B.1 Applicant Entity

A. Organizational History[1]

Western School of Science and Technology, Inc. is currently an Arizona nonprofit corporation whose mission is to transform Maryvale by improving low-income west Phoenix students' opportunities for advancement in the global technological economy by providing needed preparation for the academic rigors of college graduation leading to career success. The corporation was formed with the exclusive purpose of founding, operating, and carrying out the mission of Western School of Science and Technology: A Challenge Foundation Academy ("Western Tech: CFA").

Western School of Science and Technology, Inc. was incorporated as an Arizona non-profit corporation in September 2012. The corporation is in the process of applying to the Internal Revenue Service for tax-exempt status.

Western Tech: CFA will be a member of the TeamCFA network. TeamCFA is nonprofit, tax-exempt organization dedicated to growing a national network of charter schools with the mission of student achievement, academic excellence, measurable results and bringing school choice to more students and their families. There are currently ten TeamCFA schools on twelve campuses in three states serving approximately 4,200 students. Pioneer Preparatory School: A Challenge Foundation Academy ("Pioneer Prep: CFA"), Ridgeline Academy: A Challenge Foundation Academy, and Hirsch Academy: A Challenge Foundation Academy are all located in the Phoenix Metropolitan Area and are part of the TeamCFA network. TeamCFA is financial supported by the Challenge Foundation.

Established in 1989, the Challenge Foundation is a private charitable trust which has provided more than $19 million in grants to 190 charter schools nationwide. After years of supporting education reform and gathering best practices from its grantee schools, the Challenge Foundation has partnered with the TeamCFA Foundation ("TeamCFA") to build a nationwide network of 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 their model school concept.

Peter Boyle, proposed Founding School Director and authorized representative for Western Tech: CFA, became involved in the movement to end educational inequity in Arizona in 2010 as a Teach For America corps member teaching middle school English at Pioneer Prep: CFA. While teaching at Pioneer Prep: CFA, Mr. Boyle was approached by TeamCFA to continue with the organization as Challenge Foundation Fellow. The goal of this competitive Fellowship is to train the next cohort of TeamCFA leaders in the knowledge, skills, and mindsets requisite of successful charter school administrators. The Challenge Foundation Fellowship is supported by the Challenge Foundation.

Pioneer Prep: CFA increased from a "D" label to a "B" label under the Arizona Department of Education A-F Accountability system and was recently recognized by State Superintendent John Huppenthal for academic growth. However, after 8th grade, students are left with the current substandard high school options in the Maryvale neighborhood. In his capacity as Challenge Foundation Fellow and as an Aspiring Leaders Fellow and member of the Charter Starter Program at the Arizona Charter Schools

[1] Adapted from the Hirsch Academy: A Challenge Foundation Academy charter application, approved by the Arizona State Board for Charter Schools January 14, 2013.

Association, Mr. Boyle has led the planning for a Western Tech: CFA, designed to be a successful secondary charter school in the Maryvale neighborhood to complement and continue the academic gains made by students at Pioneer Prep: CFA. He is supported in this endeavor by the Challenge Foundation, TeamCFA, and the parents and administration of Pioneer Prep: CFA.

If approved, the charter contract for Western Tech: CFA will be entered into between the Arizona State Board for Charter Schools and Western School of Science and Technology, Inc.

B. Organizational Chart and Reporting Structure

Western Tech: CFA's organizational charts outline and detail the reporting relationships of the Governing Board, Founding School Director, and all school staff for the first three years of operation.

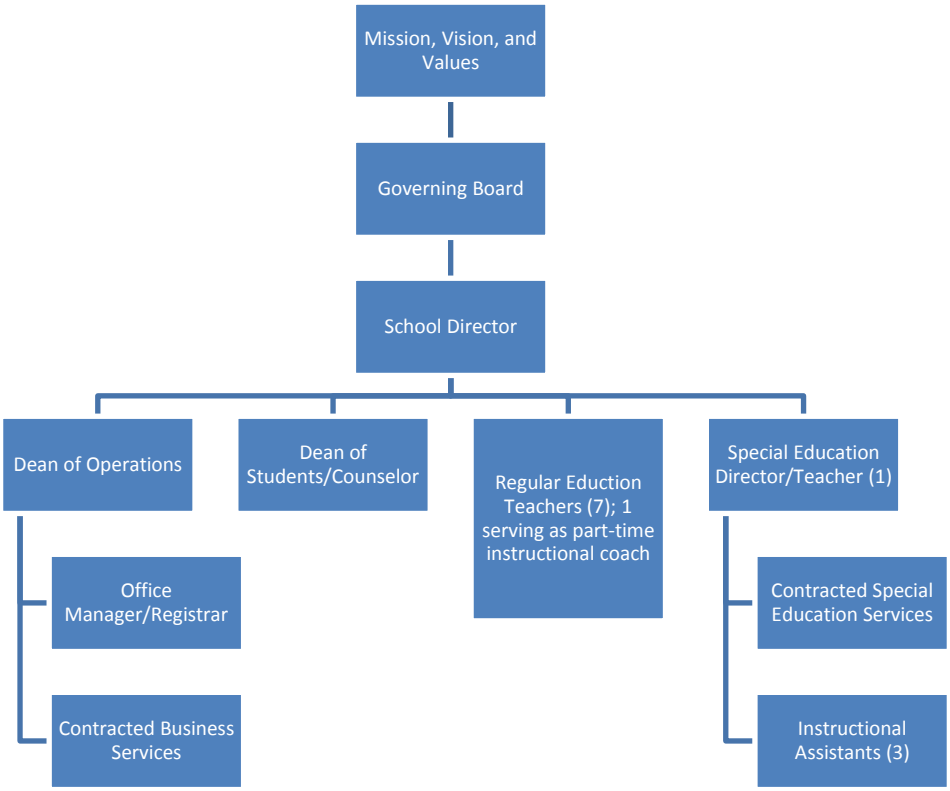

Figure B.1.1: Year 1 Organizational Chart

Western Tech: CFA will open with three key administrators, the School Director, Dean of Operations, and Dean of Students/Counselor. We will open with grades 7, 8, and 9, with 200 students. There will be 7 full-time teachers, one of whom will also be part-time Instructional Coach. There will be one individual certified in special education who will be Director of Special Education/Teacher, and three Instructional Assistants. The student-teacher ratio will be 25:1, and the student-staff ratio will be 13:1.

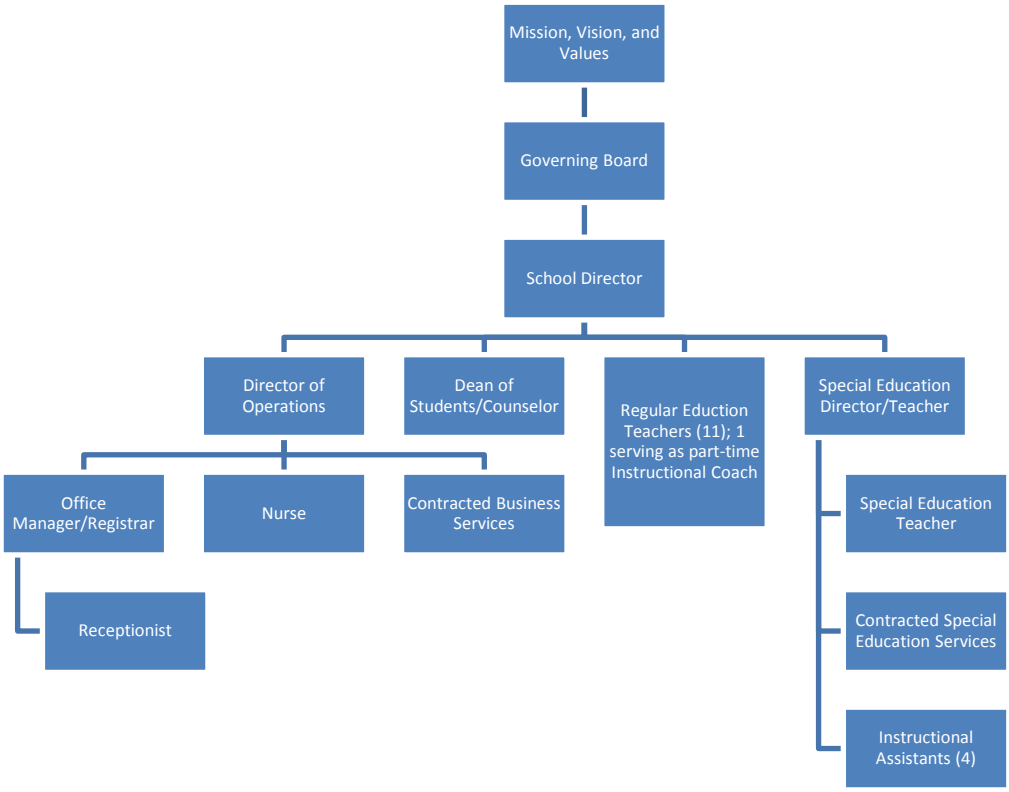

Figure B.1.2: Year 2 Organizational Chart

In Year 2, additional staff will be hired to meet the growing demands of enrollment. Western Tech: CFA will serve students in grades 7, 8, 9, and 10, for a total of 300 students. There will be 11 full-time general education teachers, one of whom will also serve as a part-time Instructional Coach. A Special Education Teacher will be hired, who will report to the Special Education Director/Teacher. An additional Instructional Assistant will be hired, who will report to the Special Education Director/Teacher. A receptionist will be hired, who will report to the Office Manager/Registrar. A Nurse will be hired, who will report to the Dean of Operations. The student-teacher ratio will be 23:1, and the student-staff ratio will be 13:1.

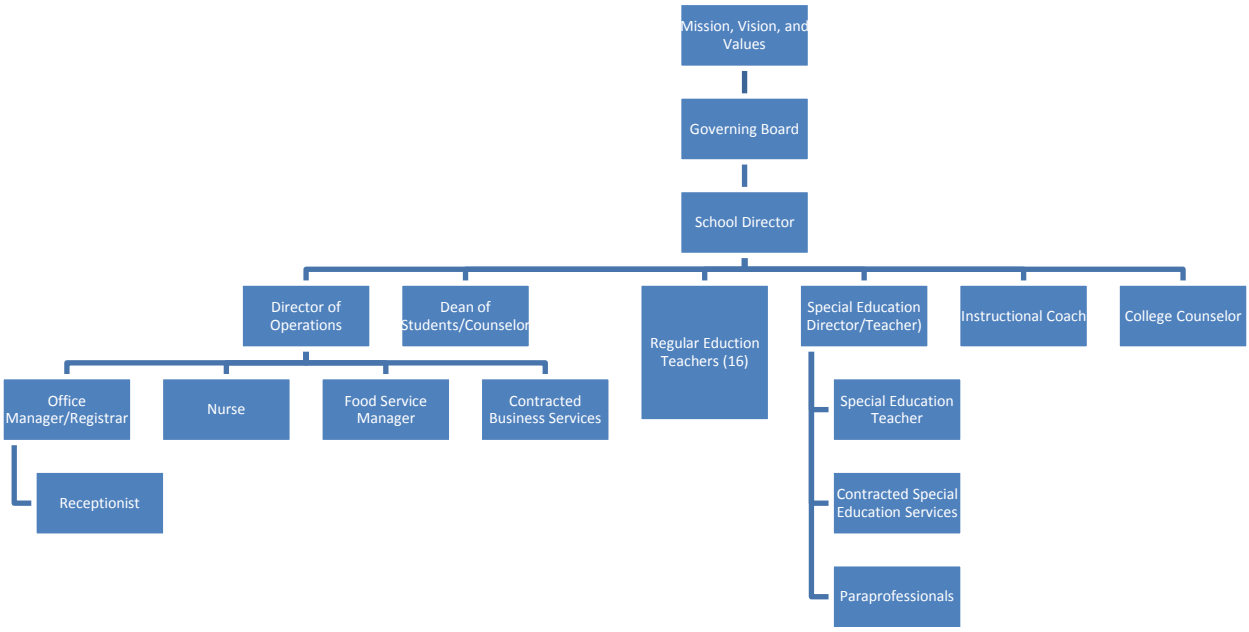

Figure B.1.3: Year 3 Organizational Chart

In Year 3, several new staff members will be hired: a full-time Instructional Coach, a College Counselor, and a Food Service Manager. Western Tech: CFA will serve students and families in grades 7, 8, 9, 10, and 11, for a total of 400 students. There will be 16 full-time general education teachers. There will be two special education teachers, one of whom will also serve as Special Education Director. The student-teacher ratio will be 22:1, and the student-staff ratio will be 13:1.

Reporting Structure

This section describes the reporting structure for the positions detailed above. Sole power to hire and terminate employees belongs to the School Director; however, the power to hire and terminate the School Director lies with the Governing Board.

The Governing Board of Western Tech: CFA 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 and speak with one voice.
- *Sponsor*: The Governing Board shall give of its time, talent, or treasure to ensure that the school has the resources it needs to fulfill its mission.
- *Consultant*: The Governing Board shall be comprised of diverse, competent members who shall use their skills and expertise on behalf of the organization.

The Founding School Director shall be the key on-site management of Western Tech: CFA. The Founding School Director reports directly to and is held accountable by the Governing Board. The primary responsibilities of the Founding School Director shall be to:

- Implement systems designed to achieve mission.
- Facilitate the selection of curricular materials to support the mission and Academic Program.
- Monitor curriculum implementation and academic growth.
- Monitor and evaluate instruction.
- Implement fiscal policies and internal controls and recommend budget.
- Implement personnel policies to recruit, hire, evaluate, and supervise teachers.
- Speak to media and parents.
- Establish expectations for behavior and implement discipline system, including consequences for students falling short of expectations.
- Maintain day-to-day oversight of facilities and maintenance.
- Develop parent handbook.
- Maintain compliance with regulations.

The *Dean of Operations* is recruited, selected, hired, and evaluated by and reports to the School Director as the key school leader responsible for overseeing the financial and operational systems and resources of Western Tech: CFA. The Dean of Operations maintains systems and documentation and ensures compliance with state and federal law. Additionally, the Dean of Operations manages federal and state funding sources and outside fundraising programs. Lastly, the Dean of Operations will prepare for the annual audit and work in tandem with the school's contracted business service providers. The Dean of Operations also oversees the Office Manager/Registrar, Nurse, Food Service Manager, and Contracted Business Services, including accounting and payroll.

The *Dean of Students/Counselor* is recruited, selected, hired, and evaluated by and reports to the School Director. The Dean of Students/Counselor is primarily responsible for building a strong school culture among students, families, and staff, planning and implementing positive behavior support systems, and planning and implementing behavior consequence systems. The Dean of Students/Counselor is responsible for ensuring that Western Tech: CFA's students maintain the highest expectations in regard to behavior and conduct. The Dean of Students/Counselor maintains relationships with Western Tech: CFA's parents and addresses parent concerns. In addition, as counselor, the Dean of Students/Counselor will provide counseling services to Western Tech: CFA students and families.

The *Special Education Director/Teacher* is recruited, selected, hired, and evaluated by and reports to the School Director. The primary responsibilities of the Special Education Director/Teacher are to establish and maintain a highly-effective program of instruction for students receiving special education services, maintain compliance with applicable federal and state laws, and deliver services to students receiving special education services.

Teachers are recruited, selected, hired, and evaluated by and report to the School Director. Teachers are primarily responsible for the planning, development, and execution of a high-quality program of curriculum, instruction, and assessment.

The *Special Education Teacher* is recruited, selected, and hired by the School Director, with input from the Special Education Director/Teacher, and reports to and is evaluated by the Special Education Director/Teacher. The Special Education Teacher will provide services for students qualifying for special education services.

The *Office Manager/Registrar* is recruited, selected, and hired by the School Director, with input from the Dean of Operations. The Office Manager/Registrar is evaluated by and reports directly to the Dean of Operations. The primary responsibilities of the Office Manager/Registrar are to support the school's operations and maintain all school records. As such, the Office Manager/Registrar is the custodian of records for Western Tech: CFA.

The *Receptionist* is recruited, selected, and hired by the School Director, with input from the Dean of Operations and Office Manager/Registrar. The Receptionist is evaluated by and reports to the Office Manager/Registrar. The primary responsibility of the Receptionist is to answer the phones and greet visitors to Western Tech: CFA.

The *Nurse* is recruited, selected, and hired by the School Director, with input from the Dean of Operations. The Nurse is evaluated by and reports to the Dean of Operations. The primary responsibilities of the Nurse are to safely deliver student medications, maintain allergy, health, and immunization records, and to take care of student health needs.

The *Food Service Manager* is recruited, selected, and hired by the School Director, with input from the Dean of Operations. The Food Service Manager is evaluated by and reports to the Dean of Operations. The Food Service Manager is primarily responsible for overseeing foodservice and maintaining compliance with any state or federal food or nutrition programs.

The *Instructional Coach* is recruited, selected, hired, evaluated by, and reports to the School Director. The Instructional Coach is primarily responsible for coaching teachers to continuously improve their planning and instructional practices. In that capacity, the Instructional Coach will also be responsible for the planning and execution of some professional development.

The *College Counselor* is recruited, selected, hired, evaluated by, and reports to the School Director. The College Counselor is primarily responsible for educating students and families about the process of applying and matriculating to college, maintaining partnerships with colleges, and supporting and assisting students and families during the college visitation, application, matriculation, and graduation process. The College Counselor will also be responsible for assisting students and families in securing financial aid for college.

The *Instructional Assistants* are recruited, selected, and hired by the School Director, with input from the Special Education Director/Teacher. The Instructional Assistants will report to and be evaluated by the Special Education Director/Teacher. They shall assist with the delivery of instruction for students, with duties as necessary, and monitor and assist with hybrid learning time.

C. Subsidiary Relationships with Other Organizations

Western Tech: CFA will not have a subsidiary relationship with any other organization; however, it shall be a member of the TeamCFA network of charter schools.

D. Other Charters Operated by Applicant

Western School of Science and Technology, Inc. is not currently and has not previously been involved in the operation of any other charter school.

E. Roles of Charter Principals

The Principals of Western Tech: CFA shall be all Governing Board members and the Authorized Representative. Below are the biographies and roles of the Principals of Western Tech: CFA.

Peter Boyle

Peter Boyle will serve as the Lead Founder of Western Tech: CFA and as the school's Founding School Director. As Founding School Director, Mr. Boyle will be responsible for the instructional leadership and presentation of mission, vision, values, and philosophy to external stakeholders. He shall also serve as a nonvoting, ex officio member of the Governing Board.

A native of Baltimore, Maryland, Mr. Boyle first became involved in education in 2009 on the campus recruiting team for Teach For America at the University of North Carolina, where he helped Teach For America increase its applicant pool by over 50%. He then moved to Phoenix as a 2010 corps member with Teach For America, teaching 7th and 8th grade English at Pioneer Prep: CFA a charter school in Phoenix's underserved Maryvale neighborhood, during its start-up and growth phase. During his two years in the classroom at Pioneer Prep: CFA, he posted consecutive annual gains of two-plus years in students' reading levels and led the school's Data Committee, charged with successfully increasing educational outcomes at Pioneer Prep: CFA. Under his leadership of the Data Committee, Pioneer Prep: CFA moved from a D rating to a B rating in Arizona's A-F Accountability system in just one academic year. Mr. Boyle has transitioned to a new role in school administration as Challenge Foundation Fellow at Pioneer Prep: CFA as he prepares to lead the Challenge Foundation's next Arizona charter school. The Challenge Foundation Fellowship role is a practice-based role for TeamCFA's next school leaders to learn the knowledge, skills, and mindsets requisite of new charter school leaders through on-campus mentorship and application. Mr. Boyle is thus the administrator directly responsible for data, discipline, and public relations at Pioneer Prep: CFA. Mr. Boyle was an Aspiring Leaders Fellow at the Arizona Charter Schools Association and School Director at the 2013 Phoenix Teach For America Institute and a member of the Arizona Department of Education's Academic Accountability Group and inaugural Arizona Instructional Rounds cohort. Mr. Boyle is also a member of the Arizona Charter Schools Association Charter Starter Program. Mr. Boyle holds a B.S. degree from the University of North Carolina in business administration with a concentration in entrepreneurship and an M.Ed. degree from Arizona State University in secondary education.

Through his experience, Mr. Boyle will be an asset in terms of implementing the Educational Plan.

Joan Lange

Joan Lange is the National Schools Director and Director of School Leadership for the Challenge Foundation and has assisted in the startup and development of numerous charter schools nationwide. She has served on all of the governing boards of TeamCFA network schools. Mrs. Lange has a BS and MA in education and worked for 26 years as a teacher before joining the Challenge Foundation. Mrs. Lange also helped pilot the first Core Knowledge school in the nation, and then trained others in the Core Knowledge Sequence for eight years. She has served in leadership positions within her schools and community and has presented at regional and national conferences. Mrs. Lange served on the State of Georgia Social Studies Standards Revision Expert Board and is a member of the national Philanthropy Roundtable. Mrs.

Lange brings skill in charter school governance, charter writing, community leadership, long-range planning, hiring contracted services, teaching and curriculum, and grant-making.

Through her experience, Mrs. Lange will be an asset in terms of implementing the Educational, Operational, and Business Plans.

Chris Klonoski

Chris Klonoski is a leader in politics, public relations, and business consulting in the Phoenix area. With a background in national policy and political communications, Mrs. Klonoski has previously served in a variety of political leadership roles, including as the Chief of Staff for United States Representative John Shadegg and Special Assistant to Arizona Governors Fife Symington and Jane Dee Hull. Mrs. Klonoski has also been the Executive Vice President for Public Policy for the Scottsdale Chamber of Commerce. Mrs. Klonoski is currently the Chair of the TeamCFA Public Relations Committee and a member of the TeamCFA Marketing Committee. She has also previously been Business Manager at Pioneer Preparatory School: A Challenge Foundation Academy and is the owner of Proficio, LLC, an Arizona business, public relations, and political consultancy.

Through her experience, Mrs. Klonoski will be an asset in terms of implementing the Operational and Business Plans.

Robert "Drew" Shaw

Robert "Drew" Shaw has a strong background in Maryvale education, having previously taught in the Isaac School District as a Teach For America corps member. Mr. Shaw has also been involved in previous charter school governance as founding board chair at Phoenix Collegiate Academy, a highly-performing charter school in South Phoenix. Currently, Mr. Shaw is a Recruitment Specialist and Course Instructor with the Sanford Inspire Project, an innovative teacher leadership initiative through Arizona State University. Mr. Shaw thus brings partnerships with higher education to his work with Western Tech: CFA. In 2010, Mr. Shaw was also a recipient of the prestigious Arizona State University and Teach For America Education Leadership Fellowship and a Center for Progressive Leadership Fellow.

Through his experience, Mr. Shaw will be an asset in terms of implementing the Educational Plan.

F. Other Charters Operated by Principals

Mr. Boyle, Mrs. Lange, Mrs. Klonoski, and Mr. Shaw have all previously been involved in the operation or governance of charter schools.

Mr. Boyle is currently an administrator at Pioneer Preparatory School: A Challenge Foundation Academy ("Pioneer Prep: CFA") in Phoenix, Arizona. Mr. Boyle has been at Pioneer Prep: CFA since 2010 and has been an administrator there since 2012. Pioneer Prep: CFA is authorized by the Arizona State Board for Charters Schools ("ASBCS").

Mrs. Lange, in her capacity with TeamCFA and the Challenge Foundation, has served on several charter school boards, including currently at Ridgeline Academy: A Challenge Foundation Academy (since 2012) in north Phoenix, Arizona; Hirsch Academy: A Challenge Foundation Academy (since 2011), to open in south Scottsdale, Arizona in fall 2013; and previously at Pioneer Prep: CFA, from 2006-2011. Each of

those schools is authorized by the ASBCS. In addition, she has served on the boards of Challenge Foundation Academy (2004-2010) in Indianapolis, Indiana, which is authorized by the City of Indianapolis Office of Education Innovation, New Dimensions: A Challenge Foundation Academy (2010-2012) in Morganton, North Carolina, Thomas Jefferson Classical Academy: A Challenge Foundation Academy (2006-2012) in Rutherfordton, North Carolina, Piedmont Classical Academy: A Challenge Foundation Academy (2009-2010) in Gastonia, North Carolina, and Lake Lure Classical Academy: A Challenge Foundation Academy (2009-2012) in Lake Lure, North Carolina. Mrs. Lange currently serves as a board member at Aristotle Classical Academy: A Challenge Foundation Academy (since 2012) in Charlotte, North Carolina, Cornerstone Academy: A Challenge Foundation Academy (since 2012) in Greensboro, North Carolina, and Brevard Academy: A Challenge Foundation Academy (since 2010) in Brevard, North Carolina. Each of the schools in North Carolina is authorized by the North Carolina Office of Charter Schools.

Mrs. Klonoski was Business Manager at Pioneer Prep: CFA from 2010-2011.

Mr. Shaw has served as a board member and board chair at Phoenix Collegiate Academy, a charter school in South Phoenix, Arizona, from 2008-2011. Phoenix Collegiate Academy is authorized by the ASBCS.