variety of knowledge, expertise, and experience to the governance of the charter school.

Training for CSBC members occurs upon election and annually thereafter. Training includes:

- The school's mission in relationship to the agency's vision, mission, and core values
- Responsibilities and expectations
- An overview of the charter school, including history, student characteristics, past performance, and current status

- The current budget and most recent Annual Financial Report (AFR)
- Information about Open Meeting Law requirements
- A discussion about the school's improvement plan, process and status

CSBC members are invited to the annual corporate board retreat and encouraged to participate fully in the review and planning process.

3. Governance Structure and Organization of the School

The CSBC's governance role carries with it four main functions, which are performed in compliance with Open Meeting Laws:

- To provide guidance through policy development in the areas of instruction, personnel, general administration, fiscal and business management, physical plant, community relations, and reviewing regulations for compliance with policy.
- To provide for a program of quality instruction by adopting curriculum standards as academic goals for students, assessing school and personnel needs to ensure student achievement of the standards, supporting professional development training for staff, and requiring reports on the results of student achievement.
- To provide for the effective management of the school by employing and assisting in evaluating the chief school administrator (Executive Director), providing guidance in the formation and approval of the school budget and Annual Financial Report, adopting the school calendar, establishing wage scales and teacher evaluation processes and procedures, establishing policies for monitoring of school finances and monitoring same, curriculum, student achievement, buildings and grounds, personnel, and requiring reports on the results of policy implementation.
- To serve as the final authority with regard to due process.

The Executive Director and School Principal work as a team to provide administrative leadership and management of the school in accordance with policies adopted by the CSBC, as well as ensure timely and accurate reporting to the CSBC, corporate Board of Directors, Arizona Department of Education, and the State Board for Charter Schools. The Executive Director and Principal make recommendations to the CSBC and implement all decisions made by that body concerning the internal operation of the school. They have the authority to hire, evaluate, and help improve the skills of teachers and other staff, and make administrative, resource allocation, and business decisions affecting the overall operational management of the school. With input from teachers, they plan a coordinated educational program and coordinate and supervise student learning and other activities.

The Principal assumes day-to-day operational authority and implements the educational program in accordance with board policy and administrative guidance. The Principal is assisted by the Lead Teacher, Social Worker, and Community Resource Coordinator who comprise the school leadership team. The team makes site-based decisions with regard to resource allocation, scheduling, instructional methodology, and strategies to motivate students, maintain discipline, and increase parent and community involvement, involving teachers and support staff whenever possible and appropriate.

4. Role in Monitoring Academic Performance

Academic performance and operational improvement are standard agenda items at each CSBC meeting. The Executive Director and Principal report statistical progress and operational implementation of improvement plans. Subsequent discussions often lead to quality revisions to the action plan and establishing interim benchmarks toward goal attainment. We are fortunate the CSBC is an active and participatory body. Members have been involved in developing and monitoring the School Improvement Plan, the Consolidated Plan and the NCA Improvement Plan.