Organization Description
B.4 Management & Operation

Tucson AIM Middle School will use a simple, yet efficient organizational structure as shown in the attached organizational chart.

The **Tucson AIM Governing Board** will meet regularly to oversee the school's operations and to formulate policies. (See B.3 Governing Body). The Tucson AIM Governing Board will update and, when appropriate, seek advice from the **American Indian Model Schools Governing Board** (its advisory parent organization board) on its operations. The Tucson AIM Governing Board will also confer with the advisory **Founding Committee** (see B.1 for more details) in order to ensure a smooth start-up period for the school. The AIMS Board and Founding Committee will communicate with each other regarding the start-up activity of Tucson AIM.

The liaison between the governing boards of Tucson AIM and American Indian Model Schools will serve on the Founding Committee and coordinate communication and start-up activities for Tucson AIM. During start-up and the first year of Tucson AIM's operations, the liaison will report to AIMS every month regarding Tucson AIM's progress, in order to ensure smooth operations for the new school. These meetings will focus on areas such as budgeting, curriculum, hiring/training, adopting a school calendar and master class schedule, implementing the American Indian Model of Education, compliance with Arizona State Board of Education requirements, and other general and specific oversight as needed.

Because the American Indian Model Schools Governing Board has delegated authority over daily operations to the Tucson AIM Governing Board, the Tucson AIM Governing Board is responsible for approving the school's budget and overseeing the Director/Principal's performance. The Director/Principal oversees the teachers and other support staff, such as the administrative assistant, as well as the Financial Manager, as shown in the organizational chart.

The Director/Principal is responsible for executing Board policy and overseeing the day-to-day operations of the school. *Day-to-day responsibilities may include* supervising teachers and other staff, overseeing the implementation of the curriculum (i.e., checking teacher lesson plans, observing and evaluating teachers, etc.), handling discipline issues, interfacing with students/families/staff/community, holding staff meetings as necessary, and upholding the American Indian Model of Education and school culture. The responsibilities of the Director/Principal or his/her designee *may also include*, but not be limited to, the duties described in C.3 and the following:

- Organize, coordinate, supervise, and evaluate the school's instructional and curricular program
- Establish and execute enrollment procedures.
- Participate in the dispute resolution procedure and the complaint procedure when necessary.

- Develop Board meeting agendas in conjunction with the Board President and propose policies for adoption by the Board.
- Attend state-mandated administrative meetings and stay in direct contact with the state regarding legislative changes in education laws and regulations
- Attend IEP meetings when necessary.
- Approve all necessary financial reports as required for proper ADA reporting.
- Make budget line item revisions when necessary (with the Financial Manager) and report changes regularly to the Board.
- Develop and administer the budget (with the Financial Manager) in accordance with generally accepted accounting principles.
- With the Financial Manager, present a quarterly financial report to the charter Board.
- Provide assistance and coordination to the faculty in the development of curriculum.
- Coordinate the administration of Standardized Testing.
- Plan and oversee employee orientation.
- Establish procedures designed to carry out Charter Board policies.

The Director/Principal, as the "face" of the school and its leader, will need to have strong communication and leadership skills. The person will have many years of experience in school administration (at least 5 years) and K-12 teaching and be dedicated to creating an academically rigorous school that is aligned with the American Indian Model of Education. The person must have proven management skills and an excellent grasp of standards-aligned curricula and testing, charter school regulations and operations, special education and ELL requirements, and other matters as applicable to middle school administration. Additionally, the Director/Principal will need to demonstrate an understanding of and ability to operate a fiscally stable school. Though the Financial Manager will be considered the financial expert, the Director/Principal will need to have the knowledge necessary to implement the Financial Manager's suggestions, as well as adhere to the school budget and enforce stringent fiscal policies. This position reports directly to the Tucson AIM Governing Board.

The **Financial Manager** will be a financial expert with the vision to establish fiscal policies for the Director/Principal and Board to adopt and will perform duties that include: planning, implementing, and managing with the Director/Principal a school budget, overseeing payroll for employees, managing the financial books and records of the school, and providing financial reports to the Director/Principal and governing board to ensure compliance with state and federal records and reporting requirements. He/she will be responsible for working with a certified public accountant for a yearly audit that is approved by the governing board. The person will prepare and provide appropriate monthly, quarterly and yearly reports to the Director/Principal and governing board. All purchases must be submitted to the Financial Manager with an invoice that is signed and approved by the Director/Principal. This person will oversee the spending of grant money, if applicable and will also monitor the following: human resources, taxes, state reporting, budget compliance, financial reports, vendor invoices, and the Arizona tax credit program. This person will have at least a bachelor's degree and preferably a

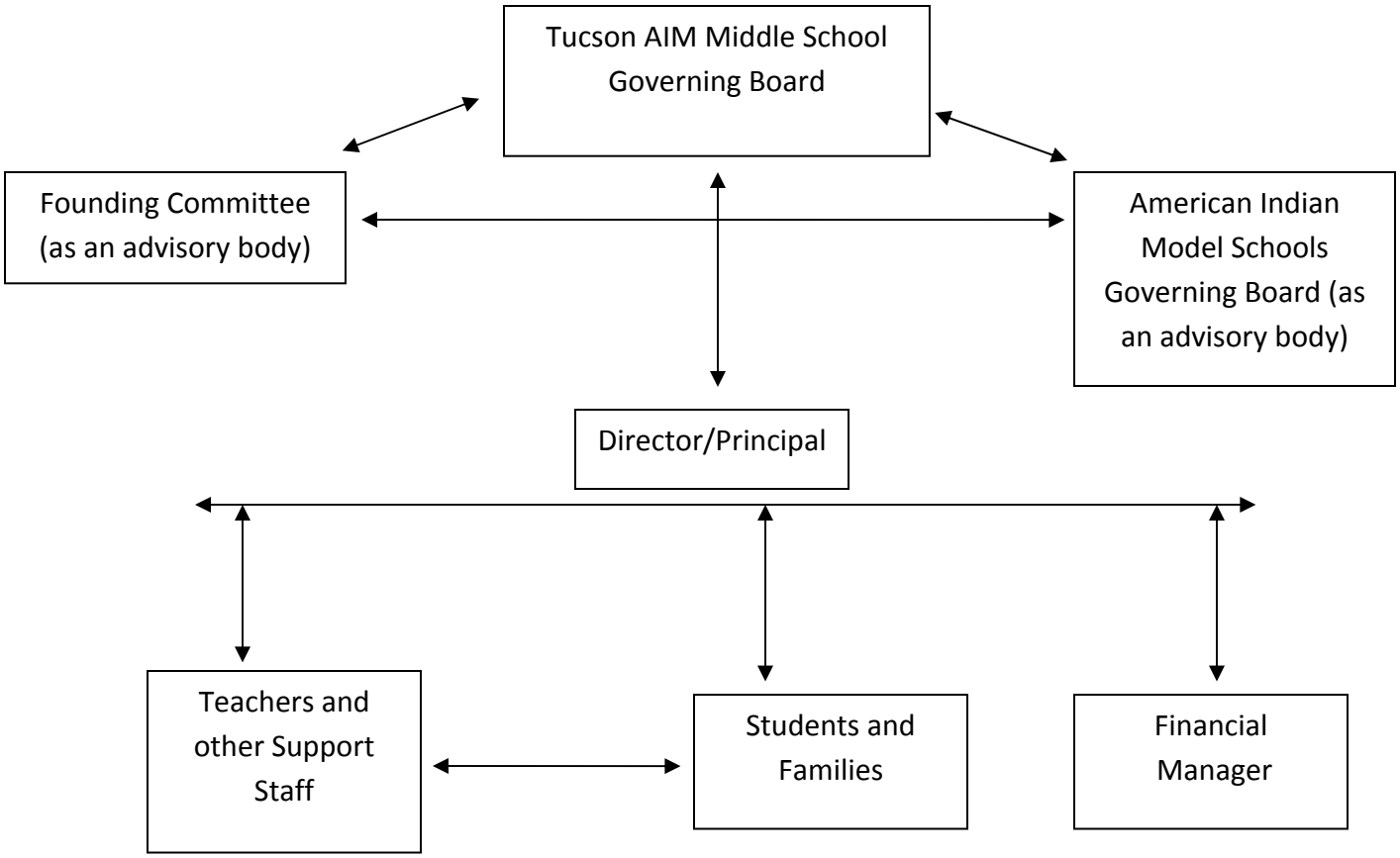
master's degree in accounting, finance, or business and will have at least three years of experience in managing the financial operations of a public (preferably charter) school. The Financial Manager reports to the Director/Principal.

The **Administrative Assistant** The Administrative Assistant will work closely with the principal, students, teachers, and families. He/she will maintain student daily attendance records and input information in Student Accountability Information Systems (SAIS) student cumulative folders, sign in visitors, answer telephone calls, provide family student enrollment applications, register students, order school supplies as needed and receive deliveries. He/she will be responsible for fulfilling any other duties as prescribed by the Director/Principal and/or Financial Manager. This person should have a friendly manner, be well organized and willing to follow directions, have computer and other office skills, and have (preferably) two or more years of experience working in a school setting. This position reports to the Director/Principal.

The **Special Education/Resource Teacher(s)** will oversee the school's special education and tutoring services. The special education teacher(s) will be responsible for compliance related to identifying students for special education services, Individualized Educational Plans (IEP) development, and all other applicable Special Education duties and activities. This person/people will work with the regular classroom teachers to ensure a rigorous and appropriate education is provided to each student. The qualifications for the position(s) include: a college degree and Arizona special education certificates that include cross-categorical certificates, including severely and profoundly disabled certificate, visually impaired certificate, hearing impaired certificate, and specialized certificate, as well as proven experience in the field of special education. This position reports to the Director/Principal.

All Tucson AIM school employees will report to the Director/Principal, who reports to the governing board.

Attached in this section is the organizational chart for Tucson AIM Middle School.

Tucson AIM Middle School

Organizational Chart