B.3 Management and Operations

A. Roles and Responsibilities

Alhambra Preparatory Academy hereby referred to as, Madison Highland Prep will administer an education program designed to ensure that the school operates successfully on a daily basis. The organizational charts below (See Fig 1-3), delineate the reporting relationships of the Governing Board, Principal, and all school staff for the first three years of operation. Below the organization, charts are brief narratives of each individual's role within the organization (years one to three).
Madison Highland Prep proposes to open with five key administration positions including the Principal, Director of Curriculum, Assistant Principal, Business Manager, and Special Education Coordinator, one Registrar and two Bus Drivers. We will open with ninth and tenth grade, requiring 12 high school teachers. The school will actively recruit certified paraprofessionals and interns, all with fingerprint clearance cards, to assist the Special Education Coordinator and the Registrar as well as other personnel. By Y2, our student population has increased by 17%. We have added eleventh grade as we add two high school classrooms, which means we have recruited and hired two new teachers, added one Instructional Coach, one certified Special Education Paraprofessional, and one Bus Driver. Y3 marks a student population increase of 14% and the final addition to our student population adding twelfth grade as we add one high school classrooms, which means we have recruited and hired one new teachers and one Office Assistant.

Figure 1: Organizational Chart (Operational Year One)

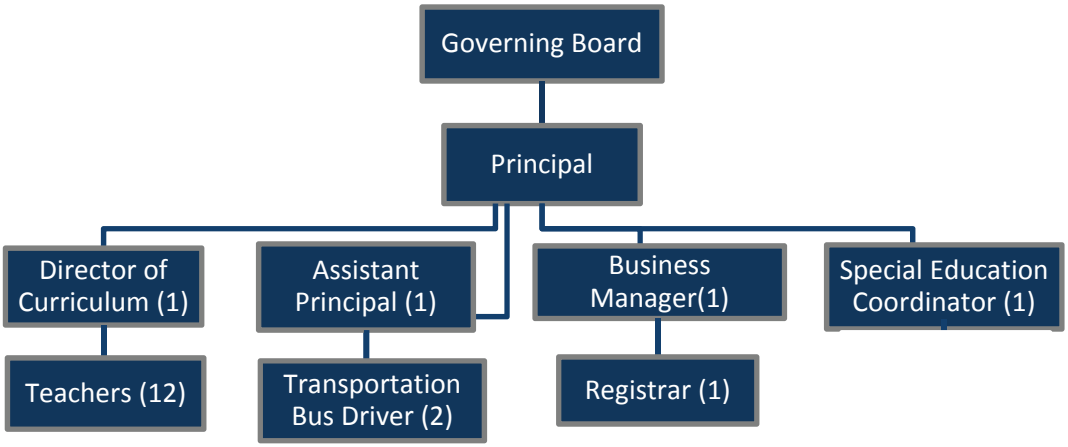


Figure 2: Organizational Chart (Operational Year Two)

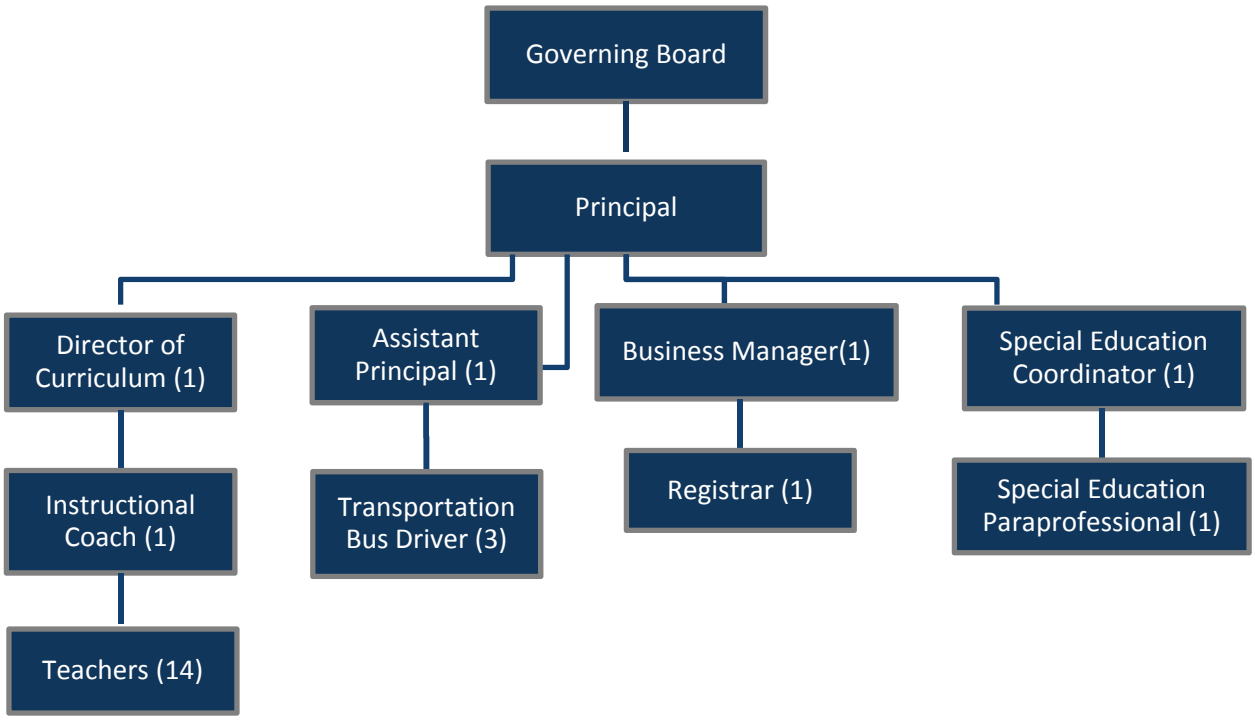
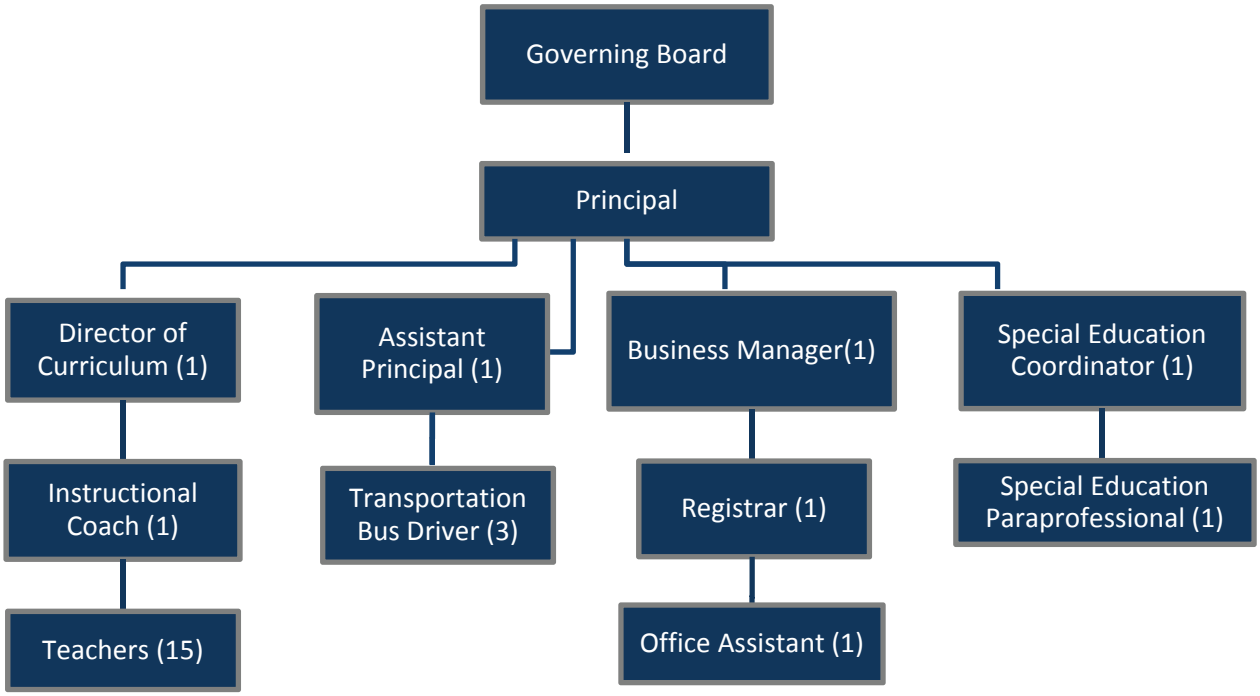


Figure 3: Organizational Chart (Operational Year Three)



The Administrative Team (Y1-Y3)

Principal
The Principal oversees school performance, provides executive management and ensures organizational viability. The Principal leads external issues, works with the Governing Board, reports to/interfaces with Arizona State Board for Charter Schools, conducts fundraising, public relations, school accreditation, and oversees finance and operations. The Principal manages the Director of Curriculum, Business Manager, Administrative Personnel, and Teachers. The Principal is hired by, reports to, and is evaluated by the Governing Board.

Director of Curriculum
The Director of Curriculum supports teaching and learning - developing curriculum, overseeing the assessment system, mandated State testing, and observing teachers in conjunction with the Principal. The Director of Curriculum will lead professional development, manage teachers, deliver instructional written and verbal feedback, and develop curriculum. The Director of Curriculum will assist the principal in managing daily operations and providing financial and programmatic oversight. The Director of Curriculum ensures that financial records are accurate and up-to-date and that programmatic guidelines for reporting and implementation are followed. Along with the Principal, the Director of Curriculum manages the disaggregation of data, the sharing of results and the implementation of interventions that result. The Director of Curriculum reports to and is evaluated by the Principal and the Governing Board.

Assistant Principal
The Assistant Principal aids the principal in the overall executive management of the school. The assistant principal is primarily responsible for scheduling student classes, and coordinating transportation and other support services. The Assistant Principal handles student discipline and attendance problems, social and recreational programs, and health and safety matters. The Assistant Principal will provide counseling to students on personal, educational, and college and career planning. The Assistant Principal reports to and is evaluated by the Principal.

Business Manager
The Business Manager manages daily operations and provides financial and programmatic oversight. The Business Manager ensures financial records are accurate and up-to-date and programmatic guidelines for reporting and implementation are followed. Along with the Principal, and the Director of Curriculum, the Business Manager will manage student data, the tracking of data, grants management, and SAIS. The Business Manager reports to and is evaluated by the Principal.

Special Education Coordinator
The Special Education Coordinator maintains special needs records, oversees the IEP process, ensures that special needs students receive accommodations and modifications within the classroom, and will be AZ certified in special education. The SPED Coordinator is hired by, reports to and is evaluated by the Principal.

Instructional Team (Y1-Y3)

Teachers
Twelve teachers will develop and implement curriculum and support all students in reaching clear academic goals in the first year. These same teachers will also deliver instruction to and facilitate learning for students. All teachers are Highly Qualified as defined by No Child Left Behind, possessing a

valid Arizona Teaching Certificate, and DPS fingerprint clearance card. The Principal with the input of the Director of Curriculum hires teachers. Teachers report to the Principal, the Assistant Principal and Director of Curriculum, and are evaluated by the Principal, Assistant Principal, and Director of Curriculum. In the second year, MHP will add two teachers commensurate with the addition of the eleventh grade, and in the third year, one more teacher totaling 15 teachers.

Instructional Coach
An Instructional Coach will be added to MHP's instructional team to enhance the school's academic program by serving as a colleague with classroom teachers in support of student learning. The Instructional Coach will focus on individual and group professional development that will expand and refine the understanding about researched-base effective instruction. In order to meet this purpose, the Instructional Coach will provide personalized support that is based on the goals and identified needs of individual teachers. The Principal with the input of the Director of Curriculum hires the Instructional Coach. The Instructional Coach reports to and is evaluated by the Director of Curriculum with the input of the Principal.

Special Education Para Professional
A Special Education Para Professional will join MHP's instructional team in the second year to work with individual students or small groups of students to reinforce learning of material or skills initially introduced by the teacher. Since the school's enrollment will have increased significantly, the Special Education Para Professional will assist the Special Education Coordinator and classroom teachers in ensuring that the day-to-day accommodations and modifications are carried out on behalf of the students. The Special Education Para Professional ensures the delivery of special strategies for reinforcing material or skills based on a sympathetic understanding of individual students, their needs, interests and abilities. The Special Education Para Professional distributes and collects workbooks, papers and other materials for instruction. The Special Education Para Professional assists the Special Education Teacher in maintaining accurate records required by federal, state and District policies. The Principal with the input of the SPED Coordinator hires the SPED Paraprofessional. The SPED Para Professional reports to and is evaluated by the Special Education Teacher with input from the Principal.

Office Personnel and Student Services

Registrar
The Registrar enters and maintains student records, immunization, attendance information, and grade reports into the online student information system; reviews student records to ensure current information, accuracy and completeness with state regulations and county office policies and guidelines; assists in collecting and maintaining daily and weekly average attendance; provides instructors, school districts and outside agencies with information regarding student enrollment; prepares a variety of records and reports regarding student enrollment; prepares records/paperwork for re-admission to former district. The Registrar is hired by the Principal with the input of the Business Managers. The Registrar reports to and is evaluated by the Principal and the Business Manager.

Bus Driver
In the first year of operation, MHP will hire two Bus Drivers who will ensure the safe day-to-day transportation of student to and from the school. Bus Drivers also ensure that students are safely transported to and from the school for extra-curricular activities. Bus Drivers will maintain all state licensure, ensuring that they are qualified to drive and meeting all expectations of the Department of Public Safety. Bus Drivers are responsible for maintaining the safety and mechanical operation of their

bus. Bus Drivers must conduct regular bus evacuation drills. Bus drivers must maintain up-to-date family contact information for students they transport. Bus drivers are responsible for maintaining a safety inspection and occurrence logbook. In year two, MHP will add a third Bus Driver, thereby extending the reach of the school to greater parts of the community.

Office Assistant
In the third year of operation, MHP will hire an Office Assistant to oversee the day-to-day office procedures, ensuring that a high level of service is provided to the school's stakeholders. The Office Assistant will uphold office and school policies and procedures. The Office Assistant maintains records, and trains staff members in procedures, systems, and equipment. The Principal with the input of the Business Manager hires the Office Assistant. The Office Assistant reports to and is evaluated by the Business Manager, with input from the Principal.

B. Operational Plan

As Madison Highland Prep's enrollment increases, its operational structure will expand. **Table 1** indentifies the staff structure for Y1-Y3. The first five listed positions represent administrative roles with detailed descriptions for each position noted in the above section, roles and responsibilities. **Table 2** provides an outline of oversight responsibilities related to instruction and operational services as well as identifies the administrative personnel's oversight responsibility related to the specific area of service.

Table 1: Staff Chart

Position	Y1	Y2	Y3
Principal	1	1	1
Director of Curriculum	1	1	1
Assistant Principal	1	1	1
Business Manager	1	1	1
Special Education Coordinator	1	1	1
Teachers	12	14	15
Instructional Coach		1	1
Special Education Para Professional		1	1
Registrar	1	1	1
Bus Driver	2	3	3
Office Assistant			1
Total	**20**	**25**	**27**

Table 2: Oversight Responsibilities

Instructional or Operational Services	Administrative Staff and Responsibilities
Instruction	Principal (Y1-Y3) • Recruit and hire positions outlined in Table 1: Staff Chart, page 5 • Observe and evaluate the performance of instructional staff with the assistance of the Assistant Principal and Director of Curriculum • Lead staff development and administrative meetings • Oversee implementation of Professional Learning Community (PLCs). • Develop and implement school, teacher, and student schedules • Develop and implement academic schedules Director of Curriculum (Y1-Y3) • Lead teacher training and professional development • Oversee implementation of Professional Learning Community (PLCs), • Oversee general instruction to help develop and monitor the lessons scope and sequence to ensure high quality learning in all subjects, SPED instruction and IEP process to ensure students are receiving appropriated modifications and accommodations, and ELL instruction requirements to qualifying students in accordance with state and federal laws. Special Education Coordinator (Y1-Y3) • Create, monitor, revise, and implement IEP's process and compliance for all Special Education Students • Create, monitor, revise, and implement 504's process and compliance for all Special Education Students • Provide in class or pull out instruction to students who qualify for Special Education services, ensuring students receive at all times appropriate modifications and accommodations • Provide instructional strategies to teacher for students who qualify for Special Education services, ensuring students receive at all times appropriate modifications and accommodations

Curriculum and Assessment (Mandated State Testing)	Principal and Directory of Curriculum (Y1-Y3) • Lead in the process for selection and purchase of high-quality, aligned curricular materials aligned with STEM and AP curriculum • Oversee and manage disaggregation of school-wide academic data collection, analyze and report results, develop and report implementation of interventions to all stakeholders • Monitor individual class and school wide academic achievement • Lead data analysis meetings • Develop student Personalized Education Plans (PEP) with the assistance of the Assistant Principal and Director of Curriculum Director of Curriculum (Y1-Y3) • Oversee General, Special Education and English Language Learners curriculum development and implementation • Oversee development and implementation of district assessments • Serve as Test Coordinator overseeing mandatory assessments, including AZELLA, Stanford 10, and PARCC • Oversee academic intervention programs Business Manger (Y1-Y3) • Ensure all curriculum/assessment information is in the SAIS Special Education Coordinator (Y1-Y3) • Serve as AIMS-A Testing Coordinator and ensure compliance with reporting requirements. • Administer, analyze, and collect data of special education testing for incoming students

Staff Development	Principal and Director of Curriculum (Y1-Y3)
	• Plan new and returning staff and teacher training and professional development to:
	  ○ Increase knowledge of high quality instruction for STEM and AP curriculum
	  ○ Ensure compliance with school policies and procedures
	  ○ Ensure compliance with all charter, state, and federal requirements including regulations and funding
	  ○ Ensure compliance with English Language Learner (ELL) requirements to qualifying students in accordance with state and federal laws.
	• Plan new and returning staff and teacher training and professional development to ensure overall compliance with charter school increases knowledge of high quality instruction for STEM and AP curriculum
	Business Manager (Y1-Y3)
	• Plan new and returning staff and teacher training and professional development to ensure overall compliance with school office matters such as SAIS, Grade Book, technology, and payroll and benefits
	Special Education Coordinator (Y1-Y3)
	• Plan new and returning staff and teacher training and professional development to ensure compliance with special education services to qualifying students in accordance with state and federal laws

Financial Management	Principal (Y1-Y3) • Manage recruitment and retention for all staff members, including salary, contracts, and employee benefit options with the assistance of administrative personnel as needed • Recruit, select, hire, monitor, and evaluate the Business Manager • Prepare annual budget with assistance from the Director of Curriculum and Business Manager, which will be discussed and approved by the Governing Board • Collaborate and oversee long-term financial planning, including recommend budget with the Governing Board • Approve expenditures • Manage fundraising and grant writing efforts (i.e. AZ CSP, IDEA, all Title funding, e-rate funding, etc…) • Manage marketing plan and strategies for recruiting students • Manage facility acquisition, construction, and grounds maintenance Business Manager and Director of Curriculum (Y1-Y3) • Create and maintain a high standard of financial oversight and management of annual budget regarding cash flow, expenditures, and revenues aligned with all types of grant and title funding • Ensure GAAP aligned with UFSRCS as well as federal, state, and local regulations. Training will be provided from a Certified Public Accountant. • Manage daily accounting of school including accounts payable and receivable, cash receipts, payroll and benefits, general ledger, taxes, and allocation of non-financial resources • Provided regular financial feedback and reports to the Principal and the Governing Board • Submit budget and Annual Financial Report and any required revisions or amendments • Prepare for and oversee annual audit and all other monitoring visits regarding financial or operational services
Contracted Services	Principal (Y1-Y3) • Hire, manage, and evaluate the performance of contracted services, including vendors and special education service providers (e.g. speech and language, occupational therapy, and physical therapy) with the assistance of administrative personnel • Enlist community partnerships to engage students in STEM and AP extra-curricular actives Director of Curriculum (Y1-Y3) • Hire, manage, and evaluate the performance of contracted services, including legal, accounting, payroll services, and vendors, with the assistance of administrative personnel • Enlist community partnerships to engage students in STEM and AP extra-curricular actives Business Manager (Y1-Y3) • Coordinate contract and bids for copy service • Collaborate with the Student Accountability Information System (SAIS)

Personnel	Principal (Y1-Y3) • Recruit, select, and hire personnel with assistance from the Director of Curriculum • Manage and oversee all administrative, instructional, office, and student service personnel. • Create and provide evaluations of all staff members with the assistance from administrative personnel • Request and manage instructional substitutes with the assistance of administrative personnel Business Manager (Y1-Y3) • Maintain personnel files • Conduct background checks, verify current fingerprint clearance card status for all employees • Check compliance with e-verify, I-9, and other personnel policies • Manage and maintain employee benefits including health, retirement, and personal leave time Director of Curriculum (Y1-Y3) • Monitor teacher Highly Effective status or certifications
Grants Management	Principal, Director of Curriculum, and Business Manager (Y1-Y3) • Oversee, manage, and ensure all compliance requirements and regulations of school regarding Grants Management, including researching, writing, applying, and managing federal, state, city, and local grants. • Apply to grants following school guidelines • Manage disbursement and reporting of time and effort • Prepare all required reports, evaluations, and data to all agencies, funding sources, and departments • Provide written and verbal reports to the Governing Board members and at the board meetings as needed.

Student Accountability Information System (SAIS)	Principal, Director of Curriculum and Business Manager (Y1-Y3)
	• Manage the Student Accountability Information System (SAIS)
	Business Manager (Y1-Y3)
	• Train and oversee Registrar
	  ○ to enter and maintain student records, immunization, attendance, and online grade reports
	  ○ Review student records to ensure current information accuracy and completeness with state regulations and county office policies and guidelines
	  ○ Assist in collecting and maintaining daily and weekly average attendance
	  ○ Provide instructors, school districts and outside agencies with information regarding student enrollment; prepares a variety of records and reports regarding student enrollment; prepares records/paperwork for re-admission to former district.

C. Critical Skills and Experiences for Administrative Roles

Principal Critical Skills and Experiences

- Strong commitment and belief in the mission and vision of the school
- Data-driven decision making, self-motivated, ongoing collection and analysis of data, and willingness to grow in professional knowledge
- Master's Degree (required)
- Excellent communications skills, promotes collaborative problem solving and open communication
- Ability to collect, analyze, and use data to identify school needs
- Ability to use data to identify and plan for needed changes in the instructional program
- Implement and monitor the school strategic plan
- Effective leadership and management leading to attainment of student achievement goals in the classroom
- Experience managing school finance and operations
- Understanding of ADE, charter school, and grant compliance
- Strong organizational skills and ability to multi-task
- Experience managing SAIS
- Experience in marketing, fundraising, and public relations
- SEI Endorsed
- Arizona Principal Certification (required)
- Valid Arizona Fingerprint Clearance Card (required)

Dr. Kerry Clark has served as a high school principal for the past 12 years. His first school was a turn-around assignment, and his second school was a start-up college preparatory school. As a result of Kerry's leadership and quality staff, his two previous schools experienced exemplary student academic growth. His most recent school was recognized as one of *America's Best High Schools* in 2010, 2011, 2012, and 2013 by U.S. News & World Report, and was ranked 13th in the state of Arizona for exposure of the Advanced Placement (AP) curriculum for its students. Kerry is currently serving as a turn-around principal and under his leadership his current school received an 'A' label for *AZ Learns*, and was recognized as a Title I "*High Performing Reward*" school. Kerry continues to serve as a Quality Assurance Review Chair for AdvancED. Kerry holds state principal and superintendent certifications and is a member of the Arizona School Administrators Association, and the National Association of Secondary School Principals.

Director of Curriculum Critical Skills and Experiences

- Strong commitment and belief in the mission and vision of the school
- Data-driven decision making, self-motivated, ongoing collection and analysis of data, and willingness to grow in professional knowledge
- Bachelor's Degree required, Master's Degree preferred
- Excellent communications skills, promotes collaborative problem solving and open communication
- Ability to collect, analyze, and use data to identify school needs
- Ability to use data to identify and plan for needed changes in the instructional program
- Experience managing, developing, and overseeing curriculum, instruction, assessment, and professional development

- Experience observing, evaluating, and coaching teachers
- Experience managing school finances and operations, analyzing financial reports and managing cash flow and budgets
- Proficient or advanced knowledge in Microsoft Excel and Access, Quick Books and other financial management software
- Knowledge of school finance, budgetary planning, and generally accepted accounting principles (GAAP) aligned with Uniform System of Financial Records for Arizona Charter Schools (USFRCS)
- Strong organizational skills and ability to multi-task
- Experience managing SAIS
- Technologically experienced and proficient in computer skills
- Arizona teaching certificate (required)
- SEI Endorsed
- Valid Arizona Fingerprint Clearance Card (required)

Mrs. Paula Wilson holds a BAE Secondary Education-Mathematics, Arizona State University. She has served over twelve (12) years in education, positions including Mathematics teacher, Data and Remediation Specialist, Curriculum Coach, and Assistant Principal. Paula has extensive experience with analyzing student achievement and subpopulation (demographic) data, collaborating with stakeholders including administrators and teachers to understand and implement data driven instruction as well as working closely with board members and leadership team to procure disaggregated and aggregated data based on school needs. Paula's in-depth understanding of content-based standards has given her opportunity to design and develop curricula, training materials and teaching aids for all contents incorporating the common core. In her previous position she supervised the implementation of grants, ensuring completion despite obstacles by meeting time commitments, schedules and budgets paid out of general, and Title funds.

Assistant Principal Critical Skills and Experiences

- Strong commitment and belief in the mission and vision of the school
- Data-driven decision making, self-motivated, ongoing collection and analysis of data, and willingness to grow in professional knowledge
- Bachelor's Degree required, Master's Degree preferred
- Excellent communications skills, promotes collaborative problem solving and open communication
- Ability to collect, analyze, and use data to identify school needs
- Ability to use data to identify and plan for needed changes in the instructional program
- Experience scheduling student classes, coordinating transportation and other support services
- Experience in leadership and managing student discipline and attendance
- Experience in managing student social and recreational programs
- Experience managing and facilitating health and safety training
- Experience in managing and facilitating college and career planning
- Excellent public speaking skills
- Strong organizational skills and ability to multi-task
- Proficient in Spanish (preferred)
- Arizona teaching certificate (required)
- SEI Endorsed
- Valid Arizona Fingerprint Clearance Card (required)

Business Manager Critical Skills and Experiences

- Strong commitment and belief in the mission and vision of the school
- Data-driven decision making, self-motivated, ongoing collection and analysis of data, and willingness to grow in professional knowledge
- Bachelor's Degree preferred
- Experience managing school finances and operations, analyzing financial reports and managing cash flow and budgets
- Proficient or advanced knowledge in Microsoft Excel and Access, Quick Books and other financial management and human resource software
- Knowledge of school finance, budgetary planning, and generally accepted accounting principles (GAAP) aligned with Uniform System of Financial Records for Arizona Charter Schools (USFRCS)
- Experience managing SAIS and student records
- Experience coordinating vision and hearing testing and managing immunization records
- Strong organizational skills and ability to multi-task
- Proficient in Spanish (preferred)
- Technologically experienced and proficient in computer skills
- Valid Arizona Fingerprint Clearance Card (required)

Special Education Teacher Critical Skills and Experiences

- Strong commitment and belief in the mission and vision of the school
- Experience in writing Individual Education Plans (IEPs) and 504s, and communicating the contents in an accessible way to multiple audiences
- Experience with planning new and returning staff and teacher training and professional development to ensure compliance with special education services to qualifying students in accordance with state and federal laws
- Advanced knowledge of disabilities and the educational implication of disabling conditions
- Experience in special education legal issues
- Experience in AIMS-A testing and ensure compliance with reporting requirements.
- Data-driven decision making, self-motivated, ongoing collection and analysis of data, and willingness to grow in professional knowledge
- Bachelor's Degree required, Master's Degree preferred
- Excellent communications skills, promotes collaborative problem solving and open communication
- Ability to collect, analyze, and use data to identify special education needs
- Ability to use data to identify and plan for needed changes in the instruction for qualifying special education students
- Experience managing, developing, and overseeing curriculum, instruction, assessment, and professional development for Special Education
- Experience observing, evaluating, and coaching others to ensure appropriate modifications and accommodations are being provided the qualifying students
- Strong organizational skills and ability to multi-task
- Proficient in Spanish (preferred)
- Technologically experienced and proficient in computer skills
- Highly Qualified in Special Education (required)
- Arizona teaching certificate (required)
- SEI Endorsed
- Arizona Fingerprint Clearance Card required