



Western School of Science and Technology: CFA

Meeting of the Board of Directors of Western

Date and Time

Thursday May 8, 2025 at 8:30 AM MST

Location

Notice of Public Meeting of the Board of Directors of Western School of Science and Technology: A Challenge Foundation Academy, Inc.

Pursuant to Arizona Revised Statutes ("A.R.S.") § 38-431.02, notice is hereby given to the members of the Board of Directors of Western School of Science and Technology: A Challenge Foundation Academy, Inc., and to the general public that the board will hold a meeting, open to the public as specified below. The Board of Directors reserves the right to change the order of items on the agenda, with the exception of public hearings set for a specified time.

Pursuant to A.R.S. § 38-431.03.A.3, the Board of Directors may go into Executive Session, which will not be open to the public, concerning any item on the agenda, for discussion, consideration, or consultations for legal advice.

ALL ITEMS ON THE AGENDA ARE OPEN FOR DISCUSSION AND POSSIBLE ACTION, INCLUDING REPORTS AND ACTION ITEMS AGENDA

Disabled persons in need of special accommodations should contact Ms. Nancy Carbajal at 623.249.3900 at least 24 hours prior to the scheduled meeting time.

Where: Western School of Science and Technology:
A Challenge Foundation Academy
6515 W. Indian School Rd.
Phoenix, AZ 85033

Virtual Link: <https://wsst.zoom.us/j/7439552858?pwd=7AZLshwLev9aWKhmUGabsvoTaXN07c.1>

When: Thursday, May 8, 2025 8:30am

The public space will open 10 minutes before the meeting begins. The virtual space will open 5 minutes before the meeting begins.

Agenda

	Purpose	Presenter	Time
I. Opening Items			8:30 AM
A. Call the Meeting to Order		Jay Kaprosy	1 m
B. Roll Call & Pledge of Allegiance		Nancy Carbajal	2 m
I pledge allegiance to the flag of the United States of America, and to the republic for which it stands, one nation under God, indivisible, with liberty and justice for all.			
C. Public Comments	Discuss	Jay Kaprosy	3 m
Public comments received in accordance with the instructions in the meeting notice will be read by staff during this agenda item up to a limit of three (3) minutes each in the order in which they were received, subject to time available at the discretion of the Board President or his/her designee. Under Arizona open meeting law, members of the Board may not discuss, respond to, or take action in this meeting on a matter raised under this public comment item that is not on the agenda.			
D. Read Mission Statement		Jay Kaprosy	2 m
Western School of Science and Technology: A Challenge Foundation Academy exists 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.			
II. Pledge of Allegiance			
III. Superintendents' Report			8:38 AM
A. Board Update	Discuss	Dr. Tamela Harris	5 m

	Purpose	Presenter	Time
B. Academic Update	Discuss	Valeria Escobedo	5 m
C. Fundraising and Community Outreach Update	Discuss	Adrian Espana	5 m
D. Financial Update	Discuss	Diamond Financial	5 m
E. Enrollment Update	Discuss	Nancy Carbajal	5 m
F. Staffing Update	Discuss	Luis Vasquez	5 m
IV. Approval of the Consent Agenda			9:08 AM
A. Approval of April 10, 2025 Meeting Minutes	Approve Minutes	Jay Kaprosy	
B. Approval of the February 2025 Financial Statements and Vouchers			
C. Approval of the March 2025 Financial Statements and Vouchers			
D. Approval of the Substitute Pay Schedule			
E. Approval of the FY24 Draft 990			
V. Action Items #1			9:08 AM
Board Members to take action on the items listed.			
A. Discussion and Consideration of the FY26 Classroom Site Fund Plan	Vote	Jay Kaprosy	5 m
B. Discussion and Consideration of the FY26 Board Meeting Dates	Vote	Jay Kaprosy	5 m
C. Discussion and Consideration of the 2025-2030 Strategic Plan	Vote	Jay Kaprosy	5 m
D. Discussion and Consideration of the FY 25-26 Cabinet and Principal Bonus Structure	Vote	Jay Kaprosy	5 m
E. Discussion and Consideration of the FY 25-26 Superintendent Evaluation Tool	Vote	Jay Kaprosy	5 m

	Purpose	Presenter	Time
F. Discussion and Consideration of the FY 25-26 Board Self Evaluation	Vote	Jay Kaprosy	5 m
G. Discussion and Consideration of the FY 25 Superintendent Goals	Vote	Jay Kaprosy	5 m
VI. Executive Session			9:43 AM
A. Legal Advice & Personnel Matters	Discuss	Jay Kaprosy	20 m
Executive Session Re: Legal Advice: The Governing Board may convene in executive session, pursuant to A.R.S. 38-431.03(A)(3), to receive legal advice from its attorney concerning the Superintendent's contract/employment. Personnel Matters: The Governing Board may convene in executive session, pursuant to A.R.S. 38-431.03(A)(1), to discuss the Superintendent's contract/employment.			
VII. Action Items #2			10:03 AM
A. Action Related to Superintendent's Contract/Employment: The Governing Board may take action concerning the Superintendent's contract/employment.	Vote	Jay Kaprosy	5 m
VIII. Closing Items			10:08 AM
A. Adjourn Meeting	Vote		

Coversheet

Approval of April 10, 2025 Meeting Minutes

Section: IV. Approval of the Consent Agenda
Item: A. Approval of April 10, 2025 Meeting Minutes
Purpose: Approve Minutes
Submitted by:
Related Material:
Minutes for Meeting of the Board of Directors of Western on April 10, 2025

APPROVED



Western School of Science and Technology: CFA

Minutes

Meeting of the Board of Directors of Western

Date and Time

Thursday April 10, 2025 at 8:30 AM

Location

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**Where: Western School of Science and Technology:
A Challenge Foundation Academy
6515 W. Indian School Rd.
Phoenix, AZ 85033**

Virtual Link: [https://wsst.zoom.us/j/7439552858?
pwd=7AZLshwLev9aWKhmUGabsvoTaXN07c.1](https://wsst.zoom.us/j/7439552858?pwd=7AZLshwLev9aWKhmUGabsvoTaXN07c.1)

When: Thursday, April 10, 2025 8:30am

The public space will open 10 minutes before the meeting begins. The virtual space will open 5 minutes before the meeting begins.

**NOTICE AND AGENDA OF GOVERNING BOARD Western School of Science and
Technology:
A Challenge Foundation Academy**

NOTICE OF PUBLIC MEETING

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Pursuant to A.R.S. § 38-431.03.A.3, the Board of Directors may go into Executive Session, which will not be open to the public, concerning any item on the agenda, for discussion, consideration, or consultations for legal advice.

Date: April 10, 2025 Time: 8:30 am MST

**To attend in person: Western School of Science and Technology:
A Challenge Foundation Academy
6515 W. Indian School Rd.
Phoenix, AZ 85033**

To attend the meeting via Zoom -

Please register using the link below:

[https://wsst.zoom.us/j/7439552858?
pwd=7AZLshwLev9aWKhmUGabsvoTaXN07c.1](https://wsst.zoom.us/j/7439552858?pwd=7AZLshwLev9aWKhmUGabsvoTaXN07c.1)

**ALL ITEMS ON THE AGENDA ARE OPEN FOR DISCUSSION AND POSSIBLE ACTION,
INCLUDING REPORTS AND ACTION ITEMS AGENDA**

Disabled persons in need of special accommodations should contact Ms. Nancy Carbajal at 623.249.3900 at least 24 hours prior to the scheduled meeting time.

Instructions for Submitting Public Comment: Virtual public comments may be submitted in advance of the meeting by email to: boardinfo@wsst.school with the subject line “**Public Comment for April 10, 2025 Board Meeting**” and should include the full name of the individual submitting (no comments will be accepted that are submitted anonymously). Public comments submitted following this instruction will be accepted for this board meeting until Wednesday, April 9, 2025 4:00pm MST. Time permitting, public comments will be read aloud by staff during the meeting up to three (3) minutes each. However, depending on the number of comments this may be limited.

Directors Present

A. Ballesteros (remote), B. Stratford (remote), D. Bess (remote), J. Kaprosy (remote), M. Sandoval (remote)

Directors Absent

E. Yndigoyen

Directors who arrived after the meeting opened

A. Ballesteros

Ex Officio Members Present

N. Carbajal

Non Voting Members Present

N. Carbajal

Guests Present

A. Espana, Valeria Escobedo

I. Opening Items

A. Call the Meeting to Order

J. Kaprosy called a meeting of the board of directors of Western School of Science and Technology: CFA to order on Thursday Apr 10, 2025 at 8:33 AM.

B. Roll Call

A. Ballesteros arrived at 8:53 AM.

C. Pledge of Allegiance

D.

Public Comments

Public Comment from Mr. Adrian Espana asking the governing board as they take time to reflect on the actions of the administrator in question, they also take time to reflect on their own actions. What has each board member done to serve this community? What trainings have they completed to prepare themselves to serve the Maryvale community? What policies, outlined in the Board Policy Manual, have they not followed? It is clear that not all policies and procedures are currently being followed. What policies should have been created by the board to support the continued improvement of the school? How are board members holding one another accountable, and how will they collectively move forward from this point? A request has been made for the board to establish clear policies and procedures for themselves. There are current minority campus leaders with aspirations of becoming principals, directors, and superintendents. However, the absence of clear board policy and the inconsistency in practice is creating a culture of bias and uncertainty. The treatment of the current superintendent differs significantly from that of the previous superintendent. Whether viewed positively or negatively, the disparity is evident. As the board makes its decision today, it is urged to make a decision that prioritizes the students and moves Western forward, not backward.

II. Principals Update

A. Principals update

Principal Valeria Escobedo presented the board with an update on Academics, Staffing and Fundraising

III. Approval of the Consent Agenda

A. Approval of March 6, 2025 Meeting Minutes

Motion to approve the minutes from Meeting of the Board of Directors of Western on 03-06-25.

The board **VOTED** to approve the motion.

B. Approval of Special Meeting April 2, 2025 Meeting Minutes

Motion to approve the minutes from Special Meeting of the Board of Directors of Western on 04-02-25.

The board **VOTED** to approve the motion.

IV. Action Items #1

A. Discussion and Consideration of the FY 25-26 Contract Language and Notice of Appointment Language

D. Bess made a motion to Approve the FY25- 26 Contract Language and Notice of Appointment Language.

M. Sandoval seconded the motion.

The board **VOTED** to approve the motion.

Roll Call

A. Ballesteros Aye

D. Bess Aye

B. Stratford Aye

J. Kaprosy Aye

M. Sandoval Aye

E. Yndigoyen Absent

B. Presentation and Consideration of WSST's Audit FY24

Mr. Kevin Camberg from Fester & Chapman presented Final Audit Report

B. Stratford made a motion to Approve the WSST Audit Fy24.

D. Bess seconded the motion.

The board **VOTED** to approve the motion.

Roll Call

D. Bess Aye

J. Kaprosy Aye

B. Stratford Aye

M. Sandoval Aye

A. Ballesteros Aye

E. Yndigoyen Absent

V. Executive Session

A. Legal Advice and Direction

B. Stratford made a motion to enter into Executive Session.

M. Sandoval seconded the motion.

The board **VOTED** to approve the motion.

B. Action Related to Complaint Against Administration:

B. Stratford made a motion to Proceed as directed in Executive Session.

D. Bess seconded the motion.

The board **VOTED** to approve the motion.

VI. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 11:01 AM.

Respectfully Submitted,
J. Kaprosy

Coversheet

Approval of the February 2025 Financial Statements and Vouchers

Section:	IV. Approval of the Consent Agenda
Item:	B. Approval of the February 2025 Financial Statements and Vouchers
Purpose:	
Submitted by:	
Related Material:	WSST Financials 02.28.2025.pdf

WESTERN SCHOOL OF SCIENCE AND TECHNOLOGY

DASHBOARD REPORT

FEBRUARY 28, 2025

TOTAL VOUCHERS - FEBRUARY, 2025

538,767.80

Cash Activity

	Beginning	Receipts	Disbursements	Ending
July, 2024	2,153,438	546,967	711,215	1,989,190
August, 2024	1,989,190	512,055	889,089	1,612,155
September, 2024	1,612,155	574,826	576,037	1,610,945
October, 2024	1,610,945	586,427	702,321	1,495,051
November, 2024	1,495,051	576,493	487,268	1,584,276
December, 2024	1,584,276	1,222,916	673,337	2,133,855
January, 2025	2,133,855	588,378	516,726	2,205,507
February, 2025	2,205,507	773,481	741,148	2,237,840
YTD Total - FEBRUARY, 2025	2,205,507	773,481	741,148	2,237,840
YTD Total - 2024	1,875,902	2,427,252	2,295,498	2,007,656
YTD Total - 2025 (FEB 2025)	2,205,507	773,481	741,148	2,237,840
Increase (Decrease)	329,604	(1,653,771)	(1,554,350)	230,183

Budget

	YTD ACTUALS 2025	YTD BUDGET 2025	Over (Under)
ADM	521		
Revenue	4,761,249	4,861,715	(100,466)
Expenses	4,755,307	4,518,229	237,078
Surplus (Deficit)	5,941	343,486	(337,544)

Debt Service Coverage Ratio

1.03 **Improved from 0.87 in January*

Overage (Shortfall)

13,423 **Improved from (50,435) in January*

NOTES:

Grants reimbursement will now be drawn at least once a month. This should offer consistent funding to offset actual allowable monthly expenditures. This, along with proper monitoring of expenses, is expected to improve Net Income, shortfall and DSCR.

Cash Disbursements

Western School of Science and Technology January 1-31, 2025

Num	Date	Vendor	Amount
Bill.com	02/03/2025	Senya	(683.43)
Bill.com	02/04/2025	Amazon Capital Services	(234.68)
Bill.com	02/04/2025	Amazon Capital Services	(470.97)
Bill.com	02/04/2025	Amazon Capital Services	(125.92)
Bill.com	02/04/2025	Amazon Capital Services	(26.49)
Bill.com	02/06/2025	Amazon Capital Services	(112.85)
Bill.com	02/06/2025	Arizona Furnishings	(13,214.87)
Bill.com	02/06/2025	Edmentum, Inc.	(291.19)
Bill.com	02/06/2025	SRP	(5,672.52)
Bill.com	02/06/2025	Hanson, Emily	(2,711.29)
Bill.com	02/06/2025	Espana, Adrian	(500.00)
Bill.com	02/06/2025	Charter Athletic Association	(3,600.00)
Bill.com	02/06/2025	Catalyst Leadership Services	(375.00)
Bill.com	02/06/2025	Parrish Jr., Harry	(68.34)
Bill.com	02/06/2025	Education Support Services	(1,841.00)
Bill.com	02/06/2025	Munoz, Brianna	(100.00)
Bill.com	02/06/2025	Lugo, Ramses	(200.00)
Bill.com	02/07/2025	The Kwamie Lassiter Foundation	(2,500.00)
Bill.com	02/07/2025	Rocky Mountain Consulting	(1,620.00)
Bill.com	02/07/2025	Amazon Capital Services	(43.04)
Bill.com	02/07/2025	Swing Education	(2,193.75)
Bill.com	02/07/2025	Technical Service Center	(779.40)
Bill.com	02/07/2025	Staples Advantage	(231.15)
Bill.com	02/07/2025	Amazon Capital Services	(100.40)
Bill.com	02/11/2025	Amazon Capital Services	(113.94)
Bill.com	02/12/2025	Amazon Capital Services	(83.43)
Bill.com	02/12/2025	C & I Show Hardware and Security Systems, Inc.	(63.14)
Bill.com	02/12/2025	Arizona Grants Management, LLC	(871.77)
Bill.com	02/13/2025	Catalyst Leadership Services	(375.00)
Bill.com	02/13/2025	Munoz, Brianna	(75.88)
Bill.com	02/13/2025	Theodore Kosmatka	(2,025.00)
Bill.com	02/13/2025	HD Supply	(107.39)
Bill.com	02/18/2025	Amazon Capital Services	(97.73)
Bill.com	02/19/2025	Cintas Fire Protection	(2,246.00)
Bill.com	02/19/2025	WORLD'S FINEST CHOCOLATE INC	(1,850.00)
Bill.com	02/19/2025	Amazon Capital Services	(82.05)
Bill.com	02/20/2025	Senya	(2,505.93)
Bill.com	02/20/2025	Herron, Laura	(1,500.00)
Bill.com	02/20/2025	Diamond Financial	(4,000.00)
Bill.com	02/20/2025	Phoenix Police Department	(17.00)

Cash Disbursements

Western School of Science and Technology January 1-31, 2025

Num	Date	Vendor	Amount
Bill.com	02/20/2025	Catalyst Leadership Services	(1,125.00)
Bill.com	02/20/2025	All Copy Products, Inc	(308.99)
Bill.com	02/20/2025	Challenge Foundation Group	(17,595.60)
Bill.com	02/20/2025	Valleywide Transportation	(8,400.00)
Bill.com	02/20/2025	Charter Athletic Association	(200.00)
Bill.com	02/20/2025	Castillo, Victor	(286.01)
Bill.com	02/20/2025	Raul's Hauling & Junk Removal	(1,200.00)
Bill.com	02/20/2025	L&M Food Management Services	(23,280.00)
Bill.com	02/20/2025	CNS 360, LLC (Prev Compass Network Solu)	(2,905.07)
Bill.com	02/20/2025	Amazon Capital Services	(694.56)
Bill.com	02/20/2025	Lilia Trevizo	(11.92)
Bill.com	02/20/2025	Howell, Theamos	(360.00)
Bill.com	02/20/2025	AFLAC	(1,755.52)
Bill.com	02/20/2025	Lerma Torres, Abril	(21.76)
Bill.com	02/21/2025	Amazon Capital Services	(386.69)
Bill.com	02/25/2025	City of Phoenix 0858	(1,497.63)
Bill.com	02/25/2025	The Holman Group of Arizona	(450.00)
Bill.com	02/25/2025	Nexus Therapy	(510.00)
Bill.com	02/25/2025	HD Supply	(312.67)
Bill.com	02/25/2025	Amazon Capital Services	(20.62)
Bill.com	02/25/2025	Swing Education	(3,206.25)
Bill.com	02/25/2025	All Copy Products, Inc	(304.20)
Bill.com	02/25/2025	Osborn Maledon	(695.00)
Bill.com	02/25/2025	Technical Service Center	(3,383.10)
Bill.com	02/25/2025	Education Support Services	(1,984.50)
Bill.com	02/25/2025	Senya	(683.43)
Bill.com	02/25/2025	Staples Advantage	(231.15)
Bill.com	02/25/2025	DeansList, Inc.	(3,750.00)
Bill.com	02/25/2025	Aqua Chill, Inc. #13	(889.42)
Bill.com	02/25/2025	School Nurse Supply	(207.64)
Bill.com	02/26/2025	Amazon Capital Services	(32.33)
Bill.com	02/27/2025	Amazon Capital Services	(24.96)
Bill.com	02/28/2025	Amazon Capital Services	(214.39)
Bill.com	02/28/2025	Swing Education	(2,025.00)
Bill.com	2/25/2025	MidFirst Bank - Mortgage	(36,688.71)
Bill.com	2/25/2025	AZ Containers	(162.90)
Bill.com	2/27/2025	MidFirst Bank - Mortgage	(36,688.71)
PR Debit	2/5/2025	Western Employees	(125,724.28)
PR Debit	2/20/2025	Western Employees	(122,592.05)
PR Taxes	2/5/2025	Inova Payroll (Prev PR Experts)	(41,517.04)
PR Taxes	2/20/2025	Inova Payroll (Prev PR Experts)	(40,338.37)

Cash Disbursements

Western School of Science and Technology January 1-31, 2025

Num	Date	Vendor	Amount
PR Taxes	2/5/2025	Inova Payroll (Prev PR Experts)	(364.23)
PR Taxes	2/20/2025	Inova Payroll (Prev PR Experts)	(762.02)
PR Taxes	2/5/2025	Support Payment Clearinghouse	(320.81)
PR Taxes	2/5/2025	Support Payment Clearinghouse	(320.81)
PR Taxes	2/5/2025	Inova Payroll (Prev PR Experts)	(195.33)
PR Taxes	2/20/2025	Inova Payroll (Prev PR Experts)	(133.33)
PR Taxes	2/26/2025	Inova Payroll (Prev PR Experts)	(5.62)
PR Taxes	2/26/2025	Inova Payroll (Prev PR Experts)	(289.63)
TOTAL			(538,767.80)

WESTERN SCHOOL OF SCIENCE AND TECHNOLOGY
STATEMENT OF FINANCIAL POSITION
For the Period Ending February 28, 2025

	February 28, 2025	
ASSETS		
Cash	2,237,840	24.15% *
Accounts Receivable & Prepaid Expense	114,298	1.23% *
Current Assets	2,352,138	25.38%
Deposits	27,702	0.30%
Fixed Assets net of Accumulated Depreciation	6,887,644	74.32%
TOTAL ASSETS	9,267,483	100.00%
LIABILITIES AND NET ASSETS		
Accounts Payable and Accrued Expense	237,452	2.56%
Current Liabilities	237,452	2.56%
Mortgage Payable	5,525,669	
Total Liabilities	5,763,121	
Beginning Net Assets	3,498,420	37.75%
Net Income (Loss)	5,941	0.06%
Total Net Assets	3,504,362	37.81%
TOTAL LIABILITIES AND NET ASSETS	9,267,483	100.00%

Notes

Western School of Science and Technology**Budget vs. Actuals: 2024-2025 Adopted Budget - FY25 P&L Classes****July 2024 - February 2025**

	Year to Date	2025 Budget		
	Actual	Budget	Remaining	% Remaining
Income				
1700 School Activities	2,915.00		-2,915.00	
1920 Private Donations and Grants	4,793.17	21,500.00	16,706.83	77.71%
1950 Other Income	23,113.22	50,000.00	26,886.78	53.77%
1975 Fundraising	16,132.99	25,000.00	8,867.01	35.47%
3000 State	4,155,501.71	6,386,430.00	2,230,928.29	34.93%
4000 Federal	517,758.09	809,642.00	291,883.91	36.05%
Total Income	\$4,720,214.18	\$7,292,572.00	\$3,214,894.29	44.08%
Gross Profit	\$4,720,214.18	\$7,292,572.00	\$3,214,894.29	44.08%
Expenses				
6100 Salaries and Wages	2,754,141.87	4,912,102.00	2,157,960.13	43.93%
6200 Employee Benefits	633,316.37	707,322.00	74,005.63	10.46%
6310 Professional Services	142,592.37	118,500.00	-24,092.37	-20.33%
6320 Outside Services	82,498.04	213,175.00	130,676.96	61.30%
6400 Facilities	117,283.26	130,350.00	13,066.74	10.02%
6500 Other Purchased Services	204,018.56	178,600.00	-25,418.56	-14.23%
6580 Travel	42,127.63	2,000.00	-40,127.63	8.02%
6610 Supplies	111,935.47	167,000.00	0.00	-37.65%
6635 Food Service	173,808.50	0.00	-173,808.50	
6640 Books and Instructional Aids	2,885.71	12,000.00	9,114.29	75.95%
6650 Supplies - Technology Related	9,776.87	0.00	-9,776.87	
6740 Depreciation	259,626.47	0	-259,626.47	
6810 Dues and Fees	36,614.84	9,000.00	-27,614.84	-306.83%
6850 Interest and Finance Charges	182,129.80	327,295.00	145,165.20	44.35%
6890 Miscellaneous	2,551.65	0	-2,551.65	
Total Expenses	\$4,755,307.41	\$6,777,344.00	\$2,569,945.49	37.92%
Net Operating Income	(\$35,093.23)	\$515,228.00	\$644,948.80	125.18%
Other Income				
1990 Interest Income	41,034.68	0	36,178.02	
Total Other Income	\$41,034.68	0	-36,178.02	
Net Other Income	\$41,034.68	0	-36,178.02	
Net Income	\$5,941.45	\$515,228.00	-36,178.02	-6.68%

Western School of Science and Technology
Profit and Loss by Month
 July 2024 - February 2025

	Jul 2024	Aug 2024	Sep 2024	Oct 2024	Nov 2024	Dec 2024	Jan 2025	Feb 2025	Total
Income									
1700 School Activities							2,915.00		2,915.00
1920 Private Donations and Grants	420.00	380.00	1,098.17	90.00	670.00	240.00	1,495.00	400.00	4,793.17
1950 Other Income		10,344.97	50.00	9,738.64	1,165.97		1,813.64		23,113.22
1975 Fundraising			2,645.72	10,532.27	1,915.00		1,040.00		16,132.99
3000 State	483,707.48	484,016.40	505,107.76	522,520.50	495,004.64	604,242.92	547,601.93	513,300.08	4,155,501.71
4000 Federal	33,957.88	71,817.37	77,923.90	32,306.58	64,749.23	31,575.72	76,331.31	129,096.10	517,758.09
Total Income	\$ 518,085.36	\$ 566,558.74	\$ 586,825.55	\$ 575,187.99	\$ 563,504.84	\$ 636,058.64	\$ 631,196.88	\$ 642,796.18	\$ 4,720,214.18
Gross Profit	\$ 518,085.36	\$ 566,558.74	\$ 586,825.55	\$ 575,187.99	\$ 563,504.84	\$ 636,058.64	\$ 631,196.88	\$ 642,796.18	\$ 4,720,214.18
Expenses									
6100 Salaries and Wages	158,913.00	521,709.31	351,535.00	353,195.28	339,036.11	358,891.34	344,116.44	326,745.39	2,754,141.87
6200 Employee Benefits	54,732.19	86,099.02	57,273.97	99,807.32	73,660.81	78,381.61	65,739.07	117,622.38	633,316.37
6310 Professional Services	13,971.95	16,437.06	23,595.54	16,966.60	27,355.45	14,895.75	18,167.66	11,202.36	142,592.37
6320 Outside Services	1,310.90	6,045.67	7,285.35	20,170.31	10,606.76	13,767.80	10,811.40	12,499.85	82,498.04
6400 Facilities	12,582.25	33,356.14	18,807.84	16,650.84	5,572.95	16,018.98	16,256.75	-1,962.49	117,283.26
6500 Other Purchased Services	94,376.94	19,603.28	17,643.33	14,037.50	16,217.96	10,094.50	22,919.99	9,125.06	204,018.56
6580 Travel	2,900.41	124.62	7,594.92	5,781.18	4,079.33	5,200.00	11,911.29	4,535.88	42,127.63
6610 Supplies	23,514.38	26,582.60	7,176.87	20,134.80	14,846.98	5,380.96	4,091.76	10,207.12	111,935.47
6635 Food Service		31,502.50	29,560.00	27,580.00	21,780.00	16,386.00	23,280.00	23,720.00	173,808.50
6640 Books and Instructional Aids	1,778.77	640.66	406.40		59.88				2,885.71
6650 Supplies - Technology Related	600.83	2,404.96	1,277.94	65.27	730.17	125.99	3,370.71	1,201.00	9,776.87
6740 Depreciation	32,694.72	32,093.51	32,079.24	32,470.72	32,572.07	32,572.07	32,572.07	32,572.07	259,626.47
6810 Dues and Fees	15,489.54	3,567.05	6,925.30	1,908.12	2,254.07	964.47	3,689.70	1,816.59	36,614.84
6850 Interest and Finance Charges	25,125.77	25,100.25	25,053.51	24,464.86	24,373.76	24,327.76	24,112.29	9,571.60	182,129.80
6890 Miscellaneous	54.12	195.00	720.00	947.53	275.00		360.00	0.00	2,551.65
Total Expenses	\$ 438,045.77	\$ 805,461.63	\$ 586,935.21	\$ 634,180.33	\$ 573,421.30	\$ 577,007.23	\$ 581,399.13	\$ 558,856.81	\$ 4,755,307.41
Net Operating Income	\$ 80,039.59	-\$ 238,902.89	-\$ 109.66	-\$ 58,992.34	-\$ 9,916.46	\$ 59,051.41	\$ 49,797.75	\$ 83,939.37	-\$ 35,093.23
Other Income									
1990 Interest Income	6,376.63	5,719.41	4,817.45	4,539.24	4,145.43	5,235.50	5,344.36	4,856.66	41,034.68
Total Other Income	\$ 6,376.63	\$ 5,719.41	\$ 4,817.45	\$ 4,539.24	\$ 4,145.43	\$ 5,235.50	\$ 5,344.36	\$ 4,856.66	\$ 41,034.68
Net Other Income	\$ 6,376.63	\$ 5,719.41	\$ 4,817.45	\$ 4,539.24	\$ 4,145.43	\$ 5,235.50	\$ 5,344.36	\$ 4,856.66	\$ 41,034.68
Net Income	\$ 86,416.22	-\$ 233,183.48	\$ 4,707.79	-\$ 54,453.10	-\$ 5,771.03	\$ 64,286.91	\$ 55,142.11	\$ 88,796.03	\$ 5,941.45

Coversheet

Approval of the March 2025 Financial Statements and Vouchers

Section:	IV. Approval of the Consent Agenda
Item:	C. Approval of the March 2025 Financial Statements and Vouchers
Purpose:	
Submitted by:	
Related Material:	WSST Financials 03.31.2025.pdf

WESTERN SCHOOL OF SCIENCE AND TECHNOLOGY

DASHBOARD REPORT

MARCH 31, 2025

TOTAL VOUCHERS - MARCH, 2025

541,416.96

Cash Activity

	Beginning	Receipts	Disbursements	Ending
July, 2024	2,153,438	546,967	711,215	1,989,190
August, 2024	1,989,190	512,055	889,089	1,612,155
September, 2024	1,612,155	574,826	576,037	1,610,945
October, 2024	1,610,945	586,427	702,321	1,495,051
November, 2024	1,495,051	576,493	487,268	1,584,276
December, 2024	1,584,276	1,222,916	673,337	2,133,855
January, 2025	2,133,855	588,378	516,726	2,205,507
February, 2025	2,205,507	773,481	741,148	2,237,840
March, 2025	2,237,840	394,532	360,959	2,271,412
YTD Total - MARCH, 2025	2,237,840	394,532	360,959	2,271,412
YTD Total - 2024	1,875,902	2,427,252	2,295,498	2,007,656
YTD Total - 2025 (MAR 2025)	2,237,840	394,532	360,959	2,271,412
Increase (Decrease)	361,937	(2,032,721)	(1,934,539)	263,755

Budget

	YTD ACTUALS 2025	YTD BUDGET 2025	Over (Under)
ADM	521		
Revenue	5,325,906	5,469,429	(143,523)
Expenses	5,271,884	5,083,008	188,876
Surplus (Deficit)	54,022	386,421	(332,399)

Debt Service Coverage Ratio

1.10 **Improved from 1.03 in February*

Overage (Shortfall)

47,958 **Improved from (13,423) in February*

NOTES:

Grants reimbursement will now be drawn at least once a month. This should offer consistent funding to offset actual allowable monthly expenditures. This, along with proper monitoring of expenses, is expected to improve Net Income, shortfall and DSCR.

Cash Disbursements

Western School of Science and Technology March 1-31, 2025

Num	Date	Vendor	Amount
Bill.com	03/03/2025	Canon Financial Services, Inc.	(1,146.31)
Bill.com	03/03/2025	WORLDS FINEST CHOCOLATE INC	(4,375.00)
Bill.com	03/03/2025	3 Crowns	(179.52)
Bill.com	03/03/2025	Republic Services	(2,873.59)
Bill.com	03/03/2025	Arizona Association of School Business Officials	(95.00)
Bill.com	03/03/2025	Balvastro, Enrique	(360.00)
Bill.com	03/03/2025	Amazon Capital Services	(16.27)
Bill.com	03/03/2025	Cox Communications 3101	(572.40)
Bill.com	03/03/2025	School Operations Solutions	(2,000.00)
Bill.com	03/03/2025	Senya	(1,822.48)
Bill.com	03/03/2025	Catalyst Leadership Services	(375.00)
Bill.com	03/03/2025	B and M Communications, LLC	(1,164.95)
Bill.com	03/03/2025	City of Phoenix 0858	(1,497.63)
Bill.com	03/03/2025	Graduation Solutions, LLC	(2,447.85)
Bill.com	03/03/2025	Brady Industries	(160.73)
Bill.com	03/03/2025	United Healthcare	(43,101.97)
Bill.com	03/03/2025	Verizon Wireless	(207.00)
Bill.com	03/03/2025	Truly Nolen Branch 045	(255.00)
Bill.com	03/04/2025	Amazon Capital Services	(10.84)
Bill.com	03/04/2025	School Operations Solutions	(2,000.00)
Bill.com	03/05/2025	Amazon Capital Services	(76.01)
Bill.com	03/06/2025	Nexus Therapy	(510.00)
Bill.com	03/06/2025	Amazon Capital Services	(404.86)
Bill.com	03/07/2025	Amazon Capital Services	(150.36)
Bill.com	03/07/2025	Staples Advantage	(214.83)
Bill.com	03/07/2025	Education Support Services	(382.50)
Bill.com	03/07/2025	Swing Education	(1,350.00)
Bill.com	03/11/2025	CNS 360, LLC (Prev Compass Network Solu)	(107.25)
Bill.com	03/12/2025	Education Support Services	(641.00)
Bill.com	03/12/2025	Chromebooks R Us	(4,200.00)
Bill.com	03/12/2025	Valleywide Transportation	(4,400.00)
Bill.com	03/12/2025	Amazon Capital Services	(1,156.53)
Bill.com	03/12/2025	Senya	(683.43)
Bill.com	03/12/2025	Canon Financial Services, Inc.	(1,146.31)
Bill.com	03/12/2025	Challenge Foundation Group	(17,595.61)
Bill.com	03/12/2025	All Copy Products - Verticomm	(104.64)
Bill.com	03/14/2025	Swing Education	(675.00)
Bill.com	03/14/2025	Arizona Grants Management, LLC	(871.77)
Bill.com	03/14/2025	Amazon Capital Services	(14.06)
Bill.com	03/17/2025	American Express	(281.00)
Bill.com	03/18/2025	Amazon Capital Services	(1,793.23)
Bill.com	03/19/2025	SRP	(2,844.84)
Bill.com	03/19/2025	MidFirst Bank - Mortgage	(36,688.71)
Bill.com	03/19/2025	Amazon Capital Services	(48.64)

Cash Disbursements

Western School of Science and Technology March 1-31, 2025

Num	Date	Vendor	Amount
Bill.com	03/20/2025	Brady Industries	(1,469.83)
Bill.com	03/20/2025	All Copy Products - Verticomm	(622.22)
Bill.com	03/20/2025	Nexus Therapy	(255.00)
Bill.com	03/21/2025	Staples Advantage	(214.83)
Bill.com	03/21/2025	HD Supply	(186.41)
Bill.com	03/21/2025	Amazon Capital Services	(530.31)
Bill.com	03/21/2025	B and M Communications, LLC	(39.95)
Bill.com	03/21/2025	Swing Education	(2,109.38)
Bill.com	03/21/2025	Board On Track Inc.	(6,495.00)
Bill.com	03/24/2025	Huff, Stephanie	(68.34)
Bill.com	03/24/2025	Tyreece Palmer	(2,500.00)
Bill.com	03/24/2025	L&M Food Management Services	(23,720.00)
Bill.com	03/24/2025	Republic Services	(3,407.28)
Bill.com	03/24/2025	Aqua Chill, Inc. #13	(237.82)
Bill.com	03/24/2025	Senya	(455.62)
Bill.com	03/24/2025	Education Support Services	(1,862.00)
Bill.com	03/24/2025	Charter Athletic Association	(775.00)
Bill.com	03/24/2025	Valleywide Transportation	(800.00)
Bill.com	03/24/2025	Canon Financial Services, Inc.	(17,522.81)
Bill.com	03/24/2025	Valley Metro RPTA	(20.00)
Bill.com	03/24/2025	Murga, Sarahi	(1,000.00)
Bill.com	03/24/2025	Diamond Financial	(4,000.00)
Bill.com	03/24/2025	Arizona State University - LE	(225.00)
Bill.com	03/24/2025	AT Direct Sports Medicine, LLC	(122.74)
Bill.com	03/24/2025	DeThomasis, Joseph	(360.00)
Bill.com	03/24/2025	Ruvio, Sandra	(35.73)
Bill.com	03/24/2025	Becerra, Crystal	(46.48)
Bill.com	03/24/2025	West-Mec	(5,200.00)
Bill.com	03/24/2025	Southwest Gas Corporation	(58.47)
Bill.com	03/24/2025	Musicians Friend	(508.25)
Bill.com	03/24/2025	Hanson, Emily	(60.00)
Bill.com	03/24/2025	Howell, Theamos	(360.00)
Bill.com	03/25/2025	City of Phoenix 0858	(620.99)
Bill.com	03/25/2025	Strong and Courageous Apparel LLC	(810.76)
Bill.com	03/26/2025	HD Supply	(31.47)
Bill.com	03/27/2025	Amazon Capital Services	(847.05)
Bill.com	03/27/2025	HD Supply	(52.06)
Bill.com	03/27/2025	Amazon Capital Services	(67.08)
Bill.com	03/28/2025	The Pritchard Group	(500.00)
Bill.com	03/28/2025	Swing Education	(928.13)
Bill.com	03/31/2025	AT Direct Sports Medicine, LLC	(144.00)
PR Debit	03/05/2025	Western Employees	(114,801.32)
PR Debit	03/07/2025	Western Employees	(1,337.77)
PR Debit	03/20/2025	Western Employees	(123,456.46)

Cash Disbursements

Western School of Science and Technology

March 1-31, 2025

Num	Date	Vendor	Amount
PR Taxes	03/05/2025	Inova Payroll (Prev PR Experts)	(38,630.06)
PR Taxes	03/20/2025	Inova Payroll (Prev PR Experts)	(40,597.87)
PR Taxes	03/05/2025	Inova Payroll (Prev PR Experts)	(133.33)
PR Taxes	03/20/2025	Inova Payroll (Prev PR Experts)	(238.39)
PR Taxes	03/05/2025	Support Payment Clearinghouse	(320.81)
PR Taxes	03/07/2025	Inova Payroll (Prev PR Experts)	(1,174.68)
PR Taxes	03/20/2025	Inova Payroll (Prev PR Experts)	(320.81)
PR Taxes	03/20/2025	Inova Payroll (Prev PR Experts)	(133.33)
TOTAL			(541,416.96)

WESTERN SCHOOL OF SCIENCE AND TECHNOLOGY
STATEMENT OF FINANCIAL POSITION
For the Period Ending March 31, 2025

	March 31, 2025	
ASSETS		
Cash	2,271,412	24.61% *
Accounts Receivable & Prepaid Expense	75,846	0.82% *
Current Assets	2,347,258	25.43%
Deposits	27,702	0.30%
Fixed Assets net of Accumulated Depreciation	6,856,405	74.27%
TOTAL ASSETS	9,231,365	100.00%
LIABILITIES AND NET ASSETS		
Accounts Payable and Accrued Expense	197,980	2.14%
Current Liabilities	197,980	2.14%
Mortgage Payable	5,480,875	
Total Liabilities	5,678,855	
Beginning Net Assets	3,498,489	37.90%
Net Income (Loss)	54,022	0.59%
Total Net Assets	3,552,511	38.48%
TOTAL LIABILITIES AND NET ASSETS	9,231,365	100.00%

Notes

Western School of Science and Technology
Budget vs. Actuals: 2024-2025 Adopted Budget - FY25 P&L Classes
July 2024 - March 2025

	Year to Date	2025 Budget		
	Actual	Budget	Remaining	% Remaining
Income				
1700 School Activities	9,406.91		-9,406.91	
1920 Private Donations and Grants	6,413.17	21,500.00	15,086.83	70.17%
1950 Other Income	25,313.22	50,000.00	24,686.78	49.37%
1975 Fundraising	17,923.24	25,000.00	7,076.76	28.31%
3000 State	4,666,247.49	6,386,430.00	1,720,182.51	26.93%
4000 Federal	554,103.07	809,642.00	255,538.93	31.56%
Total Income	\$5,279,407.10	\$7,292,572.00	\$3,214,894.29	44.08%
Gross Profit	\$5,279,407.10	\$7,292,572.00	\$3,214,894.29	44.08%
Expenses				
6100 Salaries and Wages	3,078,044.08	4,912,102.00	1,834,057.92	37.34%
6200 Employee Benefits	708,010.36	707,322.00	-688.36	-0.10%
6310 Professional Services	160,819.29	118,500.00	-42,319.29	-35.71%
6320 Outside Services	91,754.26	213,175.00	121,420.74	56.96%
6400 Facilities	127,474.44	130,350.00	2,875.56	2.21%
6500 Other Purchased Services	209,155.00	178,600.00	-30,555.00	-17.11%
6580 Travel	47,187.63	2,000.00	-45,187.63	8.02%
6610 Supplies	116,418.68	167,000.00	0.00	-37.65%
6635 Food Service	191,108.50	0.00	-191,108.50	
6640 Books and Instructional Aids	2,885.71	12,000.00	9,114.29	75.95%
6650 Supplies - Technology Related	9,776.87	0.00	-9,776.87	
6740 Depreciation	290,839.98	0	-290,839.98	
6810 Dues and Fees	42,711.84	9,000.00	-33,711.84	-374.58%
6850 Interest and Finance Charges	191,654.60	327,295.00	135,640.40	41.44%
6890 Miscellaneous	4,042.86	0	-4,042.86	
Total Expenses	\$5,271,884.10	\$6,777,344.00	\$2,569,945.49	37.92%
Net Operating Income	\$7,523.00	\$515,228.00	\$644,948.80	125.18%
Other Income				
1990 Interest Income	46,498.99	0	36,178.02	
Total Other Income	\$46,498.99	0	-36,178.02	
Net Other Income	\$46,498.99	0	-36,178.02	
Net Income	\$54,021.99	\$515,228.00	-36,178.02	-6.68%

Western School of Science and Technology
Profit and Loss by Month
 July 2024 - March 2025

	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Total
Income										
1700 School Activities							2,915.00		6,491.91	9,406.91
1920 Private Donations and Grants	420	380	1,098.17	90	670	240	1,495.00	400	1,620.00	6,413.17
1950 Other Income		10,344.97	50	9,738.64	1,165.97		1,813.64		2,200.00	25,313.22
1975 Fundraising			2,645.72	10,532.27	1,915.00		1,040.00		1,790.25	17,923.24
3000 State	483,707.48	484,016.40	505,107.76	522,520.50	495,004.64	604,242.92	547,601.93	514,268.27	509,777.59	4,666,247.49
4000 Federal	33,957.88	71,817.37	77,923.90	32,306.58	64,749.23	31,575.72	87,997.93	119,096.14	34,678.32	554,103.07
Total Income	\$518,085.36	\$566,558.74	\$586,825.55	\$575,187.99	\$563,504.84	\$636,058.64	\$642,863.50	\$633,764.41	\$556,558.07	\$5,279,407.10
Gross Profit	\$518,085.36	\$566,558.74	\$586,825.55	\$575,187.99	\$563,504.84	\$636,058.64	\$642,863.50	\$633,764.41	\$556,558.07	\$5,279,407.10
Expenses										
6100 Salaries and Wages	158,913.00	521,709.31	351,535.00	353,195.28	339,036.11	358,891.34	344,116.44	326,745.39	323,902.21	3,078,044.08
6200 Employee Benefits	54,732.19	86,099.02	57,273.97	99,807.32	73,660.81	78,381.61	65,739.07	118,594.24	73,722.13	708,010.36
6310 Professional Services	13,971.95	16,437.06	23,595.54	16,966.60	27,355.45	14,895.75	18,167.66	12,288.86	17,140.42	160,819.29
6320 Outside Services	1,310.90	6,045.67	7,285.35	20,170.31	10,606.76	13,767.80	10,811.40	12,499.85	9,256.22	91,754.26
6400 Facilities	12,582.25	33,356.14	18,807.84	16,650.84	5,572.95	16,018.98	16,256.75	-1,962.49	10,191.18	127,474.44
6500 Other Purchased Services	94,376.94	19,603.28	17,643.33	14,037.50	16,217.96	10,094.50	22,919.99	9,125.06	5,136.44	209,155.00
6580 Travel	2,900.41	124.62	7,594.92	5,781.18	4,079.33	5,200.00	11,911.29	4,535.88	5,060.00	47,187.63
6610 Supplies	23,514.38	26,582.60	7,176.87	20,134.80	14,846.98	5,380.96	4,091.76	10,207.12	4,483.21	116,418.68
6635 Food Service		31,502.50	29,560.00	27,580.00	21,780.00	16,386.00	23,280.00	23,720.00	17,300.00	191,108.50
6640 Books and Instructional Aids	1,778.77	640.66	406.4		59.88					2,885.71
6650 Supplies - Technology Related	600.83	2,404.96	1,277.94	65.27	730.17	125.99	3,370.71	1,201.00		9,776.87
6740 Depreciation	32,694.72	32,093.51	32,079.24	32,470.72	32,572.07	32,572.07	32,572.07	32,572.07	31,213.51	290,839.98
6810 Dues and Fees	15,489.54	3,567.05	6,925.30	1,908.12	2,254.07	964.47	3,689.70	1,816.59	6,097.00	42,711.84
6850 Interest and Finance Charges	25,125.77	25,100.25	25,053.51	24,464.86	24,373.76	24,327.76	24,112.29	9,571.60	9,524.80	191,654.60
6890 Miscellaneous	54.12	195	720	947.53	275		360	0	1,491.21	4,042.86
Total Expenses	\$438,045.77	\$805,461.63	\$586,935.21	\$634,180.33	\$573,421.30	\$577,007.23	\$581,399.13	\$560,915.17	\$514,518.33	\$5,271,884.10
Net Operating Income	\$80,039.59	(\$238,902.89)	(\$109.66)	(\$58,992.34)	(\$9,916.46)	\$59,051.41	\$61,464.37	\$72,849.24	\$42,039.74	\$7,523.00
Other Income										
1990 Interest Income	6,376.63	5,719.41	4,817.45	4,539.24	4,145.43	5,235.50	5,344.36	4,856.66	5,464.31	46,498.99
Total Other Income	\$6,376.63	\$5,719.41	\$4,817.45	\$4,539.24	\$4,145.43	\$5,235.50	\$5,344.36	\$4,856.66	\$5,464.31	\$46,498.99
Net Other Income	\$6,376.63	\$5,719.41	\$4,817.45	\$4,539.24	\$4,145.43	\$5,235.50	\$5,344.36	\$4,856.66	\$5,464.31	\$46,498.99
Net Income	\$86,416.22	(\$233,183.48)	\$4,707.79	(\$54,453.10)	(\$5,771.03)	\$64,286.91	\$66,808.73	\$77,705.90	\$47,504.05	\$54,021.99

Coversheet

Approval of the Substitute Pay Schedule

Section:	IV. Approval of the Consent Agenda
Item:	D. Approval of the Substitute Pay Schedule
Purpose:	
Submitted by:	
Related Material:	Substite Pay Schedule - Permanent Substitute Salary Schedule.pdf



SUBSTITUTE PAY SCHEDULE

	Full Day	Hourly Rate
Credentialed Short -Term Rate	\$208	\$26

PENDING BOARD APPROVAL

Coversheet

Approval of the FY24 Draft 990

Section:	IV. Approval of the Consent Agenda
Item:	E. Approval of the FY24 Draft 990
Purpose:	
Submitted by:	
Related Material:	Western School FY24 Draft 990.pdf

94340
WESTERN SCHOOL OF SCIENCE AND
2023 Client

DRAFT

Form **8879-TE****IRS E-file Signature Authorization
for a Tax Exempt Entity**

OMB No. 1545-0047

Department of the Treasury
Internal Revenue ServiceFor calendar year 2023, or fiscal year beginning **7/01**, 2023, and ending **6/30**, 20**24****Do not send to the IRS. Keep for your records.**
Go to www.irs.gov/Form8879TE for the latest information.**2023**

Name of filer

**WESTERN SCHOOL OF SCIENCE AND
TECHNOLOGY**

EIN or SSN

46-1992614Name and title of officer or person subject to tax **TAMELA HARRIS****SUPERINTENDENT****Part I Type of Return and Return Information**

Check the box for the return for which you are using this Form 8879-TE and enter the applicable amount, if any, from the return. Form 8038-CP and Form 5330 filers may enter dollars and cents. For all other forms, enter whole dollars only. If you check the box on line **1a**, **2a**, **3a**, **4a**, **5a**, **6a**, **7a**, **8a**, **9a**, or **10a** below, and the amount on that line for the return being filed with this form was blank, then leave line **1b**, **2b**, **3b**, **4b**, **5b**, **6b**, **7b**, **8b**, **9b**, or **10b**, whichever is applicable, blank (do not enter -0-). But, if you entered -0- on the return, then enter -0- on the applicable line below. **Do not** complete more than one line in Part I.

1a Form 990 check here	<input checked="" type="checkbox"/>	b Total revenue, if any (Form 990, Part VIII, column (A), line 12)	1b	7,617,567
2a Form 990-EZ check here	<input type="checkbox"/>	b Total revenue, if any (Form 990-EZ, line 9)	2b	
3a Form 1120-POL check here	<input type="checkbox"/>	b Total tax (Form 1120-POL, line 22)	3b	
4a Form 990-PF check here	<input type="checkbox"/>	b Tax based on investment income (Form 990-PF, Part V, line 5)	4b	
5a Form 8868 check here	<input type="checkbox"/>	b Balance due (Form 8868, line 3c)	5b	
6a Form 990-T check here	<input type="checkbox"/>	b Total tax (Form 990-T, Part III, line 4)	6b	
7a Form 4720 check here	<input type="checkbox"/>	b Total tax (Form 4720, Part III, line 1)	7b	
8a Form 5227 check here	<input type="checkbox"/>	b FMV of assets at end of tax year (Form 5227, Item D)	8b	
9a Form 5330 check here	<input type="checkbox"/>	b Tax due (Form 5330, Part II, line 19)	9b	
10a Form 8038-CP check here	<input type="checkbox"/>	b Amount of credit payment requested (Form 8038-CP, Part III, line 22)	10b	

Part II Declaration and Signature Authorization of Officer or Person Subject to Tax

Under penalties of perjury, I declare that ☒ I am an officer of the above entity or ☐ I am a person subject to tax with respect to (name of entity) _____, (EIN) _____ and that I have examined a copy of the 2023 electronic return and accompanying schedules and statements, and, to the best of my knowledge and belief, they are true, correct, and complete. I further declare that the amount in Part I above is the amount shown on the copy of the electronic return. I consent to allow my intermediate service provider, transmitter, or electronic return originator (ERO) to send the return to the IRS and to receive from the IRS (a) an acknowledgement of receipt or reason for rejection of the transmission, (b) the reason for any delay in processing the return or refund, and (c) the date of any refund. If applicable, I authorize the U.S. Treasury and its designated Financial Agent to initiate an electronic funds withdrawal (direct debit) entry to the financial institution account indicated in the tax preparation software for payment of the federal taxes owed on this return, and the financial institution to debit the entry to this account. To revoke a payment, I must contact the U.S. Treasury Financial Agent at 1-888-353-4537 no later than 2 business days prior to the payment (settlement) date. I also authorize the financial institutions involved in the processing of the electronic payment of taxes to receive confidential information necessary to answer inquiries and resolve issues related to the payment. I have selected a personal identification number (PIN) as my signature for the electronic return and, if applicable, the consent to electronic funds withdrawal.

PIN: check one box only

☒ I authorize **FESTER & CHAPMAN, PLLC** to enter my PIN **94340** as my signature
ERO firm name Enter five numbers, but do not enter all zeros

on the tax year 2023 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I also authorize the aforementioned ERO to enter my PIN on the return's disclosure consent screen.

☐ As an officer or person subject to tax with respect to the entity, I will enter my PIN as my signature on the tax year 2023 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I will enter my PIN on the return's disclosure consent screen.

Signature of officer or person subject to tax

Date

04/30/25**Part III Certification and Authentication**

ERO's EFIN/PIN. Enter your six-digit electronic filing identification number (EFIN) followed by your five-digit self-selected PIN.

86100618288

Do not enter all zeros

I certify that the above numeric entry is my PIN, which is my signature on the 2023 electronically filed return indicated above. I confirm that I am submitting this return in accordance with the requirements of **Pub. 4163**, Modernized e-File (MeF) Information for Authorized IRS e-file Providers for Business Returns.

ERO's signature **RACHEL LOCKE, CPA**

Date

04/30/25**ERO Must Retain This Form — See Instructions****Do Not Submit This Form to the IRS Unless Requested To Do So**

For Privacy Act and Paperwork Reduction Act Notice, see back of form.

Form **8879-TE** (2023)

DAA

Form 990 <small>Department of the Treasury Internal Revenue Service</small>	Return of Organization Exempt From Income Tax <small>Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)</small> Do not enter social security numbers on this form as it may be made public. Go to www.irs.gov/Form990 for instructions and the latest information.		<small>OMB No. 1545-0047</small> 2023 Open to Public Inspection	
	A For the 2023 calendar year, or tax year beginning 07/01/23, and ending 06/30/24			

B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	C Name of organization WESTERN SCHOOL OF SCIENCE AND TECHNOLOGY Doing business as Number and street (or P.O. box if mail is not delivered to street address) Room/suite 6515 W INDIAN SCHOOL ROAD City or town, state or province, country, and ZIP or foreign postal code PHOENIX AZ 85033		D Employer identification number 46-1992614 E Telephone number 623-249-3900 G Gross receipts\$ 7,617,567	
	F Name and address of principal officer: TAMELA HARRIS 6515 W INDIAN SCHOOL RD PHOENIX AZ 85033		H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. See instructions	
	I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		H(c) Group exemption number	
	J Website: HTTP://WESTERN.TEAMCFA.ORG/			
	K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other		L Year of formation: 2012 M State of legal domicile: AZ	

Part I Summary			
Activities & Governance	1 Briefly describe the organization's mission or most significant activities: TO PROVIDE A RIGOROUS AND RELEVANT COLLEGE-PREPARATORY PROGRAM, GROUNDED IN OUR BELIEF IN THE ABILITY OF EVERY CHILD TO SUCCEED AT A HIGH LEVEL.		
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3 Number of voting members of the governing body (Part VI, line 1a)	6	
	4 Number of independent voting members of the governing body (Part VI, line 1b)	6	
	5 Total number of individuals employed in calendar year 2023 (Part V, line 2a)	82	
	6 Total number of volunteers (estimate if necessary)	6	
	7a Total unrelated business revenue from Part VIII, column (C), line 12	0	
b Net unrelated business taxable income from Form 990-T, Part I, line 11		0	
Revenue	8 Contributions and grants (Part VIII, line 1h)	Prior Year 1,204,656	Current Year 1,185,897
	9 Program service revenue (Part VIII, line 2g)	5,703,956	6,339,948
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)		38,665
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	44,235	53,057
	12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	6,952,847	7,617,567
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)		0
	14 Benefits paid to or for members (Part IX, column (A), line 4)		0
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	4,746,638	5,074,687
	16a Professional fundraising fees (Part IX, column (A), line 11e)		0
	b Total fundraising expenses (Part IX, column (D), line 25)	10,982	
	17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	2,048,246	2,051,816
	18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	6,794,884	7,126,503
Net Assets or Fund Balances	19 Revenue less expenses. Subtract line 18 from line 12	157,963	491,064
	20 Total assets (Part X, line 16)	Beginning of Current Year 9,600,471	End of Year 9,873,245
	21 Total liabilities (Part X, line 26)	6,593,046	6,374,756
	22 Net assets or fund balances. Subtract line 21 from line 20	3,007,425	3,498,489

Part II Signature Block				
Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.				
Sign Here	Signature of officer TAMELA HARRIS Type or print name and title		Date SUPERINTENDENT	
	Print/Type preparer's name RACHEL LOCKE, CPA		Preparer's signature RACHEL LOCKE, CPA	
Paid Preparer Use Only	Date 04/30/25		Check <input type="checkbox"/> if self-employed	PTIN P00450405
	Firm's name FESTER & CHAPMAN, PLLC		Firm's EIN 82-1455657	
	Firm's address 9019 E. BAHIA DR STE 100 SCOTTSDALE, AZ 85260		Phone no. 602-264-3077	
May the IRS discuss this return with the preparer shown above? See instructions <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No				
For Paperwork Reduction Act Notice, see the separate instructions. Form 990 (2023)				

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III ☐

1 Briefly describe the organization's mission:

TO PROVIDE A RIGOROUS AND RELEVANT COLLEGE-PREPARATORY PROGRAM, GROUNDED IN OUR BELIEF IN THE ABILITY OF EVERY CHILD TO SUCCEED AT A HIGH LEVEL.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☐ Yes ☒ No

If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ No

If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ **6,233,415** including grants of \$) (Revenue \$ **6,339,948**)

TO PROVIDE A RIGOROUS AND RELEVANT COLLEGE-PREPARATORY PROGRAM, GROUNDED IN OUR BELIEF IN THE ABILITY OF EVERY CHILD TO SUCCEED AT A HIGH LEVEL. THROUGH WELL-COORDINATED SUPPORT, A STRONG PARTNERSHIP WITH FAMILIES, AND PAY CLOSE ATTENTION TO RESULTS, OUR STUDENTS WILL CONSISTENTLY MEET AND EXCEED ACADEMIC STANDARDS ENSURING THEIR SUCCESS AS FUTURE COLLEGE GRADUATES AND LIFE LONG LEARNERS.

DRAFT

4b (Code:) (Expenses \$ including grants of \$) (Revenue \$)

N/A

4c (Code:) (Expenses \$ including grants of \$) (Revenue \$)

N/A

4d Other program services (Describe on Schedule O.)

(Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses **6,233,415**

Part IV Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i>	X	
2 Is the organization required to complete Schedule B, Schedule of Contributors? See instructions	X	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i>		X
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i>		X
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? <i>If "Yes," complete Schedule C, Part III</i>		X
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i>		X
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i>		X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>		X
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i>		X
10 Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i>		X
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i>	X	
b Did the organization report an amount for investments—other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i>		X
c Did the organization report an amount for investments—program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i>		X
d Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i>		X
e Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i>		X
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i>		X
12a Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i>	X	
b Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i>		X
13 Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>	X	
14a Did the organization maintain an office, employees, or agents outside of the United States?		X
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i>		X
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i>		X
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV</i>		X
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I. See instructions</i>		X
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i>		X
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>		X
20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>		X
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?		
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>		X

Part IV Checklist of Required Schedules (continued)

	Yes	No
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>		X
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>		X
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>		X
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>		X
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>		X
26 Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II</i>		X
27 Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>		X
28 Was the organization a party to a business transaction with one of the following parties? (See the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions).		
a A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV</i>		X
b A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i>		X
c A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? <i>If "Yes," complete Schedule L, Part IV</i>		X
29 Did the organization receive more than \$25,000 in noncash contributions? <i>If "Yes," complete Schedule M</i>		X
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>		X
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>		X
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>		X
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>		X
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>	X	
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?		X
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>		
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>		X
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>		X
38 Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? Note: All Form 990 filers are required to complete Schedule O.	X	

Part V Statements Regarding Other IRS Filings and Tax ComplianceCheck if Schedule O contains a response or note to any line in this Part V ☐

	Yes	No
1a Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable	7	
b Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable	0	
c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?		

Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)		Yes	No
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a	82
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	2b	X
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a	X
b	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O	3b	
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a	X
b	If "Yes," enter the name of the foreign country See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).		
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a	X
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b	X
c	If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	5c	
6a	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6a	X
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b	
7	Organizations that may receive deductible contributions under section 170(c).		
a	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a	X
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b	
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c	X
d	If "Yes," indicate the number of Forms 8282 filed during the year	7d	
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e	X
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f	X
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g	
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h	
8	Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	8	
9	Sponsoring organizations maintaining donor advised funds.		
a	Did the sponsoring organization make any taxable distributions under section 4966?	9a	
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b	
10	Section 501(c)(7) organizations. Enter:		
a	Initiation fees and capital contributions included on Part VIII, line 12	10a	
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b	
11	Section 501(c)(12) organizations. Enter:		
a	Gross income from members or shareholders	11a	
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b	
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a	
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b	
13	Section 501(c)(29) qualified nonprofit health insurance issuers.		
a	Is the organization licensed to issue qualified health plans in more than one state? Note: See the instructions for additional information the organization must report on Schedule O.	13a	
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b	
c	Enter the amount of reserves on hand	13c	
14a	Did the organization receive any payments for indoor tanning services during the tax year?	14a	X
b	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O	14b	
15	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see instructions and file Form 4720, Schedule N.	15	X
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.	16	X
17	Section 501(c)(21) organizations. Did the trust, any disqualified or other person engage in any activities that would result in the imposition of an excise tax under section 4951, 4952 or 4953? If "Yes," complete Form 6069.	17	

Form 990 (2023) **WESTERN SCHOOL OF SCIENCE AND****46-1992614**Page **6**

Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions. Check if Schedule O contains a response or note to any line in this Part VI ☒

Section A. Governing Body and Management

	1a	6	Yes	No
1a Enter the number of voting members of the governing body at the end of the tax year If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.		6		
b Enter the number of voting members included on line 1a, above, who are independent	1b	6		
2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?			2	X
3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?			3	X
4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?			4	X
5 Did the organization become aware during the year of a significant diversion of the organization's assets?			5	X
6 Did the organization have members or stockholders?			6	X
7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?			7a	X
b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?			7b	X
8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:				
a The governing body?			8a	X
b Each committee with authority to act on behalf of the governing body?			8b	X
9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O			9	X

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

	Yes	No
10a Did the organization have local chapters, branches, or affiliates?	10a	X
b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	10b	
11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a	X
b Describe on Schedule O the process, if any, used by the organization to review this Form 990.		
12a Did the organization have a written conflict of interest policy? If "No," go to line 13	12a	X
b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	X
c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done	12c	X
13 Did the organization have a written whistleblower policy?	13	X
14 Did the organization have a written document retention and destruction policy?	14	X
15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
a The organization's CEO, Executive Director, or top management official	15a	X
b Other officers or key employees of the organization If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.	15b	X
16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a	X
b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	16b	

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed **NONE**

18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
☐ Own website ☐ Another's website ☒ Upon request ☐ Other (explain on Schedule O)

19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records.

ORGANIZATION**6515 W INDIAN SCHOOL RD****PHOENIX****AZ 85033****623-249-3900**

Form 990 (2023) **WESTERN SCHOOL OF SCIENCE AND** **46-1992614**Page **7****Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**Check if Schedule O contains a response or note to any line in this Part VII ☐**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees****1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

See the instructions for the order in which to list the persons above.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/ 1099-MISC/ 1099-NEC)	(E) Reportable compensation from related organizations (W-2/ 1099-MISC/ 1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) JESSICA MAKOWSKI EXECUTIVE DIRECTOR	40.00 0.00			X				114,454	0	26,248
(2) VALERIA ESCOBEDO PRINCIPAL	40.00 0.00					X		112,834	0	11,811
(3) ADRIAN ESPANA ATHLETIC DIRECTOR	40.00 0.00					X		108,526	0	11,832
(4) LILIA TREVIZO ROMO DIRECTOR OF OPS	40.00 0.00					X		106,046	0	10,262
(5) ANAIS BALLESTEROS DVLPMT COMM CHAIR	2.00 0.00	X		X				0	0	0
(6) DARRYL BESS DIRECTOR	2.00 0.00	X						0	0	0
(7) JAY KAPROSY CHAIRMAN	2.00 0.00	X		X				0	0	0
(8) JAMES MATT SANDOVAL FINANCIAL COMM CHAIR	2.00 0.00	X		X				0	0	0
(9) BARRY STRATFORD DIRECTOR	2.00 0.00	X						0	0	0
(10) ELOY YNDIGOYEN GOVERNING COMM CHAIR	2.00 0.00	X		X				0	0	0
(11) TAMELA HARRIS SUPERINTENDENT	40.00 0.00			X				0	0	0

Form **990** (2023)

Form 990 (2023) **WESTERN SCHOOL OF SCIENCE AND****46-1992614**Page **9****Part VIII Statement of Revenue**Check if Schedule O contains a response or note to any line in this Part VIII ☐

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514
Contributions, Gifts, Grants and Other Similar Amounts	1a Federated campaigns	1a					
	b Membership dues	1b					
	c Fundraising events	1c					
	d Related organizations	1d					
	e Government grants (contributions)	1e	1,130,200				
	f All other contributions, gifts, grants, and similar amounts not included above	1f	55,697				
	g Noncash contributions included in lines 1a-1f	1g	\$				
	h Total. Add lines 1a-1f			1,185,897			
Program Service Revenue			Business Code				
	2a STATE EQUALIZATION		611710	5,733,644	5,733,644		
	b CLASSROOM SITE FUNDS		611710	568,135	568,135		
	c INSTRUCTIONAL IMPROVEMENT FUN		611710	38,169	38,169		
	d						
	e						
	f All other program service revenue						
g Total. Add lines 2a-2f			6,339,948				
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)			38,665			38,665
	4 Income from investment of tax-exempt bond proceeds						
	5 Royalties						
	6a Gross rents	6a	(i) Real (ii) Personal				
	b Less: rental expenses	6b					
	c Rental inc. or (loss)	6c					
	d Net rental income or (loss)						
	7a Gross amount from sales of assets other than inventory	7a	(i) Securities (ii) Other				
	b Less: cost or other basis and sales exps.	7b					
	c Gain or (loss)	7c					
	d Net gain or (loss)						
	8a Gross income from fundraising events (not including \$ of contributions reported on line 1c). See Part IV, line 18	8a					
	b Less: direct expenses	8b					
	c Net income or (loss) from fundraising events						
	9a Gross income from gaming activities. See Part IV, line 19	9a					
	b Less: direct expenses	9b					
	c Net income or (loss) from gaming activities						
10a Gross sales of inventory, less returns and allowances	10a						
b Less: cost of goods sold	10b						
c Net income or (loss) from sales of inventory							
Miscellaneous Revenue			Business Code				
	11a MISCELLANEOUS		611710	53,057	53,057		
	b						
	c						
	d All other revenue						
e Total. Add lines 11a-11d				53,057			
12 Total revenue. See instructions				7,617,567	6,393,005	0	38,665

Form **990** (2023)

Form 990 (2023) **WESTERN SCHOOL OF SCIENCE AND****46-1992614**Page **10****Part IX Statement of Functional Expenses***Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).*Check if Schedule O contains a response or note to any line in this Part IX ☐**Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.**

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	114,454	108,345	6,109	
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	4,115,327	3,895,663	219,664	
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	59,749	55,691	4,058	
9 Other employee benefits	458,326	433,049	25,277	
10 Payroll taxes	326,831	309,772	17,059	
11 Fees for services (nonemployees):				
a Management				
b Legal	11,759		11,759	
c Accounting	56,412		56,412	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.)	224,912	154,718	70,194	
12 Advertising and promotion	13,954		13,954	
13 Office expenses				
14 Information technology	111,505	53,329	58,176	
15 Royalties				
16 Occupancy	31,240	23,785	7,455	
17 Travel	46,608	44,423	2,185	
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings				
20 Interest	316,651	216,642	100,009	
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	391,411	293,558	97,853	
23 Insurance	45,972		45,972	
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a FOOD SERVICE	310,407	310,407		
b SUPPLIES AND TEXTBOOKS	180,469	138,682	41,787	
c UTILITIES	119,846	81,231	38,615	
d REPAIRS AND MAINTENANCE	87,334	59,255	28,079	
e All other expenses	103,336	54,865	37,489	10,982
25 Total functional expenses. Add lines 1 through 24e	7,126,503	6,233,415	882,106	10,982
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

Form 990 (2023) **WESTERN SCHOOL OF SCIENCE AND****46-1992614**Page **11****Part X Balance Sheet**Check if Schedule O contains a response or note to any line in this Part X ☐

		(A) Beginning of year		(B) End of year
Assets	1 Cash—non-interest-bearing	1,875,901	1	2,153,438
	2 Savings and temporary cash investments		2	
	3 Pledges and grants receivable, net	247,585	3	460,519
	4 Accounts receivable, net		4	
	5 Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	7 Notes and loans receivable, net		7	
	8 Inventories for sale or use		8	
	9 Prepaid expenses and deferred charges	62,444	9	153,078
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 9,006,408		
	b Less: accumulated depreciation	10b 1,940,195	10c	7,066,213
	11 Investments—publicly traded securities		11	
	12 Investments—other securities. See Part IV, line 11		12	
	13 Investments—program-related. See Part IV, line 11		13	
	14 Intangible assets		14	
	15 Other assets. See Part IV, line 11	22,924	15	39,997
16 Total assets. Add lines 1 through 15 (must equal line 33)	9,600,471	16	9,873,245	
Liabilities	17 Accounts payable and accrued expenses	354,331	17	509,155
	18 Grants payable		18	
	19 Deferred revenue		19	
	20 Tax-exempt bond liabilities		20	
	21 Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22 Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	23 Secured mortgages and notes payable to unrelated third parties	6,238,715	23	5,865,601
	24 Unsecured notes and loans payable to unrelated third parties		24	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D		25	
	26 Total liabilities. Add lines 17 through 25	6,593,046	26	6,374,756
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here <input checked="" type="checkbox"/> and complete lines 27, 28, 32, and 33.			
	27 Net assets without donor restrictions	2,977,246	27	3,478,809
	28 Net assets with donor restrictions	30,179	28	19,680
	Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 29 through 33.			
	29 Capital stock or trust principal, or current funds		29	
	30 Paid-in or capital surplus, or land, building, or equipment fund		30	
	31 Retained earnings, endowment, accumulated income, or other funds		31	
	32 Total net assets or fund balances	3,007,425	32	3,498,489
33 Total liabilities and net assets/fund balances	9,600,471	33	9,873,245	

Form **990** (2023)

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI

1	Total revenue (must equal Part VIII, column (A), line 12)	1	7,617,567
2	Total expenses (must equal Part IX, column (A), line 25)	2	7,126,503
3	Revenue less expenses. Subtract line 2 from line 1	3	491,064
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	3,007,425
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	3,498,489

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII

1	Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other		Yes	No
	If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.			
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?	2a		X
	If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both.			
	<input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis			
b	Were the organization's financial statements audited by an independent accountant?	2b		X
	If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both.			
	<input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis			
c	If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?	2c		
	If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.			
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F?	3a		
b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits	3b		

SCHEDULE A
(Form 990)Department of the Treasury
Internal Revenue Service**Public Charity Status and Public Support**

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

Attach to Form 990 or Form 990-EZ.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2023**Open to Public
Inspection**

Name of the organization

**WESTERN SCHOOL OF SCIENCE AND
TECHNOLOGY**

Employer identification number

46-1992614**Part I Reason for Public Charity Status.** (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i)**.
- 2 ☒ A school described in **section 170(b)(1)(A)(ii)**. (Attach Schedule E (Form 990).)
- 3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii)**.
- 4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state:
- 5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv)**. (Complete Part II.)
- 6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v)**.
- 7 ☐ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 8 ☐ A community trust described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 9 ☐ An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university:
- 10 ☐ An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2)**. (Complete Part III.)
- 11 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4)**.
- 12 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**. See **section 509(a)(3)**. Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
- a ☐ **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
- b ☐ **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
- c ☐ **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
- d ☐ **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
- e ☐ Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
- f Enter the number of supported organizations
- g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
(A)						
(B)						
(C)						
(D)						
(E)						
Total						

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule A (Form 990) 2023

Schedule A (Form 990) 2023

WESTERN SCHOOL OF SCIENCE AND

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Page 2

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3						
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 Public support. Subtract line 5 from line 4						

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
7 Amounts from line 4						
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
11 Total support. Add lines 7 through 10						

12 Gross receipts from related activities, etc. (see instructions)	12	
13 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here		<input type="checkbox"/>

Section C. Computation of Public Support Percentage

14 Public support percentage for 2023 (line 6, column (f) divided by line 11, column (f))	14	%
15 Public support percentage from 2022 Schedule A, Part II, line 14	15	%
16a 33 1/3% support test — 2023. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization		<input type="checkbox"/>
b 33 1/3% support test — 2022. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization		<input type="checkbox"/>
17a 10%-facts-and-circumstances test — 2023. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization		<input type="checkbox"/>
b 10%-facts-and-circumstances test — 2022. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization		<input type="checkbox"/>
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions		<input type="checkbox"/>

Schedule A (Form 990) 2023

Schedule A (Form 990) 2023

WESTERN SCHOOL OF SCIENCE AND

46-1992614

Page 3

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II.
If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public support. (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)						
14 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here						<input type="checkbox"/>

Section C. Computation of Public Support Percentage

15 Public support percentage for 2023 (line 8, column (f), divided by line 13, column (f))	15	%
16 Public support percentage from 2022 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2023 (line 10c, column (f), divided by line 13, column (f))	17	%
18 Investment income percentage from 2022 Schedule A, Part III, line 17	18	%

19a 33 1/3% support tests — 2023. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization ☐

b 33 1/3% support tests — 2022. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization ☐

20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ☐

Schedule A (Form 990) 2023

Part IV Supporting Organizations

(Complete only if you checked a box on line 12 on Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer lines 3b and 3c below.</i>		
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
4a Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.</i>		
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
5a Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
c Substitutions only. Was the substitution the result of an event beyond the organization's control?		
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
b Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
c Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i>		
b Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		

Part IV Supporting Organizations (continued)

	Yes	No
11 Has the organization accepted a gift or contribution from any of the following persons?		
a A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization?		
b A family member of a person described on line 11a above?		
c A 35% controlled entity of a person described on line 11a or 11b above? If "Yes" to line 11a, 11b, or 11c, provide detail in Part VI .		
11a		
11b		
11c		

Section B. Type I Supporting Organizations

	Yes	No
1 Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.		
2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.		
1		
2		

Section C. Type II Supporting Organizations

	Yes	No
1 Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).		
1		

Section D. All Type III Supporting Organizations

	Yes	No
1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).		
3 By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.		
1		
2		
3		

Section E. Type III Functionally Integrated Supporting Organizations

	Yes	No
1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).		
a <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.		
b <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.		
c <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a governmental entity (see instructions).		
2 Activities Test. Answer lines 2a and 2b below.		
a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.		
b Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.		
3 Parent of Supported Organizations. Answer lines 3a and 3b below.		
a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? If "Yes" or "No," provide details in Part VI .		
b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in Part VI the role played by the organization in this regard.		
2a		
2b		
3a		
3b		

Schedule A (Form 990) 2023

WESTERN SCHOOL OF SCIENCE AND

46-1992614

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Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

- 1 ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (*explain in Part VI*). See instructions. All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A – Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3.	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	Adjusted Net Income (subtract lines 5, 6, and 7 from line 4)	8	

Section B – Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	Total (add lines 1a, 1b, and 1c)	1d	
e	Discount claimed for blockage or other factors (<i>explain in detail in Part VI</i>):		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d.	3	
4	Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by 0.035.	6	
7	Recoveries of prior-year distributions	7	
8	Minimum Asset Amount (add line 7 to line 6)	8	

Section C – Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, column A)	1	
2	Enter 0.85 of line 1.	2	
3	Minimum asset amount for prior year (from Section B, line 8, column A)	3	
4	Enter greater of line 2 or line 3.	4	
5	Income tax imposed in prior year	5	
6	Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).		

Schedule A (Form 990) 2023

Schedule A (Form 990) 2023

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Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

Section D – Distributions		Current Year
1	Amounts paid to supported organizations to accomplish exempt purposes	1
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2
3	Administrative expenses paid to accomplish exempt purposes of supported organizations	3
4	Amounts paid to acquire exempt-use assets	4
5	Qualified set-aside amounts (prior IRS approval required— <i>provide details in Part VI</i>)	5
6	Other distributions (<i>describe in Part VI</i>). See instructions.	6
7	Total annual distributions. Add lines 1 through 6.	7
8	Distributions to attentive supported organizations to which the organization is responsive (<i>provide details in Part VI</i>). See instructions.	8
9	Distributable amount for 2022 from Section C, line 6	9
10	Line 8 amount divided by line 9 amount	10

Section E – Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2023	(iii) Distributable Amount for 2023
1 Distributable amount for 2023 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2023 (reasonable cause required— <i>explain in Part VI</i>). See instructions.			
3 Excess distributions carryover, if any, to 2023			
a From 2018			
b From 2019			
c From 2020			
d From 2021			
e From 2022			
f Total of lines 3a through 3e			
g Applied to underdistributions of prior years			
h Applied to 2023 distributable amount			
i Carryover from 2018 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4 Distributions for 2023 from Section D, line 7: \$			
a Applied to underdistributions of prior years			
b Applied to 2023 distributable amount			
c Remainder. Subtract lines 4a and 4b from line 4.			
5 Remaining underdistributions for years prior to 2023, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, <i>explain in Part VI</i> . See instructions.			
6 Remaining underdistributions for 2023. Subtract lines 3h and 4b from line 1. For result greater than zero, <i>explain in Part VI</i> . See instructions.			
7 Excess distributions carryover to 2024. Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2019			
b Excess from 2020			
c Excess from 2021			
d Excess from 2022			
e Excess from 2023			

Schedule A (Form 990) 2023

Part VI

Supplemental Information. Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

DRAFT

**Schedule B
(Form 990)**

Department of the Treasury
Internal Revenue Service

Schedule of Contributors

Attach to Form 990, 990-EZ, or 990-PF.
Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2023

Name of the organization

**WESTERN SCHOOL OF SCIENCE AND
TECHNOLOGY**

Employer identification number

46-1992614

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

☒ 501(c)(**3**) (enter number) organization

☐ 4947(a)(1) nonexempt charitable trust **not** treated as a private foundation

☐ 527 political organization

Form 990-PF

☐ 501(c)(3) exempt private foundation

☐ 4947(a)(1) nonexempt charitable trust treated as a private foundation

☐ 501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

- ☒ For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

- ☐ For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33¹/₃% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** \$5,000; or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.
- ☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.
- ☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year \$

Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990).

For Paperwork Reduction Act Notice, see the instructions for Form 990, 990-EZ, or 990-PF.

Schedule B (Form 990) (2023)

Name of organization

WESTERN SCHOOL OF SCIENCE AND

Employer identification number

46-1992614

Part I **Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	ARIZONA DEPARTMENT OF EDUCATION 1535 W JEFFERSON STREET PHOENIX AZ 85007	\$ 1,130,200	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

DRAFT

**SCHEDULE D
(Form 990)**Department of the Treasury
Internal Revenue Service**Supplemental Financial Statements**Complete if the organization answered "Yes" on Form 990,
Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.
Attach to Form 990.Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2023Open to Public
Inspection

Name of the organization

**WESTERN SCHOOL OF SCIENCE AND
TECHNOLOGY**

Employer identification number

46-1992614**Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts**

Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate value of contributions to (during year)		
3 Aggregate value of grants from (during year)		
4 Aggregate value at end of year		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?		<input type="checkbox"/> Yes <input type="checkbox"/> No
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?		<input type="checkbox"/> Yes <input type="checkbox"/> No

Part II Conservation Easements

Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply). <input type="checkbox"/> Preservation of land for public use (for example, recreation or education) <input type="checkbox"/> Protection of natural habitat <input type="checkbox"/> Preservation of open space <input type="checkbox"/> Preservation of a historically important land area <input type="checkbox"/> Preservation of a certified historic structure	
2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.	Held at the End of the Tax Year
a Total number of conservation easements	2a
b Total acreage restricted by conservation easements	2b
c Number of conservation easements on a certified historic structure included on line 2a	2c
d Number of conservation easements included on line 2c acquired after July 25, 2006, and not on a historic structure listed in the National Register	2d
3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year	
4 Number of states where property subject to conservation easement is located	
5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?	<input type="checkbox"/> Yes <input type="checkbox"/> No
6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year	
7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year	
8 Does each conservation easement reported on line 2d above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?	<input type="checkbox"/> Yes <input type="checkbox"/> No
9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.	

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items.	
b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items.	
(i) Revenue included on Form 990, Part VIII, line 1	\$
(ii) Assets included in Form 990, Part X	\$
2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items.	
a Revenue included on Form 990, Part VIII, line 1	\$
b Assets included in Form 990, Part X	\$

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule D (Form 990) 2023

DAA

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply).

- a** ☐ Public exhibition **d** ☐ Loan or exchange program
b ☐ Scholarly research **e** ☐ Other

c ☐ Preservation for future generations

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ Yes ☐ No

Part IV Escrow and Custodial Arrangements

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII and complete the following table.

- c** Beginning balance
d Additions during the year
e Distributions during the year
f Ending balance

	Amount
1c	
1d	
1e	
1f	

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII ☐

Part V Endowment Funds

Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

- a** Board designated or quasi-endowment %
b Permanent endowment %
c Term endowment %

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

- (i)** Unrelated organizations?
(ii) Related organizations?

b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R?

	Yes	No
3a(i)		
3a(ii)		
3b		

4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings		7,508,118	1,617,428	5,890,690
c Leasehold improvements		19,438	4,187	15,251
d Equipment		1,478,852	318,580	1,160,272
e Other				
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, line 10c, column (B))				7,066,213

Part VII Investments – Other Securities

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely held equity interests		
(3) Other		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Column (b) must equal Form 990, Part X, line 12, col. (B))		

Part VIII Investments – Program Related

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Column (b) must equal Form 990, Part X, line 13, col. (B))		

Part IX Other Assets

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, line 15, col. (B))	

Part X Other Liabilities

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, line 25, col. (B))	

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII ☐

Part XI

Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements	1	7,617,567
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
a	Net unrealized gains (losses) on investments	2a	
b	Donated services and use of facilities	2b	
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIII.)	2d	
e	Add lines 2a through 2d	2e	
3	Subtract line 2e from line 1	3	7,617,567
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIII.)	4b	
c	Add lines 4a and 4b	4c	
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)	5	7,617,567

Part XII

Reconciliation of Expenses per Audited Financial Statements With Expenses per Return

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements	1	7,126,503
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
a	Donated services and use of facilities	2a	
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIII.)	2d	
e	Add lines 2a through 2d	2e	
3	Subtract line 2e from line 1	3	7,126,503
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VII, line 7b	4a	
b	Other (Describe in Part XIII.)	4b	
c	Add lines 4a and 4b	4c	
5	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)	5	7,126,503

Part XIII

Supplemental Information

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

Part XIII **Supplemental Information** *(continued)*

DRAFT

SCHEDULE E
(Form 990)Department of the Treasury
Internal Revenue Service

Name of the organization

SchoolsComplete if the organization answered "Yes" on Form 990, Part IV, line 13, or
Form 990-EZ, Part VI, line 48.

Attach to Form 990 or Form 990-EZ.

Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2023Open to Public
Inspection**WESTERN SCHOOL OF SCIENCE AND
TECHNOLOGY**

Employer identification number

46-1992614**Part I**

	YES	NO
1 Does the organization have a racially nondiscriminatory policy toward students by statement in its charter, bylaws, other governing instrument, or in a resolution of its governing body?	X	
2 Does the organization include a statement of its racially nondiscriminatory policy toward students in all its brochures, catalogues, and other written communications with the public dealing with student admissions, programs, and scholarships?	X	
3 Has the organization publicized its racially nondiscriminatory policy on its primary publicly accessible Internet homepage at all times during its tax year in a manner reasonably expected to be noticed by visitors to the homepage, or through newspaper or broadcast media during the period of solicitation for students, or during the registration period if it has no solicitation program, in a way that makes the policy known to all parts of the general community it serves? If "Yes," please describe. If "No," please explain. If you need more space, use Part II	X	
THE FOLLOWING STATEMENT IS POSTED ON THE ORGANIZATION'S WEBSITE: IT IS THE RULE OF THE ORGANIZATION TO PROVIDE A SAFE AND SECURE LEARNING ENVIRONMENT FOR ALL ITS STUDENTS WITHOUT DISTINCTION BASED ON RACE, RELIGION, ETHNICITY, DISABILITY, GENDER, OR SEXUAL ORIENTATION. DISCRIMINATION, SEXUAL AND BIAS-MOTIVATED		
4 Does the organization maintain the following?		
a Records indicating the racial composition of the student body, faculty, and administrative staff?	X	
b Records documenting that scholarships and other financial assistance are awarded on a racially nondiscriminatory basis?		X
c Copies of all catalogues, brochures, announcements, and other written communications to the public dealing with student admissions, programs, and scholarships?	X	
d Copies of all material used by the organization or on its behalf to solicit contributions?	X	
If you answered "No" to any of the above, please explain. If you need more space, use Part II.		
NO SCHOLARSHIPS OR FINANCIAL ASSISTANCE IS AWARDED TO STUDENTS. THIS IS A PUBLIC SCHOOL FUNDED BY PUBLIC MONIES.		
5 Does the organization discriminate by race in any way with respect to:		
a Students' rights or privileges?		X
a Admissions policies?		X
b Employment of faculty or administrative staff?		X
c Scholarships or other financial assistance?		X
d Educational policies?		X
e Use of facilities?		X
f Athletic programs?		X
h Other extracurricular activities?		X
If you answered "Yes" to any of the above, please explain. If you need more space, use Part II.		
6a Does the organization receive any financial aid or assistance from a governmental agency?	X	
b Has the organization's right to such aid ever been revoked or suspended?		X
If you answered "Yes" on either line 6a or line 6b, explain on Part II.		
7 Does the organization certify that it has complied with the applicable requirements of sections 4.01 through 4.05 of Rev. Proc. 75-50, 1975-2 C.B. 587, as modified by Rev. Proc. 2019-22, 2019-22 I.R.B. 1260, covering racial nondiscrimination? If "No," explain on Part II	X	

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule E (Form 990) 2023

Part II

Supplemental Information. Provide the explanations required by Part I, lines 3, 4d, 5h, 6b, and 7, as applicable. Also provide any other additional information. See instructions.

SCH E - PUBLICATION OF NONDISCRIMINATORY POLICY IN MEDIA EXPLANATION

HARASSMENT, AND VIOLATIONS OF CIVIL RIGHTS DISRUPT THE

EDUCATIONAL PROCESS AND WILL NOT BE TOLERATED AND WILL RESULT IN

DISCIPLINARY ACTION.

SCH E - FINANCIAL AID OR GOVERNMENT ASSISTANCE EXPLANATION

THE ORGANIZATION RECEIVED FUNDS FROM THE DEPARTMENT OF EDUCATION DURING THE

YEAR.

DRAFT

**SCHEDULE O
(Form 990)**Department of the Treasury
Internal Revenue Service**Supplemental Information to Form 990 or 990-EZ**Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.

Attach to Form 990 or Form 990-EZ.

Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2023**Open to Public
Inspection**Name of the organization **WESTERN SCHOOL OF SCIENCE AND
TECHNOLOGY**Employer identification number
46-1992614**FORM 990, PART I, LINE 6****THE VOLUNTEERS HELP IN THE CLASSROOMS****FORM 990, PART VI, LINE 11B - ORGANIZATION'S PROCESS TO REVIEW FORM 990****THE 990 IS PREPARED BY OUR AUDITOR AND REVIEWED BY THE BOARD UPON
COMPLETION.****FORM 990, PART VI, LINE 12C - ENFORCEMENT OF CONFLICTS POLICY****CONFLICTS OF INTEREST ARE DISCLOSED BY THE TRUSTEES, DIRECTORS, AND KEY
EMPLOYEES ANNUALLY AND REVIEWED BY THE BOARD FOR COMPLIANCE RELATED ISSUES.****DRAFT****FORM 990, PART VI, LINE 15A - COMPENSATION PROCESS FOR TOP OFFICIAL****THE BOARD REVIEWS COMPARATIVE SALARY NUMBERS FROM SIMILAR ORGANIZATIONS IN
SIZE AND PURPOSE. THE BOARD DELIBERATES ON THE PROPOSED SALARY NUMBER AND
THEN VOTES AT A PUBLIC MEETING.****FORM 990, PART VI, LINE 19 - GOVERNING DOCUMENTS DISCLOSURE EXPLANATION****PROVIDED BY REQUEST AT THE SCHOOL'S LOCATION.**

SCHEDULE R
(Form 990)

Department of the Treasury
Internal Revenue Service

Name of the organization

Related Organizations and Unrelated Partnerships

Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.

Attach to Form 990.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2023

Open to Public
Inspection

WESTERN SCHOOL OF SCIENCE AND
TECHNOLOGY

Employer identification number

46-1992614

Part I Identification of Disregarded Entities. Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity
(1)					
(2)					
(3)					
(4)					
(5)					

DRAFT

Part II Identification of Related Tax-Exempt Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related tax-exempt organizations during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity?	
						Yes	No
(1) TEAMCFA FOUNDATION 817 E TODD DR 26-2778821 TEMPE AZ 85283	MANAGEMENT	AZ	3	10	N/A		X
(2) CFA PROPERTIES OF ARIZONA-MARYVALE 6510 W CLARENDON AVE 58-1817816 PHOENIX AZ 85033	MANAGEMENT	AZ	3	10	N/A		X
(3)							
(4)							
(5)							

Schedule R (Form 990) 2023 **WESTERN SCHOOL OF SCIENCE AND 46-1992614**Page **2****Part III Identification of Related Organizations Taxable as a Partnership.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(f) Share of total income	(g) Share of end-of- year assets	(h) Dispro- portionate alloc.?		(i) Code V—UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	
(1)												
(2)												
(3)												
(4)												

DRAFT

Part IV Identification of Related Organizations Taxable as a Corporation or Trust. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a corporation or trust during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b)(13) controlled entity?	
								Yes	No
(1)									
(2)									
(3)									
(4)									

Part V **Transactions With Related Organizations.** Complete if the organization answered “Yes” on Form 990, Part IV, line 34, 35b, or 36.

Note: Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II–IV?

a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity	1a		X
b Gift, grant, or capital contribution to related organization(s)	1b		X
c Gift, grant, or capital contribution from related organization(s)	1c		X
d Loans or loan guarantees to or for related organization(s)	1d		X
e Loans or loan guarantees by related organization(s)	1e	X	
f Dividends from related organization(s)	1f		X
g Sale of assets to related organization(s)	1g		X
h Purchase of assets from related organization(s)	1h		X
i Exchange of assets with related organization(s)	1i		X
j Lease of facilities, equipment, or other assets to related organization(s)	1j		X
k Lease of facilities, equipment, or other assets from related organization(s)	1k		X
l Performance of services or membership or fundraising solicitations for related organization(s)	1l		X
m Performance of services or membership or fundraising solicitations by related organization(s)	1m		X
n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)	1n		X
o Sharing of paid employees with related organization(s)	1o		X
p Reimbursement paid to related organization(s) for expenses	1p		X
q Reimbursement paid by related organization(s) for expenses	1q		X
r Other transfer of cash or property to related organization(s)	1r		X
s Other transfer of cash or property from related organization(s)	1s		X

2 If the answer to any of the above is “Yes,” see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

(a) Name of related organization	(b) Transaction type (a–s)	(c) Amount involved	(d) Method of determining amount involved
(1) CFA PROPERTIES OF ARIZONA-MARYVALE	E	1,703,901	BALANCE OWED
(2)			
(3)			
(4)			
(5)			
(6)			

Part VI **Unrelated Organizations Taxable as a Partnership.** Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

(a) Name, address, and EIN of entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(e) Are all partners section 501(c)(3) organizations?		(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V—UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
				Yes	No			Yes	No		Yes	No	
(1)													
(2)													
(3)													
(4)													
(5)													
(6)													
(7)													
(8)													
(9)													
(10)													
(11)													

DRAFT

Part VII

Supplemental Information.

Provide additional information for responses to questions on Schedule R. See instructions.

DRAFT

Form 990	Two Year Comparison Report		2022 & 2023
For calendar year 2023, or tax year beginning 07/01/23 , ending 06/30/24			
Name WESTERN SCHOOL OF SCIENCE AND TECHNOLOGY		Taxpayer Identification Number 46-1992614	

			2022	2023	Differences
Revenue	1. Contributions, gifts, grants	1.	134,302	55,697	-78,605
	2. Membership dues and assessments	2.			
	3. Government contributions and grants	3.	1,070,354	1,130,200	59,846
	4. Program service revenue	4.	5,703,956	6,339,948	635,992
	5. Investment income	5.		38,665	38,665
	6. Proceeds from tax exempt bonds	6.			
	7. Net gain or (loss) from sale of assets other than inventory	7.			
	8. Net income or (loss) from fundraising events	8.			
	9. Net income or (loss) from gaming	9.			
	10. Net gain or (loss) on sales of inventory	10.			
	11. Other revenue	11.	44,235	53,057	8,822
	12. Total revenue. Add lines 1 through 11	12.	6,952,847	7,617,567	664,720
Expenses	13. Grants and similar amounts paid	13.			
	14. Benefits paid to or for members	14.			
	15. Compensation of officers, directors, trustees, etc.	15.	130,627	114,454	-16,173
	16. Salaries, other compensation, and employee benefits	16.	4,616,011	4,960,233	344,222
	17. Professional fundraising fees	17.			
	18. Other professional fees	18.	261,875	293,083	31,208
	19. Occupancy, rent, utilities, and maintenance	19.	32,402	31,240	-1,162
	20. Depreciation and Depletion	20.	399,929	391,411	-8,518
	21. Other expenses	21.	354,040	1,336,082	-17,958
	22. Total expenses. Add lines 13 through 21	22.	6,794,884	7,126,503	331,619
	23. Excess or (Deficit). Subtract line 22 from line 12	23.	157,963	491,064	333,101
Other Information	24. Total exempt revenue	24.	6,952,847	7,617,567	664,720
	25. Total unrelated revenue	25.			
	26. Total excludable revenue	26.	5,748,191	6,431,670	683,479
	27. Total assets	27.	9,600,471	9,873,245	272,774
	28. Total liabilities	28.	6,593,046	6,374,756	-218,290
	29. Retained earnings	29.	3,007,425	3,498,489	491,064
	30. Number of voting members of governing body	30.	7	6	
	31. Number of independent voting members of governing body	31.	7	6	
32. Number of employees	32.	82	82		
33. Number of volunteers	33.	14	6		

Form 990	Tax Return History	2023
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Name WESTERN SCHOOL OF SCIENCE AND TECHNOLOGY	Employer Identification Number 46-1992614
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	2019	2020	2021	2022	2023	2024
Contributions, gifts, grants	571,685	1,325,259	1,758,744	1,204,656	1,185,897	
Membership dues						
Program service revenue	4,957,278	4,668,819	5,363,130	5,703,956	6,339,948	
Capital gain or loss						
Investment income					38,665	
Fundraising revenue (income/loss)						
Gaming revenue (income/loss)						
Other revenue	24,758	61,586	70,464	44,235	53,057	
Total revenue	5,553,721	6,055,664	7,192,338	6,952,847	7,617,567	
Grants and similar amounts paid						
Benefits paid to or for members						
Compensation of officers, etc.	90,017		106,292	130,627	114,454	
Other compensation	3,243,481	680,819	4,220,002	4,616,011	4,960,233	
Professional fees	307,426	204,835	238,987	261,875	293,083	
Occupancy costs	684,449	592,414	56,096	32,402	31,240	
Depreciation and depletion	284,909	162,729	357,410	399,929	391,411	
Other expenses	820,581	794,121	1,395,606	1,354,040	1,336,082	
Total expenses	5,430,863	2,434,918	6,374,393	6,794,884	7,126,503	
Excess or (Deficit)	122,858	3,620,746	817,945	157,963	491,064	
Total exempt revenue	5,553,721	6,055,664	7,192,338	6,952,847	7,617,567	
Total unrelated revenue						
Total excludable revenue	4,982,036	4,730,405	5,433,594	5,748,191	6,431,670	
Total Assets	1,735,603	9,603,462	10,195,947	9,600,471	9,873,245	
Total Liabilities	226,837	7,571,945	7,346,485	6,593,046	6,374,756	
Net Fund Balances	1,508,766	2,900,332	2,849,462	3,007,425	3,498,489	

Taxable Interest on Investments

Description	Amount	Unrelated Business	Exclusion Code	Postal Code	Acquired after 6/30/75	US Obs (\$ or %)
	\$ 38,665			14		
TOTAL	\$ 38,665					

DRAFT

Form 990, Part IX, Line 11g - Other Fees for Service (Non-employee)

Description	Total Expenses	Program Service	Management & General	Fund Raising
PROFESSIONAL SERVICES	\$ 224,912	\$ 154,718	\$ 70,194	\$
TOTAL	\$ 224,912	\$ 154,718	\$ 70,194	\$ 0

Form 990, Part IX, Line 24e - All Other Expenses

Description	Total Expenses	Program Service	Management & General	Fund Raising
MISCELLANEOUS	\$ 69,066	\$ 28,729	\$ 29,355	\$ 10,982
DUES & FEES	34,270	26,136	8,134	
TOTAL	\$ 103,336	\$ 54,865	\$ 37,489	\$ 10,982

DRAFT

Coversheet

Discussion and Consideration of the FY26 Classroom Site Fund Plan

Section:	V. Action Items #1
Item:	A. Discussion and Consideration of the FY26 Classroom Site Fund Plan
Purpose:	Vote
Submitted by:	
Related Material:	Classroom Site Fund Comparison (1).pdf



Category	WSST CSF Plan
Performance Pay Criteria	Based on Effective Evaluation, CTM Attendance, Attend School Games (2 games per semester with a total of 4 games per year, 1 dance or community event) Committee Engagement Hours, Club Engagement Hours, Substituting
Payment Amount	\$3500 w/o Clubs, \$1750 (Ineffective and w/o Clubs) \$5500 w/Clubs, \$2750 (Ineffective w/Clubs) (1 per semester or 1 per year)
Eligibility	Must complete performance goals and professional growth through goals
Evaluation Impact	Effective
Opt-Out Option	Yes
Extra Stipends	None
Appeals Process	Appeals handled by Performance Committee
Payment Schedule	December and May



HIGH PERFORMERS	WSST Bonus Plan
	<p>High-performing teachers will be eligible to receive a \$5,000 bonus at the end of the year if their students demonstrate a 5% increase in proficiency from the mid-year assessment to the end-of-year assessment.</p>

Coversheet

Discussion and Consideration of the FY26 Board Meeting Dates

Section:	V. Action Items #1
Item:	B. Discussion and Consideration of the FY26 Board Meeting Dates
Purpose:	Vote
Submitted by:	
Related Material:	FY25-26 Board Meeting Dates .pdf



Proposed Board Meeting Dates

FY 25-26

June 5, 2025

June 12, 2025

July 10, 2025

August 8, 2025

September 11, 2025

* October 2, 2025

November 13, 2025

December 11, 2025

January 8, 2026

February 12, 2026

* March 5, 2026

April 9, 2025

May 14, 2025

Meetings are 2nd Thursday of every month except for meetings with (*) beside it.

Coversheet

Discussion and Consideration of the 2025-2030 Strategic Plan

Section:	V. Action Items #1
Item:	C. Discussion and Consideration of the 2025-2030 Strategic Plan
Purpose:	Vote
Submitted by:	
Related Material:	Strategic Plan 2025-2030 .docx.pdf



Strategic Goals & Focus Areas

1. Student Achievement & Growth
 2. Equity in Access and Resources
 3. Guaranteed and Viable Curriculum
 4. Exceptional Educators
 5. Family and Community Engagement
 6. Sustainable Operations and Innovation
 7. Staff and Teacher Culture and Climate
 8. Board Development
-

1. Student Achievement & Growth

Goal: Close achievement gaps and ensure all students reach or exceed grade-level proficiency in reading and math by 2030.

Strategies:

- **Data-Driven Instruction:** Implement diagnostic assessments to identify gaps in reading and math and adjust instruction accordingly.
- **Personalized Learning Plans:** Develop tailored learning plans for students to address individual strengths and areas of need.
- **Intervention Programs:** Introduce targeted support, such as small-group tutoring and extended learning opportunities.
- **Literacy Across Disciplines:** Incorporate reading and writing strategies into all subject areas to build foundational skills.

Key Metrics:

- Increase reading and math proficiency by 10% annually.
 - Reduce the percentage of students performing below grade level by 50% by 2030.
-

2. Equity in Access and Resources

Goal: Ensure all students have access to the tools, support, and opportunities necessary to succeed.

Strategies:

- **Enhanced Technology Integration:** Maximize the use of one-to-one Chromebooks by incorporating digital literacy, collaborative learning tools, and innovative instructional practices.

- **Reliable Connectivity:** Ensure all students have access to reliable internet at home and school to support equitable learning experiences.
- **Comprehensive Supports:** Expand mental health services, meal programs, and transportation options to address barriers that hinder student success.
- **Inclusive Practices:** Provide culturally responsive resources and tailored support for underserved populations, including English Learners and students with disabilities.
- **Culturally Relevant Resources:** Integrate materials and practices that reflect students' identities and experiences.

Key Metrics:

- Increased student engagement and proficiency in digital learning platforms.
 - 100% of students report reliable internet access.
 - Improved student satisfaction with mental health and support services.
 - Increased access to support services by underserved populations.
-

3. Guaranteed and Viable Curriculum

Goal: Ensure all students receive rigorous, standards-aligned instruction in every classroom.

Strategies:

- **Curriculum Audit:** Conduct a comprehensive review and adopt high-quality curricula across all grades and subjects.
- **Professional Development:** Provide ongoing training for teachers to effectively implement the new curriculum.
- **STEM Focus:** Strengthen science, technology, engineering, and mathematics programs to prepare students for a global economy.

Key Metrics:

- 100% of classrooms using a guaranteed and viable curriculum by 2026.
 - Improved student outcomes in STEM-related subjects.
-

4. Exceptional Educators

Goal: Develop and retain a highly qualified, certified teaching staff committed to student success.

Strategies:

- **Certification Pathways:** Offer financial incentives, mentoring, and flexible schedules for teachers pursuing certification.

- **Retention Initiatives:** Create leadership opportunities, provide competitive salaries, and foster a culture of recognition.
- **Continuous Training:** Deliver ongoing professional development focused on effective teaching practices and equity.

Key Metrics:

- 100% of teachers certified or actively pursuing certification by 2027.
 - Teacher retention rate exceeds 90% annually.
-

5. Family and Community Engagement

Goal: Build a strong partnership with families and the Maryvale community to support student achievement.

Strategies:

- **Family Empowerment Workshops:** Host sessions on literacy, math, and college readiness to help families support their students.
- **Community Partnerships:** Collaborate with local businesses and organizations to provide mentorship and real-world learning experiences.
- **Bilingual Communication:** Ensure all family communication is accessible in English and Spanish.

Key Metrics:

- 80% family participation in engagement activities annually.
 - Increased partnerships with community organizations by 25% by 2028.
-

6. Sustainable Operations and Innovation

Goal: Build efficient, sustainable systems that support the school's mission and vision.

Strategies:

- **Regulatory Compliance:** Ensure adherence to all federal, state, and local education regulations (e.g., FERPA, ADA, Title IX, ESSA, IDEA).
- **Human Resources Compliance:** Maintain up-to-date employee certifications, background checks, mandatory training (e.g., harassment, mandated reporting), and employee handbook policies.
- **Procurement and Contracts:** Follow state procurement laws, board-approved vendor lists, and internal approval procedures for purchasing and vendor contracts.
- **Facilities & Safety:** Conduct regular audits and safety drills; ensure compliance with fire

codes, environmental standards, and ADA accessibility.

- **Governance and Transparency:** Ensure board operations comply with Open Meeting Law and public records requirements, and post required notices and documents.
- **Grants and Federal Program Compliance:** Monitor allowable use of funds, timely reporting, and documentation for Title I, II, III, IV, ESSER, and other federal or state grants.
- **Student Data Privacy:** Comply with FERPA and other student data protection mandates; conduct regular training on data confidentiality.
- **Internal Controls and Financial Reporting:** Implement regular audits, segregation of duties, and documentation protocols to ensure financial integrity.

Key Metrics:

- **Balanced annual budgets** aligned with strategic priorities and approved by the governing board.
- **25% increase in operational efficiency** through technology integration by 2030 (measured by time savings, automation, and cost reductions).
- **100% compliance** with federal and state audits (e.g., financial, Title programs, special education, facilities).
- **95% of staff** complete mandatory compliance training annually (e.g., FERPA, Title IX, mandated reporting, cybersecurity).
- **Annual school safety audit score** meets or exceeds 90% compliance benchmarks.
- **90% of procurement transactions** processed in accordance with state and internal policy.
- **100% of employees** meet certification or credentialing requirements as applicable to their role.
- **Technology inventory updated** and audited biannually, with obsolete devices replaced on a 3–5 year cycle.
- **Data accuracy and timeliness** score of 95% or higher for state and federal reporting submissions.
- **Reduction in compliance-related incidents** (e.g., late reports, findings, violations) year-over-year.
-

7. Staff and Teacher Culture and Climate

Goal:

Create a thriving professional culture where all staff feel respected, supported, and empowered to grow, collaborate, and lead—resulting in improved staff retention, morale, and overall school success.

Strategies:

- **Staff Voice & Feedback:** Implement regular opportunities for staff to share input through climate surveys, focus groups, and open forums—using results to inform district decisions and improvements.
- **Recognition & Appreciation:** Launch districtwide systems that celebrate staff excellence, milestones, and contributions through monthly recognition, annual awards, and real-time shout-outs.
- **Collaborative Leadership Culture:** Expand shared leadership opportunities such as teacher leader roles, advisory committees, and task forces that allow staff to help shape school improvement.
- **Wellness & Work-Life Balance:** Provide resources and structures that support mental health, stress reduction, and healthy boundaries—such as wellness days, counseling access, and workload audits.
- **Mentorship & Belonging:** Pair new teachers with mentors and foster cross-team collaboration through school-based affinity groups, social events, and staff onboarding initiatives.

Key Metrics:

- Staff retention rate exceeds 90% annually by 2027.
 - 85% of staff report feeling valued, supported, and heard in annual climate surveys.
 - 100% of new staff report a positive onboarding experience by 2026.
 - Increase participation in staff wellness and recognition initiatives by 50% by 2028.
-

8. Governing Board Members Participation

Goal: Develop active school board members who are committed to student success and the community of Maryvale.

Strategies:

- **Board member training:** Deliver and provide ongoing Board Development opportunities that focus on board policies and procedures.
- **Board participation:** Create opportunities for board participation in school activities and events.
- **Board Member Manual:** Create and develop a board member manual that focuses on student achievement and community success.

Key Metrics:

- 75% of school board members attend the school board retreat.
- Board Member Manual: Board manual adopted and reviewed yearly

Implementation Timeline

Spring 2025:

- **Board to Adopt Strategic Plan at the end of School Year 2024–2025.**

2025–2026:

- Audit and adopt high-quality curriculum across all content areas (Goal 3).
- Launch diagnostic assessments and targeted intervention programs (Goal 1).
- Enhance digital learning practices to fully leverage the one-to-one Chromebook program (Goal 2).
- Begin implementation of teacher certification pathways (Goal 4).
- Initiate regular staff climate surveys, focus groups, and forums to elevate staff voice (Goal 7).
- Launch staff onboarding initiatives and assign mentors for all new staff (Goal 7).
- Begin district wide recognition and appreciation initiatives for staff (Goal 7).

2026–2027:

- Implement guaranteed and viable curriculum in 100% of classrooms (Goal 3).
- Scale personalized learning plans to all students (Goal 1).
- Strengthen family engagement with academic workshops and bilingual communications (Goal 5).
- Introduce wellness resources and workload audits to support work-life balance (Goal 7).
- Expand shared leadership structures like teacher-leader roles and staff advisory committees (Goal 7).

2027–2030:

- Achieve full certification for all teaching staff (Goal 4).
- Scale STEM-focused academic programs and external community partnerships (Goals 3 & 5).
- Continuously evaluate and refine instructional and operational practices (Goal 6).
- Sustain and increase participation in staff wellness, mentorship, and culture initiatives (Goal 7).
- Maintain a staff retention rate exceeding 90% and achieve positive climate survey results (Goal 7).

Coversheet

Discussion and Consideration of the FY 25-26 Cabinet and Principal Bonus Structure

Section:	V. Action Items #1
Item:	D. Discussion and Consideration of the FY 25-26 Cabinet and Principal Bonus Structure
Purpose:	Vote
Submitted by:	
Related Material:	25_26_ Cabinet and Principal Suggested Bonus Structure.pdf

Suggested Bonus Structure

5% for Directors

10% for Executive Directors

Percentages	Goals Attained?
100%- 90%	
89%- 70%	
69%- 50%	
49%- 30%	
29%- 10%	
9% or below	

Coversheet

Discussion and Consideration of the FY 25-26 Superintendent Evaluation Tool

Section:	V. Action Items #1
Item:	E. Discussion and Consideration of the FY 25-26 Superintendent Evaluation Tool
Purpose:	Vote
Submitted by:	
Related Material:	Superintendent Evaluation Tool 032025.pdf



SUPERINTENDENT EVALUATION TOOL



School district governing boards have a legal obligation to evaluate the superintendent. By regularly evaluating on the commonly recognized responsibilities and characteristics of the job, governing boards can identify areas of both strength and opportunity, lead district continual improvement and promote success for all students. An effective performance evaluation builds a strong governing board and superintendent team and should be an ongoing, dynamic process.



EDUCATE. ADVOCATE. ELEVATE.



Indicator Rating Scale

Highly Effective	Effective	Developing	Ineffective
Continually exceeds the criteria	Consistently meets the criteria	Inconsistently/partially meets the criteria	Does not meet the criteria
Evidence and data demonstrate the superintendent consistently performing above expectations in ways that have had a significant positive impact on the district. This type of performance means the superintendent meets and exceeds the effective scale ranking. Performance in this area is routinely outstanding and is a model for others.	Evidence and data demonstrate the superintendent meets the expectations of the position and is positively impacting the district.	Evidence and data demonstrate the superintendent inconsistently/partially meets the expectations of the position. The superintendent is making strides towards meeting the criteria of the position but needs improvement to impact the success of the district.	Evidence and data demonstrate the superintendent does not meet the criteria of performance. The superintendent does not demonstrate the behaviors, actions and characteristics of an effective superintendent.

Superintendent Evaluation

Like the responsibilities, competencies and characteristics of an effective superintendent, the evaluation tool should be standard across districts. Weighting of domains may vary based on local needs.

Domain 1. Leadership and Culture

_____%
Domain Weight

Domain statement: The superintendent acts ethically and according to professional norms and develops, advocates and enacts a shared mission, vision and core values that result in a district culture of highly quality education that promotes each student's academic success and well-being.

Standard: Ethics and Professional Norms

Standard statement: The effective superintendent acts ethically and according to professional norms.

	Highly Effective	Effective	Developing	Ineffective	Supporting Data & Documents	Goal Related?	Performance Pay?
Indicator 1: Acts ethically and professionally in personal conduct, relationships with others, decision-making, oversight of the district's resources, and all aspects of district leadership.						Y / N	Y / N
Indicator 2: Acts according to and promotes the professional norms of integrity, fairness, transparency, trust, collaboration, perseverance, learning and continuous improvement.						Y / N	Y / N

Standard: Mission, Vision, Values

Standard statement: The superintendent develops, advocates and enacts a shared mission, vision and core values.

	Highly Effective	Effective	Developing	Ineffective	Supporting Data & Documents	Goal Related?	Performance Pay?
Indicator 1: Articulates, advocates and cultivates a shared understanding of and commitment to mission, vision and core values within the district and the community.						Y / N	Y / N
Indicator 2: Models and promotes the district's mission, vision and core values.						Y / N	Y / N

Standard: District Culture

Standard statement: The superintendent cultivates and maintains a district culture that promotes each student's academic success and well-being.

	Highly Effective	Effective	Developing	Ineffective	Supporting Data & Documents	Goal Related?	Performance Pay?
Indicator 1: Ensures that representative voices of students, staff and community are included and valued in decision-making.						Y / N	Y / N
Indicator 2: Is visible and accessible in the school district and community.						Y / N	Y / N
Indicator 3: Creates a spirit of growth and opportunity among staff.						Y / N	Y / N

Standard: Innovation

Standard statement: The superintendent builds a culture of innovation that supports continuous improvement.

	Highly Effective	Effective	Developing	Ineffective	Supporting Data & Documents	Goal Related?	Performance Pay?
Indicator 1: Integrates current educational research and trends into operations of the district.						Y / N	Y / N
Indicator 2: Develops and promotes leadership among staff for inquiry and innovation as well as initiating and implementing improvement.						Y / N	Y / N
Indicator 3: Provides learning opportunities that build instructional leadership capacity across all staff levels.						Y / N	Y / N

Comments: Domain 1: Leadership and Culture

Board

Superintendent

Domain 2. Instructional Leadership

_____ %
Domain Weight

Domain statement: The superintendent develops and supports academically rigorous and clear and consistent systems of curriculum, instruction and assessment, develops the professional capacity and practice of school personnel, and fosters a professional community of teachers and staff to promote each student's academic success and well-being.

Standard: Curriculum Planning and Development

Standard statement: The superintendent develops and supports a clear and consistent system of curriculum planning and implementation.

	Highly Effective	Effective	Developing	Ineffective	Supporting Data & Documents	Goal Related?	Performance Pay?
Indicator 1: Aligns and focuses systems of curriculum across grade levels and in accordance with state standards.						Y / N	Y / N
Indicator 2: Ensures all students have access to rigorous, personalized instructional opportunities.						Y / N	Y / N
Indicator 3: Ensures curriculum reflects the identities and backgrounds and develops the successful learning habits of all students.						Y / N	Y / N
Indicator 4: Promotes the preparation of students to live productively in and contribute to the diverse cultural contexts within our society.						Y / N	Y / N

Standard: Instruction and Assessment

Standard statement: The superintendent develops and supports clear and consistent systems of instruction and assessment.

	Highly Effective	Effective	Developing	Ineffective	Supporting Data & Documents	Goal Related?	Performance Pay?
Indicator 1: Develops, utilizes and monitors systems to disaggregate data to guide and foster instructional strategies to meet the needs of all students.						Y / N	Y / N
Indicator 2: Promotes the effective use of technology for teaching and learning.						Y / N	Y / N

Standard: Staff Professional Development

Standard statement: The superintendent advances the skills, knowledge and capacity of staff through targeted and strategic professional development that contributes to each student's academic success and well-being.

	Highly Effective	Effective	Developing	Ineffective	Supporting Data & Documents	Goal Related?	Performance Pay?
Indicator 1: Promotes professional development as an investment in students, staff and the future of the district.						Y / N	Y / N
Indicator 2: Provides learning opportunities that build leadership capacity across all staff.						Y / N	Y / N
Indicator 3: Uses numerous data sources to determine, differentiate and support the unique professional development needs of individuals and groups of staff.						Y / N	Y / N

Comments: Domain 2: Instructional Leadership

Board

Superintendent

Domain 3. Organizational Management

%
Domain Weight

Domain statement: The superintendent manages district operations and resources to promote each student's overall success.

Standard: Budget and Finance

Standard statement: The superintendent skillfully manages the budget and finances resulting in a productive and equitable learning and work environment.

	Highly Effective	Effective	Developing	Ineffective	Supporting Data & Documents	Goal Related?	Performance Pay?
Indicator 1: Plans a budget collaboratively with the board, taking into account stakeholder input.						Y / N	Y / N
Indicator 2: Ensures the budget aligns with the strategic priorities of the district based on its vision, mission and core beliefs to promote equitable student outcomes.						Y / N	Y / N
Indicator 3: Engages in financial planning, maximizes revenue and fosters fiscal efficiency throughout the district to ensure long-term financial health and stability.						Y / N	Y / N
Indicator 4: Ensures the use of efficient procedures and effective controls in accordance with state and federal law and regulations.						Y / N	Y / N
Indicator 5: Interprets and articulates budgets and finances to the board, staff and community.						Y / N	Y / N

Standard: Operations

Standard statement: The superintendent establishes systems, structures and processes to ensure efficiency of operations.

	Highly Effective	Effective	Developing	Ineffective	Supporting Data & Documents	Goal Related?	Performance Pay?
Indicator 1: Creates a culture that values the effective and efficient use of employees' work time.						Y / N	Y / N
Indicator 2: Institutes, manages and monitors operations and administrative systems utilizing a continuous improvement process.						Y / N	Y / N

	Highly Effective	Effective	Developing	Ineffective	Supporting Data & Documents	Goal Related?	Performance Pay?
Indicator 3: Ensures the day-to-day safety and security of students and staff across all district sites through the creation, implementation and monitoring of a district-wide emergency management plan that includes training.						Y / N	Y / N
Indicator 4: Ensures facilities meet the needs of and are conducive to teaching and learning through the development of a facilities management plan.						Y / N	Y / N

Standard: Human Resources

Standard statement: The superintendent maximizes human resources to ensure the success of the district.

	Highly Effective	Effective	Developing	Ineffective	Supporting Data & Documents	Goal Related?	Performance Pay?
Indicator 1: Manages human resources to strategically support student success.						Y / N	Y / N
Indicator 2: Ensures all employees are evaluated in accordance with the schedule established by the board and state laws and regulations.						Y / N	Y / N
Indicator 3: Ensures safe, equitable employment practices and workplace environments that are free from discrimination and retaliation relative to federal and state laws.						Y / N	Y / N
Indicator 4: Implements equitable personnel procedures, recruitment and employee performance programs to hire and retain the best qualified teachers, administrators and personnel.						Y / N	Y / N

Comments: Domain 3: Organizational Management

Board

Superintendent

Domain 4. Educational Access and Engagement

_____%
Domain Weight

Domain statement: The superintendent cultivates a caring and supportive school community and strives to promote each student's academic success and well-being.

Standard: Community of Care and Support of Students

Standard statement: The superintendent cultivates a caring and supportive school community.

	Highly Effective	Effective	Developing	Ineffective	Supporting Data & Documents	Goal Related?	Performance Pay?
Indicator 1: Builds and maintains a safe, caring, and healthy school environment that meets the unique needs of all students.						Y / N	Y / N
Indicator 2: Interacts respectfully and effectively with all people in a manner that recognizes, values and sustains the worth and dignity of students, families, staff and community.						Y / N	Y / N
Indicator 3: Models and sets the expectations for all staff that each student and family is treated fairly and respectfully with an understanding of each individual's unique experience.						Y / N	Y / N

Standard: Essential Leadership Practices

Standard statement: The superintendent addresses the unique and individual needs of students in all aspects of leadership, policy and practice in ways that promote each student's academic success and well-being.

	Highly Effective	Effective	Developing	Ineffective	Supporting Data & Documents	Goal Related?	Performance Pay?
Indicator 1: Implements data-informed, system-wide strategies to address gaps in educational access, opportunity and achievement.						Y / N	Y / N

Indicator 2: Ensures all students have access to effective teachers, learning opportunities, academic support, and other resources necessary for success.						Y / N	Y / N
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Standard: Essential Leadership Practices ...continued

	Highly Effective	Effective	Developing	Ineffective	Supporting Data & Documents	Goal Related?	Performance Pay?
Indicator 3: Works to confront and eliminate practices that exclude students from rigorous academic expectations and successful outcomes.						Y / N	Y / N
Indicator 4: Addresses matters of access and engagement in all aspects of leadership, policy and practice						Y / N	Y / N

Comments: Domain 4: Educational Access and Engagement

Board	Superintendent
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Domain 5. Communications and Community

_____%
Domain Weight

Domain statement: The superintendent engages families, the community and staff in meaningful, reciprocal and mutually beneficial ways to promote each student's academic success and well-being.

Standard: Internal and External Communication

Standard statement: The superintendent maintains meaningful two-way communication with staff, families and the community and publicly advocates for their needs and priorities.

	Highly Effective	Effective	Developing	Ineffective	Supporting Data & Documents	Goal Related?	Performance Pay?
Indicator 1: Develops and sustains plans, processes and systems that facilitate meaningful two-way communication with staff, families and the community.						Y / N	Y / N
Indicator 2: Engages in regular and open two-way communication with staff, families and the community about schools, students, needs, challenges and accomplishments.						Y / N	Y / N
Indicator 3: Advocates publicly at local, state and federal levels for the needs and priorities of students, families, staff, the district and its school(s), and the community.						Y / N	Y / N

Standard: Family Engagement and Support

Standard statement: The superintendent knows, understands and values families in the district and is responsive to their needs.

	Highly Effective	Effective	Developing	Ineffective	Supporting Data & Documents	Goal Related?	Performance Pay?
Indicator 1: Acknowledges, understands and utilizes the community's cultural, social, intellectual and political assets to positively impact student learning and school improvement.						Y / N	Y / N
Indicator 2: Develops and implements processes for students, parents, staff and community members to gain or enhance understanding of the various communities within the district and their needs.						Y / N	Y / N

Standard: Family Engagement and Support ...continued

	Highly Effective	Effective	Developing	Ineffective	Supporting Data & Documents	Goal Related?	Performance Pay?
Indicator 3: Develops and provides the school as a resource for families and the community.						Y / N	Y / N
Indicator 4: Creates pathways for the district and its school(s) to partner with families to support student learning in and out of school.						Y / N	Y / N

Standard: Community Engagement

Standard statement: The superintendent builds and leverages relationships with individuals and organizations in the community to support the needs and priorities of the district and its school(s).

	Highly Effective	Effective	Developing	Ineffective	Supporting Data & Documents	Goal Related?	Performance Pay?
Indicator 1: Builds and sustains productive partnerships with individuals and organizations in the public and private sectors to promote school improvement and student learning.						Y / N	Y / N
Indicator 2: Actively engages in the community to understand the school(s) and community strengths and needs, as well as, develop productive relationships to ensure available resources are utilized to achieve student success.						Y / N	Y / N

Comments: Domain 5: Communications and Community Relations

Board	Superintendent
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Domain 6. Board and Governance Policy

_____%
Domain Weight

Domain statement: The superintendent works collaboratively with the governing board of the school district to create an educational system that meets community needs and promotes each student's success and well-being.

Standard: Board Relations

Standard statement: The superintendent works collaboratively with the governing board and fosters a shared understanding of the roles and responsibilities of both the board and superintendent.

	Highly Effective	Effective	Developing	Ineffective	Supporting Data & Documents	Goal Related?	Performance Pay?
Indicator 1: Builds strong, productive relationships with each board member, and facilitates resolution of any conflicts with and among board members if they arise.						Y / N	Y / N
Indicator 2: Respects and advocates for the mutual understanding of the board and superintendent roles and responsibilities.						Y / N	Y / N
Indicator 3: Communicates district-related matters directly, transparently and consistently with individual board members and the board as a whole.						Y / N	Y / N
Indicator 4: Participates with the board in professional development activities on governance and superintendent/board relations topics including the onboarding of new governing board members.						Y / N	Y / N
Indicator 5: Equips the board to make effective, timely decisions by providing data, ongoing communication and relevant information.						Y / N	Y / N
Indicator 6: Collaboratively prepares a board agenda reflective of the board priorities that ensures efficient, legally compliant and effective meetings.						Y / N	Y / N

Standard: Policy Development and Implementation

Standard statement: The superintendent leads and manages the district consistent with board policies.

	Highly Effective	Effective	Developing	Ineffective	Supporting Data & Documents	Goal Related?	Performance Pay?
Indicator 1: Offers professional advice and analysis to the board on items requiring board action.						Y / N	Y / N
Indicator 2: Ensures board policies are implemented in a fair, positive, unbiased and comprehensive manner.						Y / N	Y / N
Indicator 3: Recommends revisions and additions to policy based on statutory compliance, legal analysis and school district culture.						Y / N	Y / N

Standard: Strategic Goals

Standard statement: The superintendent facilitates the development, articulation and implementation of a strategic plan/goals to ensure student success and well-being.

	Highly Effective	Effective	Developing	Ineffective	Supporting Data & Documents	Goal Related?	Performance Pay?
Indicator 1: Leads the development and implementation of the vision, mission, and strategic plan/goals for the district in collaboration with stakeholders, including measurable objectives and high expectations for student success and well-being.						Y / N	Y / N
Indicator 2: Reviews the district's strategic plan/goals and pertinent data with the board on a regular basis.						Y / N	Y / N

Comments: Domain 6: Board Governance and Policy

Board

Superintendent



Superintendent Evaluation: Rating by Domain

Domain 1: Leadership and District Culture

Rating for Domain 1	D Highly Effective	D Effective	D Developing	D Ineffective
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Domain Weight _____%

Domain 2: Instructional Leadership

Rating for Domain 2	D Highly Effective	D Effective	D Developing	D Ineffective
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Domain Weight _____%

Domain 3: Organizational Management

Rating for Domain 3	D Highly Effective	D Effective	D Developing	D Ineffective
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Domain Weight _____%

Domain 4: Educational Access and Engagement

Rating for Domain 4	D Highly Effective	D Effective	D Developing	D Ineffective
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Domain Weight _____%

Domain 5: Communications and Community Relations

Rating for Domain 5	D Highly Effective	D Effective	D Developing	D Ineffective
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Domain Weight _____%

Domain 6: Board Governance and Policy

Rating for Domain 6	D Highly Effective	D Effective	D Developing	D Ineffective
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Domain Weight _____%

Date _____ Superintendent Signature _____ Board President Signature _____



Superintendent Goals

A superintendent's goals should focus on bringing the commonly recognized responsibilities and characteristics of an effective superintendent to bear on the unique needs of the district. The superintendent's goals should 1) relate to one or more domain and standard within the superintendent evaluation tool, 2) reflect the specific needs of the district, and 3) be measurable by one or more indicator.

Goal 1	Domain	Standard	Indicator
Goal 2	Domain	Standard	Indicator
Goal 3	Domain	Standard	Indicator

Comments:

Board

Superintendent

Coversheet

Discussion and Consideration of the FY 25-26 Board Self Evaluation

Section:	V. Action Items #1
Item:	F. Discussion and Consideration of the FY 25-26 Board Self Evaluation
Purpose:	Vote
Submitted by:	
Related Material:	Sample Self-Evaluation Report 2024 (3).pdf



School Board Self-Evaluation

School District and Evaluation Year

ABC District

2024

ABC District

2023

Prepared by:
The Arizona School Boards Association
2100 N. Central Ave., Ste. 200
Phoenix, AZ 85004
Office: 1-602-254-1100





School Board Self-Evaluation Framework for Governance

The School Board Self-Evaluation results reflect the collective responses of the board team (board members and superintendent). These results build a profile of the board's work in five standards or "Pillars" (Vision, Structure, Accountability, Advocacy, Conduct and Ethics) of board practice proven to support student achievement.

The data on the following page is organized in a color-coded, horizontal-stacked bar chart that shows the board team's results at the level of the five standards. The explanation for the color code is just above the data chart.

Analyzing your Results: Looking at Data

Start with the following page, which shows your district's aggregated data for each of the five standards. Identify standards that capture strengths, growth areas and or divergent perspectives, then work through the benchmarks and indicators for those standards.

Here is a simple protocol for your use:

Step 1: What do you see?

- Describe what you see in the data, identify where it is located to the group. This is not about interpretation at this stage, only what you see.
- List the descriptions on chart paper.

Step 2: What does the data suggest?

- Discuss what the data suggests and try to generate different interpretations. Ask clarifying questions of one another to increase clarity and understanding of one another's perspectives.
- List responses on the chart paper

Step 3: Identify goal areas from the lists generated.

Step 4: Build two to three goals using the S.M.A.R.T. goal framework.

- **S** = Simple: Is it clear and easy to understand?
- **M** = Measurable: Is it clear what the school board will use to indicate successful performance?
- **A** = Achievable: Is it within the scope of the board's sphere of control/responsibility?
- **R** = Realistic: Will successful performance on this goal benefit the school district?
- **T** = Time-bound: Is it clear what the school board will see and when?

Measurable Progress for Goals Identified Above:

- Indicates or signals change
- Indicators can be assessed or observed
- Examples include:
 - Measurements
 - Specific activities
 - Behavioral change
 - Shift or reallocation of school district resources



School Board Self-Evaluation

The Arizona School Boards Association (ASBA) believes that high functioning school boards have a positive impact on the learning and development of each student. ASBA strives to provide exceptional services to boards with the goal of strengthening governance practices of school boards across our state. To that purpose, we are offering a Board Self-Evaluation Tool, adapted from the Washington State School Directors' Association Board Self-Evaluation, to provide data to boards that guides goal setting for continual improvement.

The Self-Evaluation results reflect the collective responses of board members; building a profile of your board's work in five pillars of board practice proven to support student achievement.

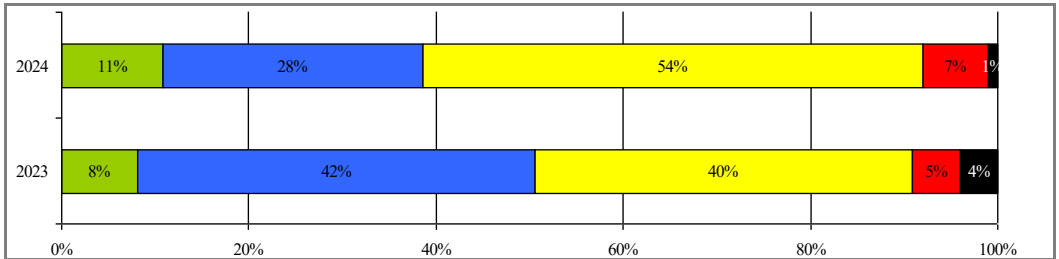
Thank you for your time and thoughtful efforts in completing the School Board Self-Evaluation.



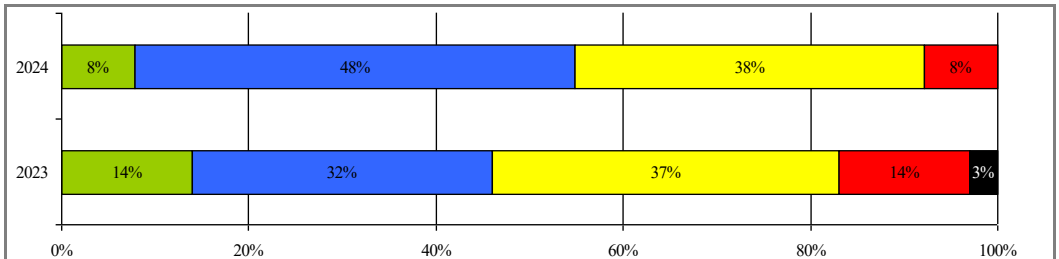
Framework for Governance: Aggregate Data

■ Always
 ■ Most of the time
 ■ Some of the time
 ■ Never
 ■ Don't know

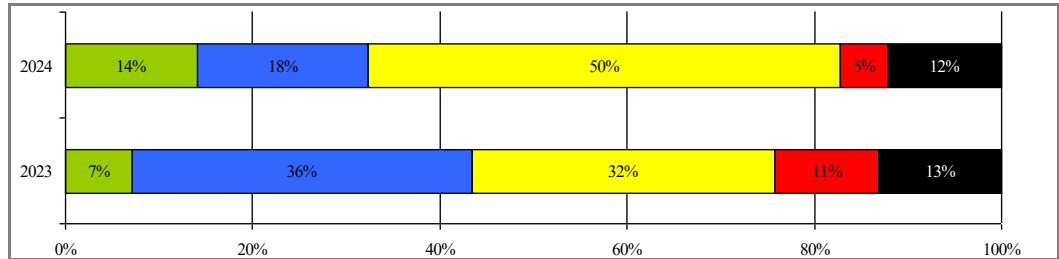
Standard 1
Conduct and Ethics:
 Provide responsible
 school district
 governance



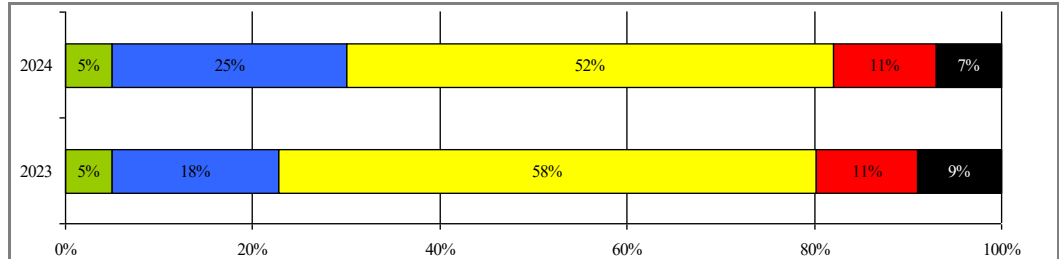
Standard 2
Vision:
 Set and communicate
 high expectations for
 student learning with
 clear goals and plans for
 meeting those



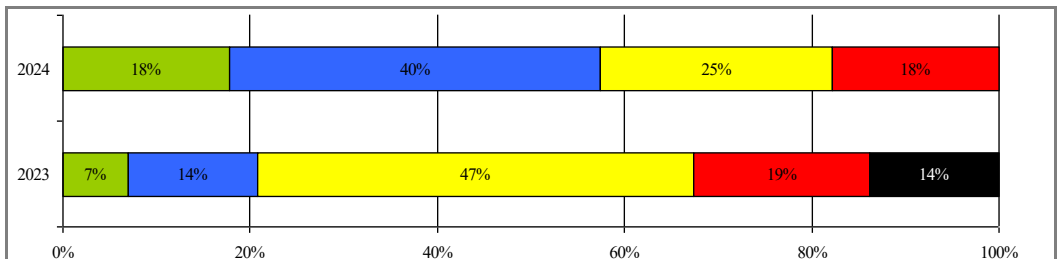
Standard 3
Structure:
 Create conditions
 district-wide for
 student and staff
 success



Standard 4
Accountability:
 Hold school district
 accountable for meeting
 student learning
 expectations



Standard 5
Advocacy:
 Engage local community
 and represent the values
 and expectations they
 hold for their schools



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Standard 1 Conduct and Ethics

Provide responsible school district governance by:

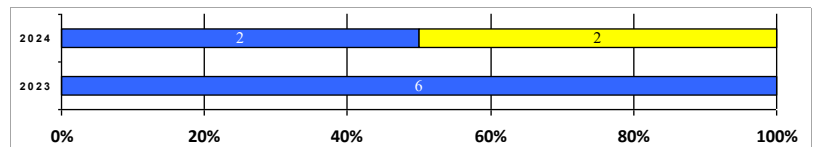
Benchmark of Success A

Conducting board and district business in a fair, respectful and responsible manner.

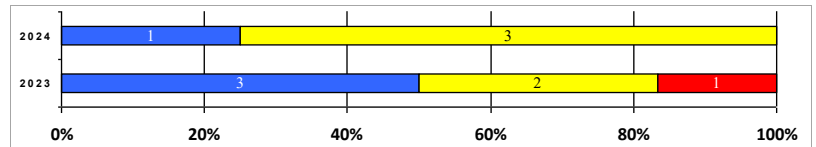
■ Always
 ■ Most of the time
 ■ Some of the time
 ■ Never
 ■ Don't know

To what extent does our board:

Q 4 Base its decisions on what is best for students' success?



Q 5 Commit to a clear and shared purpose?



Notes:



Standard 1 Conduct and Ethics

Provide responsible school district governance by:

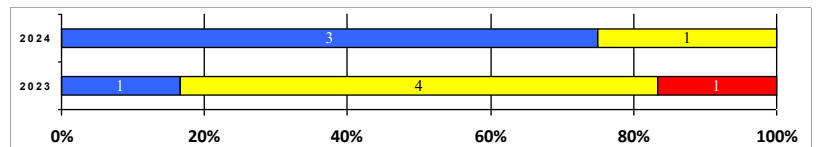
Benchmark of Success B

Ensuring the board is accountable and open to the public including seeking divergent perspectives in its decision making process.

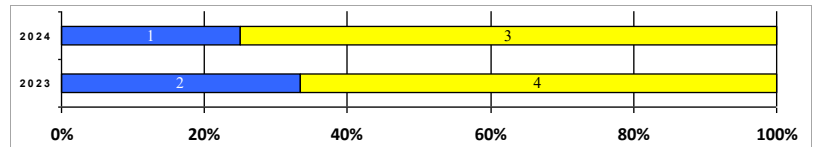
■ Always
 ■ Most of the time
 ■ Some of the time
 ■ Never
 ■ Don't know

To what extent does our board:

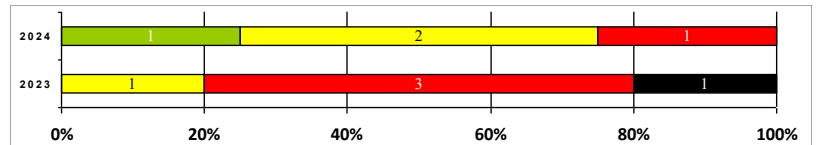
Q 6 Provide information to the public that supports board discussions and decisions?



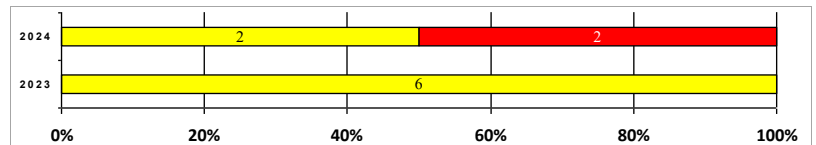
Q 7 Follow a defined process for gathering input prior to making critical decisions?



Q 8 Carry out annual assessments of its performance?



Q 9 Set goals for its improvement?



Notes:



Standard 1 Conduct and Ethics

Provide responsible school district governance by:

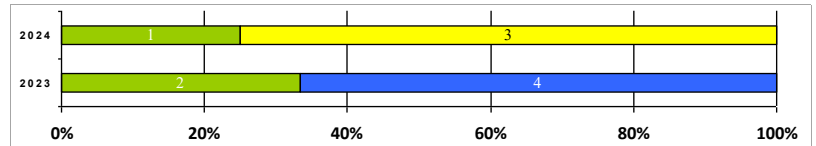
Benchmark of Success C

Respecting and advocating mutual understanding of the roles and responsibilities of board members and the superintendent.

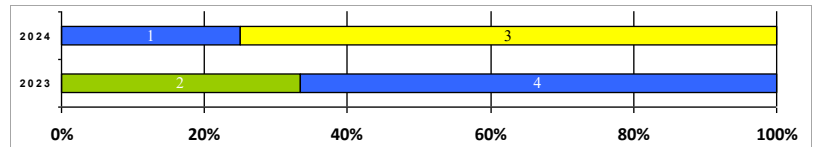
■ Always
 ■ Most of the time
 ■ Some of the time
 ■ Never
 ■ Don't know

To what extent does our board:

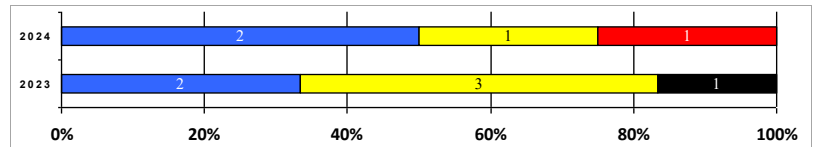
Q10 Delegate authority to the superintendent to manage district operations and implement policy?



Q11 Honor the roles and responsibilities of the superintendent?



Q12 Use written protocols for its interactions?



Notes:



Standard 1 Conduct and Ethics

Provide responsible school district governance by:

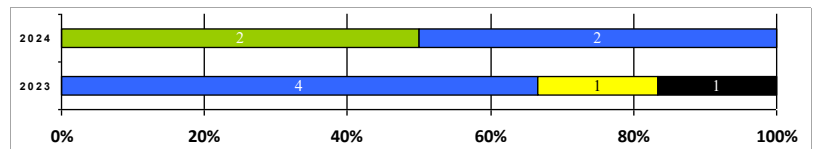
Benchmark of Success D

Adopting policies based on well-researched practices that emphasize a belief that all students can achieve at high levels and that support continuous improvement of student achievement.

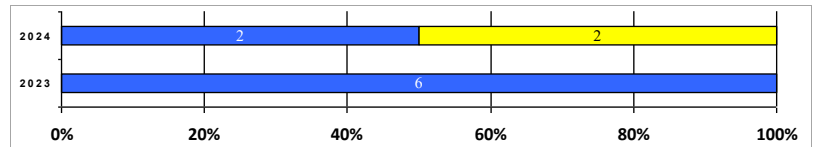
■ Always
 ■ Most of the time
 ■ Some of the time
 ■ Never
 ■ Don't know

To what extent does our board:

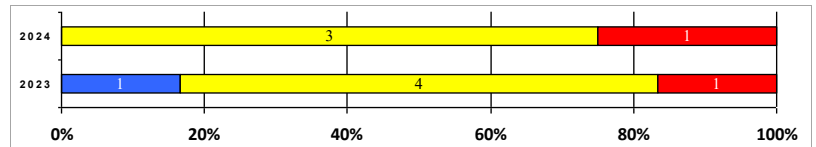
Q13 Govern using policies that align with research-based best practices? (ASBA Model Policies are based on research-based best practices)



Q14 Focus policy decisions on what is necessary for all students to achieve at high levels?



Q15 Collaborate with colleagues across the region, state, or nation regarding current and emerging trends, issues, and policy solutions?



Notes:



Standard 1 Conduct and Ethics

Provide responsible school district governance by:

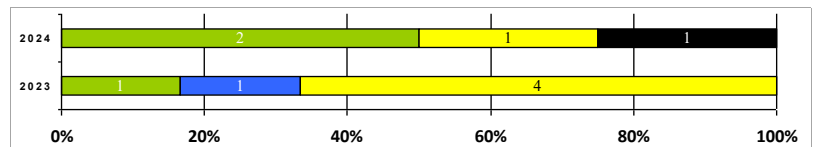
Benchmark of Success E

Promoting healthy relationships by communicating supportively, inspiring, motivating and empowering others, and exercising influence in a positive manner.

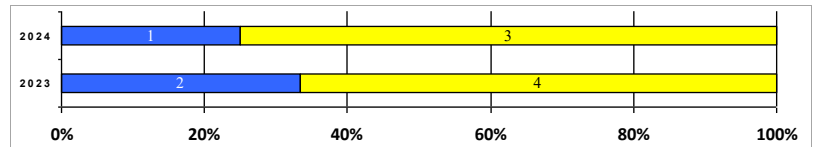
■ Always
 ■ Most of the time
 ■ Some of the time
 ■ Never
 ■ Don't know

To what extent does our board:

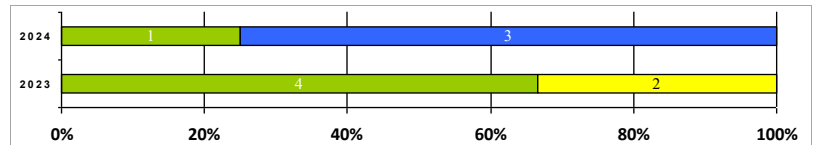
Q16 Provide an opportunity for stakeholders, such as staff, students, parents, and community members, to make presentations to the board?



Q17 Promote continuous improvement throughout the organization?



Q18 Treat all individuals, including fellow board members, staff, students, and community members, with respect?



Notes:



Standard 1 Conduct and Ethics

Provide responsible school district governance by:

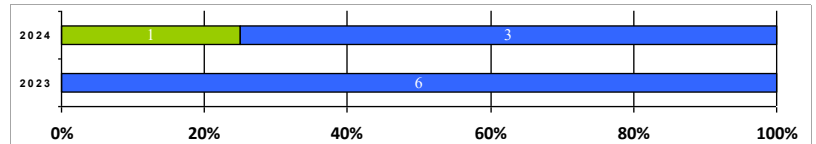
Benchmark of Success F

Working as an effective and collaborative team.

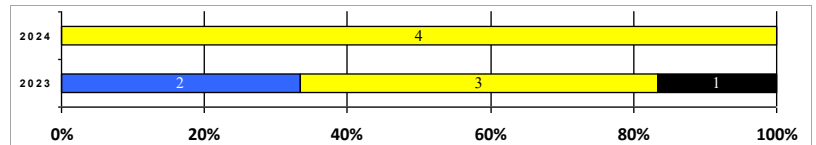
■ Always
 ■ Most of the time
 ■ Some of the time
 ■ Never
 ■ Don't know

To what extent does our board:

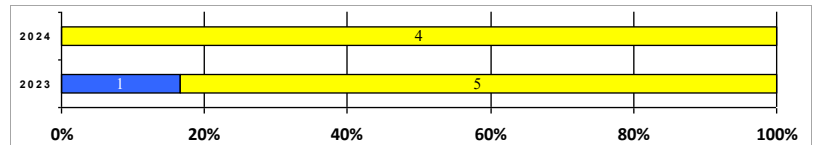
Q19 Work with the superintendent to achieve mutual trust and commitment?



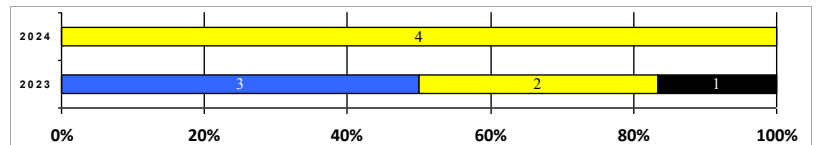
Q20 Pursue professional development to improve board members' knowledge and skills by attending conferences, holding study sessions, etc.?



Q21 Use collaborative processes that result in well-informed problem-solving and decision-making?



Q22 Work together with the superintendent, share responsibility for the orientation of new board members and forming a new inclusive team?



Notes:



Standard 2 Vision

Set and communicate high expectations for student learning with clear goals and plans for meeting those expectations by:

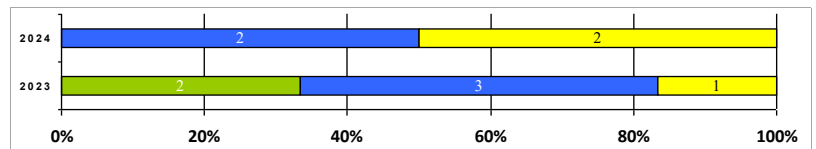
Benchmark of Success A

Articulating the conviction that all students can learn and the belief that student learning can improve regardless of existing circumstances or resources

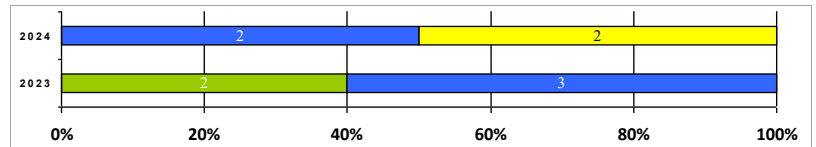
■ Always
 ■ Most of the time
 ■ Some of the time
 ■ Never
 ■ Don't know

To what extent does our board:

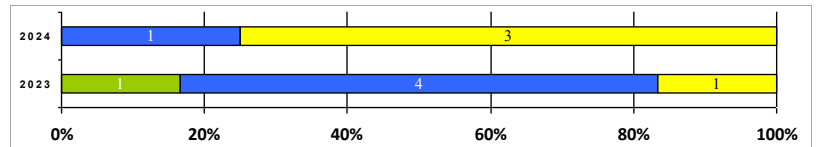
Q23 Through policies and actions, express our belief that all students can learn?



Q24 Through policies and actions, communicate high expectations for all students?



Q25 Foster a culture of collaboration around the shared purpose of improving student achievement?



Notes:



Standard 2 Vision

Set and communicate high expectations for student learning with clear goals and plans for meeting those expectations by:

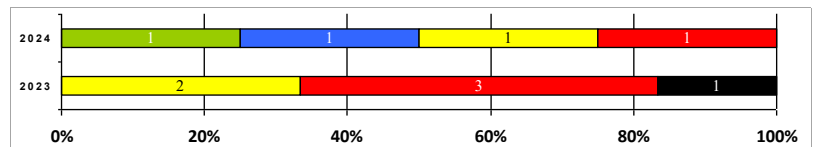
Benchmark of Success B

Leading the development, articulation and stewardship of a vision of learning that is shared and supported by schools and community.

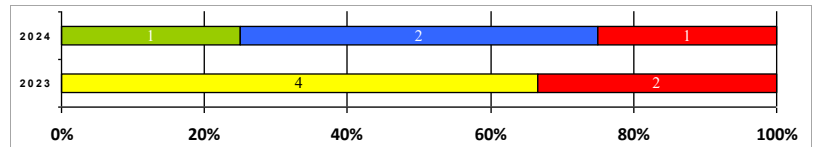
■ Always
 ■ Most of the time
 ■ Some of the time
 ■ Never
 ■ Don't know

To what extent does our board:

Q26 Include stakeholders when developing and revising the district's vision?



Q27 Communicate its rationale for decisions to the community?



Notes:



Standard 2 Vision

Set and communicate high expectations for student learning with clear goals and plans for meeting those expectations by:

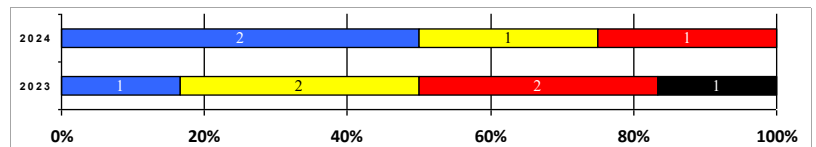
Benchmark of Success C

Adopting a collaboratively developed district plan focused on learning and achievement outcomes for all students.

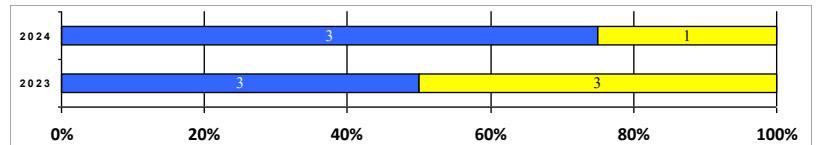
■ Always
 ■ Most of the time
 ■ Some of the time
 ■ Never
 ■ Don't know

To what extent does our board:

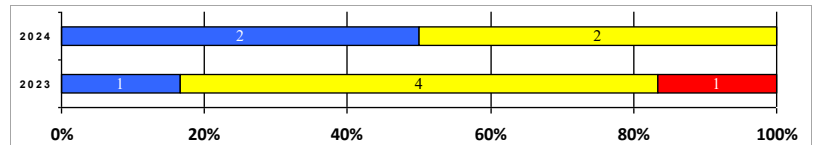
Q28 In collaboration with staff and the community, formulate and maintain a district strategic plan with goals and outcomes?



Q29 Base its ongoing work, such as policy development, decision-making, and budgeting, on the district goals?



Q30 Continually monitor progress toward the goals and outcomes of the district strategic plan?



Notes:



Standard 2 Vision

Set and communicate high expectations for student learning with clear goals and plans for meeting those expectations by:

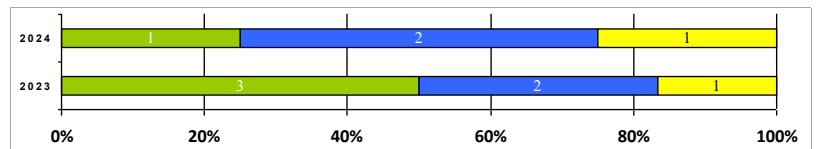
Benchmark of Success D

Ensuring non-negotiable goals for student achievement are established and aligned to the district's plan.

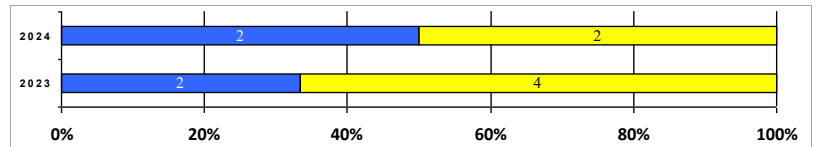
■ Always
 ■ Most of the time
 ■ Some of the time
 ■ Never
 ■ Don't know

To what extent does our board:

Q31 Together with the superintendent agree that high expectations for all students is the highest priority?



Q32 Together with the superintendent review student achievement regularly?



Notes:



Standard 3 Structure

Create conditions district-wide for student and staff success by:

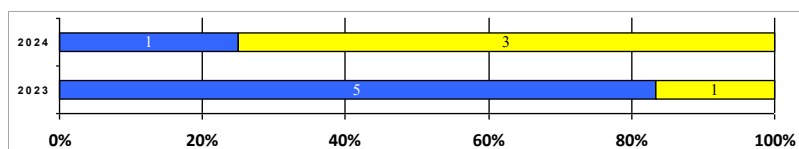
Benchmark of Success A

Providing for the safety and security of all students and staff.

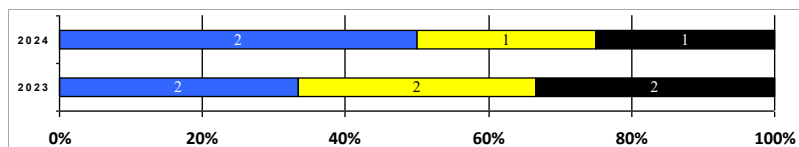
■ Always
 ■ Most of the time
 ■ Some of the time
 ■ Never
 ■ Don't know

To what extent does our board:

Q33 Ensure that facilities comply with current health, safety, security, and accessibility standards?



Q34 Have policies that require regular evaluation and management of safety and security risks?



Notes:



Standard 3 Structure

Create conditions district-wide for student and staff success by:

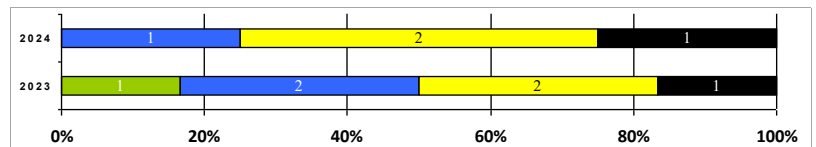
Benchmark of Success B

Employing and supporting quality teachers, administrators and other staff and providing for their professional development.

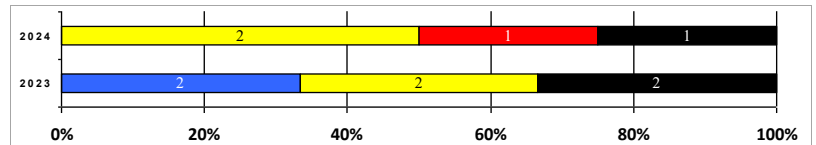
■ Always
 ■ Most of the time
 ■ Some of the time
 ■ Never
 ■ Don't know

To what extent does our board:

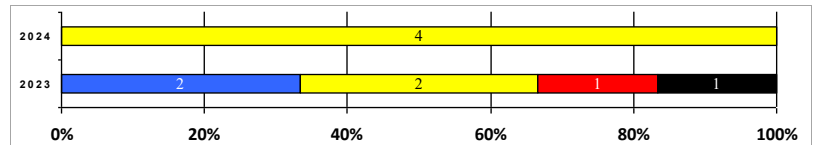
Q35 Have policies that ensure hiring and retention of highly qualified staff?



Q36 Have policies for evaluating staff based on student success?



Q37 Have policies that support research-based, best practices for staff development?



Notes:



Standard 3 Structure

Create conditions district-wide for student and staff success by:

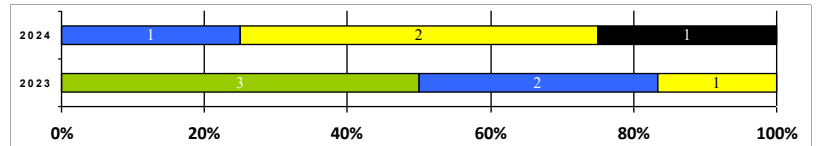
Benchmark of Success C

Providing for learning essentials, including rigorous curriculum, technology and high quality facilities.

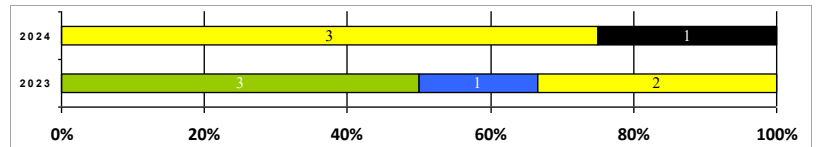
■ Always
 ■ Most of the time
 ■ Some of the time
 ■ Never
 ■ Don't know

To what extent does our board:

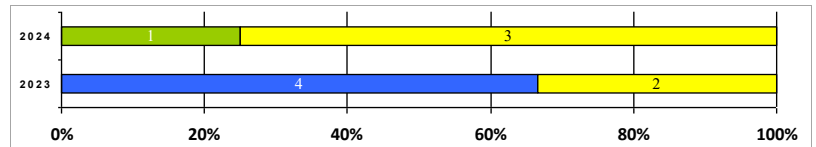
Q38 Have policies that ensure an established course of study for students and, if applicable, graduation requirements that align with high expectations for student achievement?



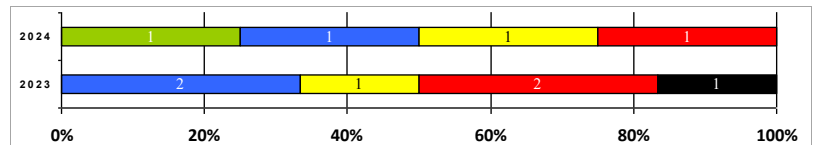
Q39 Have policies that ensure students receive the curriculum, support and supplemental materials necessary for high achievement?



Q40 Adopt a budget that supports quality staff development and resources for curriculum implementation?



Q41 Have a process that includes community and parent involvement in selecting curriculum?



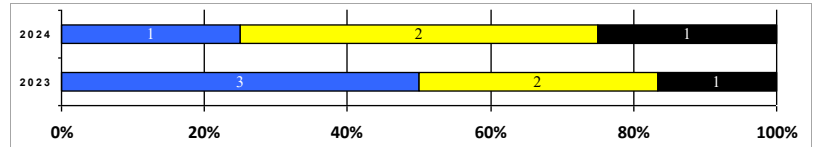
Notes:



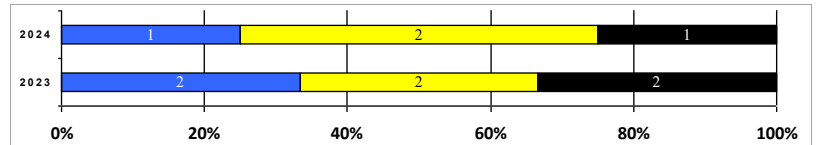
Standard 3 Structure

Create conditions district-wide for student and staff success by:

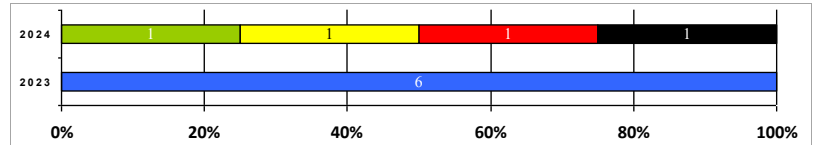
Q42 Have policies that require rigorous and regular evaluation of curriculum and supplemental materials to ensure they align with state and district standards?



Q43 Have a process in place to support evaluation and updating of technology?



Q44 Have a long-term facilities plan in place for construction and maintenance?



Notes:



Standard 3 Structure

Create conditions district-wide for student and staff success by:

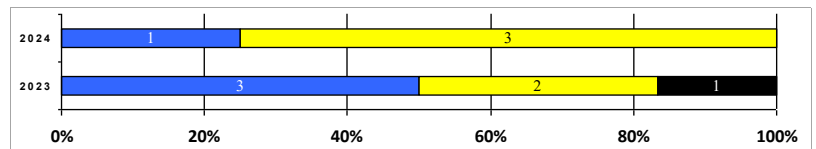
Benchmark of Success D

Ensuring management of the organization, operations, and resources for an efficient and effective learning environment.

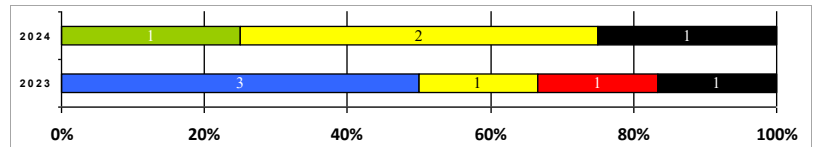
■ Always
 ■ Most of the time
 ■ Some of the time
 ■ Never
 ■ Don't know

To what extent does our board:

Q45 Communicate an expectation that all classrooms will implement effective instructional practices?



Q46 Provide for evaluation of district operations to ensure there is an efficient and effective learning environment?



Notes:



Standard 3 Structure

Create conditions district-wide for student and staff success by:

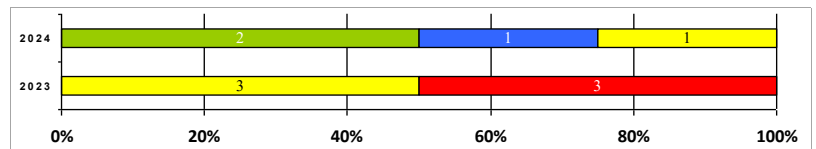
Benchmark of Success E

Adopting and monitoring an annual budget that allocates resources based on the district's vision, goals and priorities for student learning.

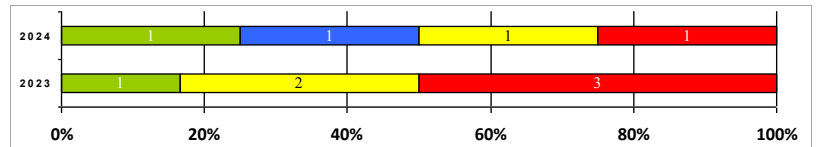
■ Always
 ■ Most of the time
 ■ Some of the time
 ■ Never
 ■ Don't know

To what extent does our board:

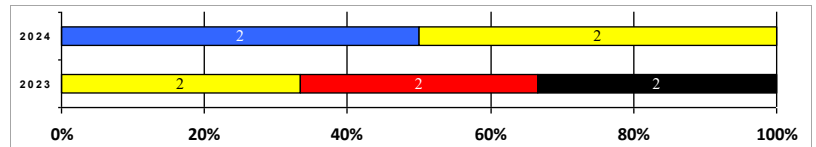
Q47 Keep the community informed about the district's financial status?



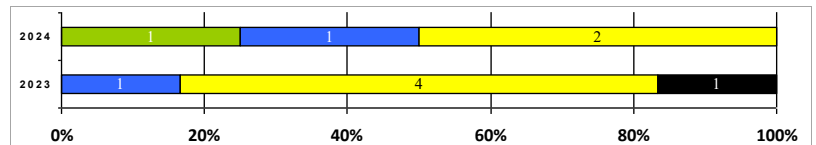
Q48 Seek public input during the budget process?



Q49 Provide guidelines for budget development, including a clearly defined expectation for a reasonable carry forward balance?



Q50 Adopt a fiscally responsible annual budget that is aligned with the strategic plan and vision?



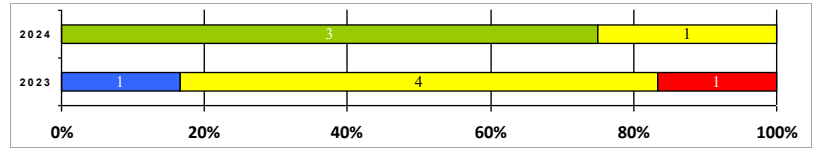
Notes:



Standard 3 Structure

Create conditions district-wide for student and staff success by:

Q51 Frequently monitor the budget and fiscal status of the district?



Notes:



Standard 4 Accountability

Hold school district accountable for meeting student learning expectations by:

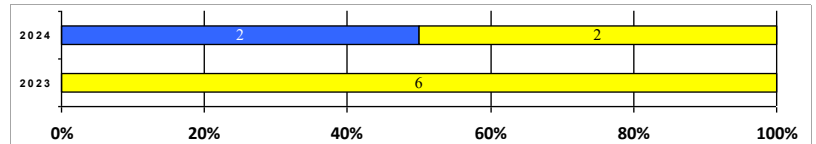
Benchmark of Success A

Committing to continuous improvement in student achievement at each school and throughout the district.

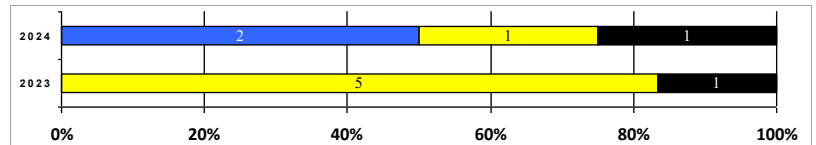
■ Always
 ■ Most of the time
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 ■ Never
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To what extent does our board:

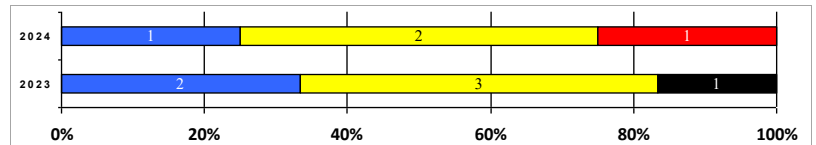
Q52 Follow a schedule for the timely review of the district strategic plan?



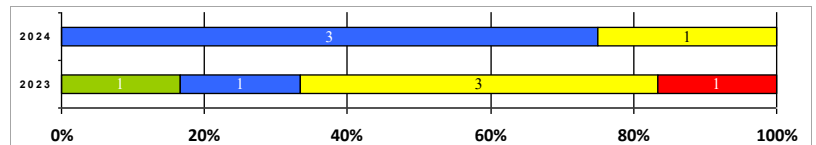
Q53 Ensure a high degree of coherence between the district strategic plan and school improvement plans?



Q54 Annually review and make recommendations to the district strategic plan and school improvement plans?



Q55 Publicly recognize the efforts of schools in improving student learning?



Notes:



Standard 4 Accountability

Hold school district accountable for meeting student learning expectations by:

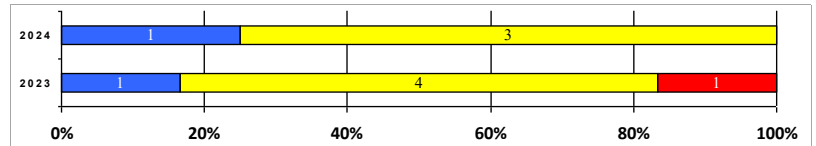
Benchmark of Success B

Evaluating the superintendent on clear and focused expectations.

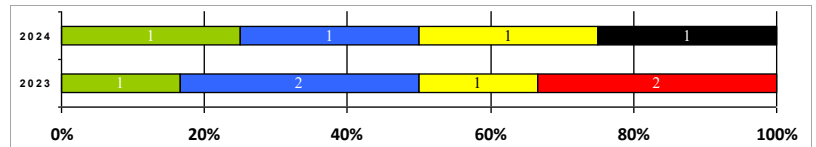
■ Always
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 ■ Never
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To what extent does our board:

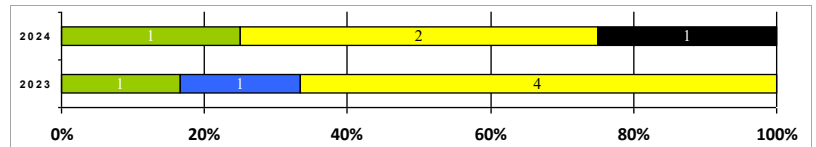
Q56 Have written goals for the superintendent that focus on specific outcomes for student learning?



Q57 Evaluate the superintendent's performance annually and communicate performance expectations to our community?



Q58 Base decisions about the superintendent's contract on objective evaluation of his or her performance and achievement of agreed upon goals?



Notes:



Standard 4 Accountability

Hold school district accountable for meeting student learning expectations by:

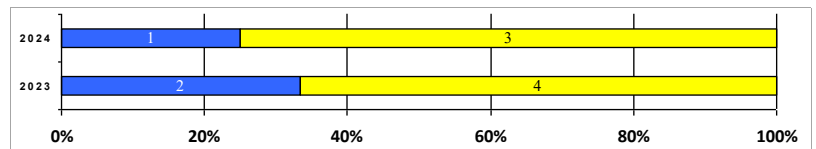
Benchmark of Success C

Measuring student academic progress and needs based on valid and reliable assessments.

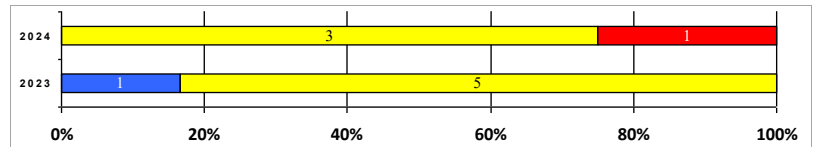
■ Always
 ■ Most of the time
 ■ Some of the time
 ■ Never
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To what extent does our board:

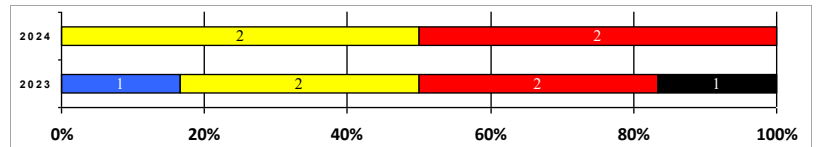
Q59 Require the effective use of data throughout the system to monitor student achievement and district performance?



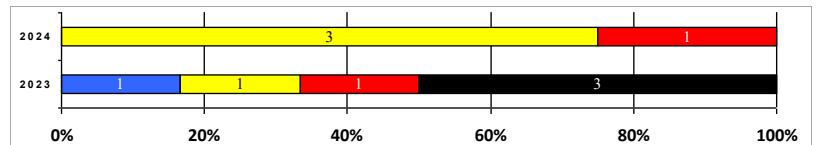
Q60 Regularly review and understand the criteria, assessment tools, and methods that measure student achievement and district performance?



Q61 Regularly review data, including disaggregated student achievement data, to measure progress toward district goals?



Q62 Regularly evaluate and adjust resources and strategies for closing achievement gaps to maximize their effectiveness?



Notes:



Standard 5 Advocacy

Engage local community and represent the values and expectations they hold for their schools by:

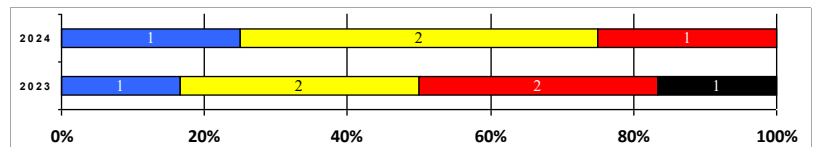
Benchmark of Success A

Collaborating with families and community members, responding to diverse interests and needs, and mobilizing community resources.

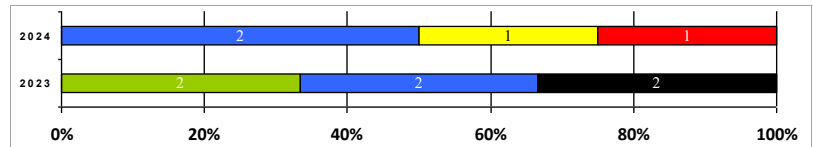
■ Always
 ■ Most of the time
 ■ Some of the time
 ■ Never
 ■ Don't know

To what extent does our board:

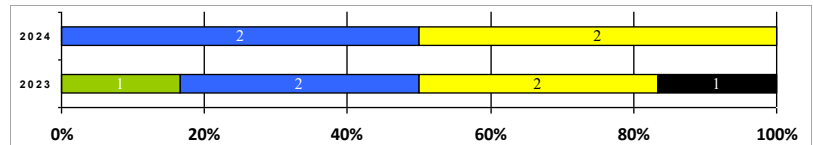
Q63 Advocate at the local, state and federal levels on behalf of students and the district?



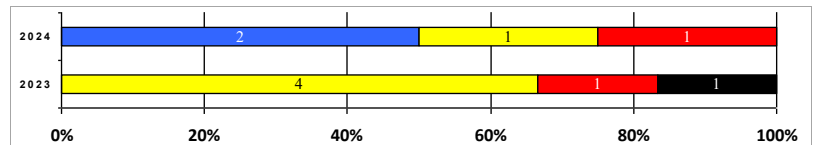
Q64 Model cultural, racial, and ethnic understanding and sensitivity?



Q65 Establish policies and partnerships that promote and expand educational opportunities for all students?



Q66 Follow an effective process for responding to questions, concerns, comments, or feedback from citizens?



Notes:



Standard 5 Advocacy

Engage local community and represent the values and expectations they hold for their schools by:

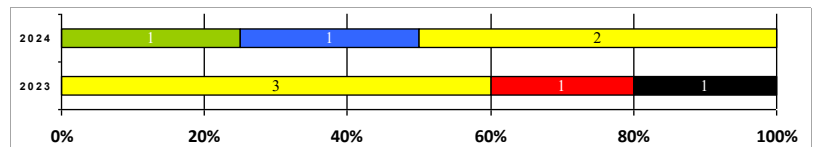
Benchmark of Success B

Ensuring school board and district transparency through a process that is open and accountable.

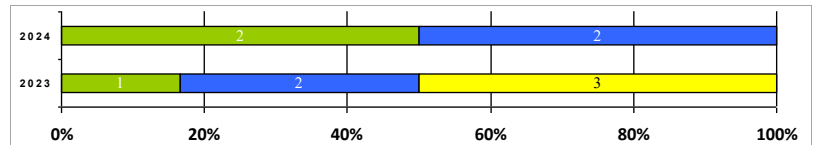
■ Always
 ■ Most of the time
 ■ Some of the time
 ■ Never
 ■ Don't know

To what extent does our board:

Q67 Ensure the public is well informed of the board's roles and responsibilities?



Q68 Conduct its business in a transparent and accountable manner?



Notes:



Standard 5 Advocacy

Engage local community and represent the values and expectations they hold for their schools by:

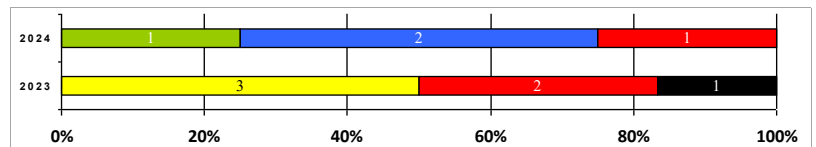
Benchmark of Success C

Ensuring district information and decisions are communicated community-wide.

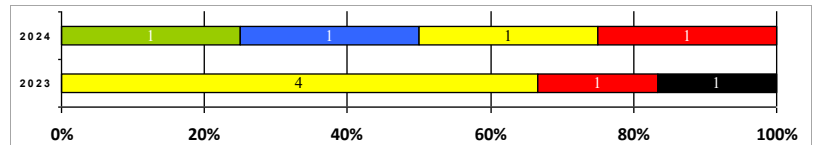
■ Always
 ■ Most of the time
 ■ Some of the time
 ■ Never
 ■ Don't know

To what extent does our board:

Q69 Communicate proactively to disseminate information that addresses issues throughout the system and community?



Q70 Communicate district performance to the public in clear and understandable ways?



Notes:



Standard 5 Advocacy

Engage local community and represent the values and expectations they hold for their schools by:

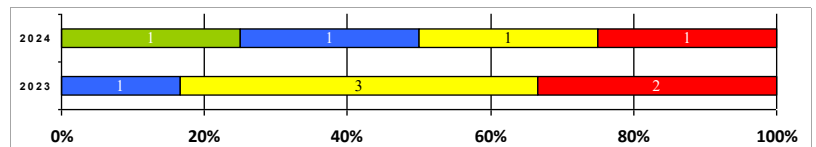
Benchmark of Success D

Soliciting input from staff and a wide spectrum of the community so that a diverse range of interests and perspectives on issues is considered.

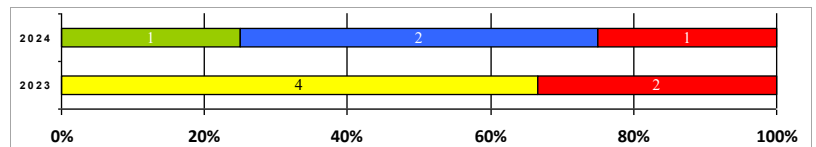
■ Always
 ■ Most of the time
 ■ Some of the time
 ■ Never
 ■ Don't know

To what extent does our board:

Q71 Seek community and staff input in its decision-making to gain community and staff support?



Q72 Carefully consider community and staff input in its decision making?



Notes:

Coversheet

Discussion and Consideration of the FY 25 Superintendent Goals

Section:	V. Action Items #1
Item:	G. Discussion and Consideration of the FY 25 Superintendent Goals
Purpose:	Vote
Submitted by:	
Related Material:	24_25_THarris_S.M.A.R.T. Goals - 24_25.pdf



S.M.A.R.T. Goals	ACTUAL GOALS	Specific	Measurable	Attainable	Relevant/Realistic	Timely
		Who? What? Where? How? Which? Why?	How will you measure your progress?	How will the goal be accomplished? What steps should be taken?	How does this goal align with your current campus goal or your objective?	When will the goal be achieved?
Goal #1 Campus Goals/District Related	By December 2024, refine the mission and vision statements by finalizing and integrating them into all school documentation and communication channels, achieving 100% consistency across documents and website updates, and coordinating with marketing and communication teams to align with the school's strategic goals and priorities.	Finalize and integrate the reworked mission and vision statements into all school documentation and communication channels.	Achieve 100% consistency in mission and vision usage across school documents and website updates by the end of the year.	Coordinate with marketing and communication teams to ensure seamless integration.	Reinforces alignment with the school's strategic goals and priorities	December of 2024
Goal #2 Campus Goals/District Related	By December 2024, launch teacher certification pathway plans by collaborating with HR to ensure every uncertified teacher has an individualized plan, achieving 100% participation in planning and at least 25% enrollment in certification programs, leveraging professional development budgets and partnerships to align with the goal of certified educators and compliance with federal funding requirements.	Ensure every uncertified teacher has an individualized certification pathway plan developed collaboratively with HR.	Achieve 100% teacher participation in pathway planning, with at least 25% actively enrolled in certification programs by the end of the academic year.	Leverage professional development budgets and partnerships with local institutions to support this goal.	Aligns with the goal of having certified educators and compliance with federal funding requirements	December 2024
Goal #3 Campus Goals/District Related	By June 2025, launch and execute a comprehensive fundraising campaign to support the school's programs, facilities, and community engagement initiatives by achieving monthly milestones, leveraging community partnerships and events, and aligning efforts with the school's mission to enhance educational opportunities and extracurricular programs.	Launch and execute a comprehensive fundraising campaign to support the school's programs, facilities, and community engagement initiatives.	\$415,000 Achieve monthly fundraising milestones, culminating in a successful campaign by June 2025, with periodic updates provided to the school board.	Build on the momentum of previous successes, leveraging community partnerships, grant opportunities, and school-hosted events to attract donors and supporters.	Aligns with the school's mission to enhance educational opportunities, extracurricular programs, and facilities for students and the community.	June 2025
Goal #4 Campus Goals/District Related	By June 2025, strengthen financial and operational documentation by creating step-by-step guides for accounting and finance processes, ensuring 100% adherence through staff training sessions, and collaborating with finance and operations teams to align with the strategic focus on sustainable operations and innovation.	Create step-by-step guides for accounting and finance processes, including invoice entry, account reconciliation, monthly reporting, and compliance monitoring.	Complete documentation for all roles and achieve 100% adherence by staff through training sessions.	Work collaboratively with finance and operations teams and dedicate time to review and refine processes.	Aligns with the strategic focus on sustainable operations and innovation	June 2025

Goal #5 Campus Goals/District Related	By June 2025, develop a comprehensive "Portrait of a Graduate" alignment framework by creating an implementation guide with specific benchmarks for the five graduate competencies, collaborating with curriculum and technology teams, and ensuring that 50% of teachers integrate these competencies into their instruction to support the mission of preparing students for a global, technological world.	Align instructional strategies and curriculum to the Portrait of a Graduate skills, including academic preparedness, technological skills, resilience, and social consciousness.	Create an implementation guide with specific benchmarks for each of the five graduate competencies (e.g., critical thinking, adaptability) by the end of the academic year.	Work with curriculum leads and technology teams to ensure that 50% of teachers integrate these competencies into their instruction by June 2025.	Supports the mission of preparing students for a global, technological world	June 2025
Goal #6 Campus Goals/District Related	By June of 2025, develop and finalize the Strategic Plan 2025-2030 by collaborating with stakeholders to establish actionable goals in the six priority areas—Student Achievement & Growth, Equity in Access and Resources, Guaranteed and Viable Curriculum, Exceptional Educators, Family and Community Engagement, and Sustainable Operations and Innovation—ensuring alignment with the school's mission and beginning implementation in the 2025-2026 school year.	Collaborate with stakeholders to finalize and implement the Strategic Plan 2025-2030, focusing on the six priority areas: Student Achievement & Growth, Equity in Access and Resources, Guaranteed and Viable Curriculum, Exceptional Educators, Family and Community Engagement, and Sustainable Operations and Innovation.	Achieve milestones for all six strategic focus areas, such as increasing reading and math proficiency by 10% annually, ensuring 100% of classrooms use a guaranteed curriculum by 2026, and achieving 80% family participation in engagement activities.	Leverage existing resources, partnerships, and leadership capacity to ensure the plan's feasibility and integration into school operations.	Aligns with the school's mission to provide equitable, high-quality education and prepare students for success in a global, technological world.	Finalize the plan and present it to the school board by June 2025, with implementation beginning in the 2025-2026 school year and initial benchmarks achieved by December 2025