B.3 Management & Operations

The Governing Board of CASA Academy will delegate all administrative responsibilities to the Director of Student and Operations and the Academic Director, who will co-execute CASA Academy's vision and mission. The Academic Director will oversee all academic responsibilities at the school. The Director of Students and Operations will conduct financial oversight and oversee all school-wide operations. These two directors will hire a staff of highly qualified individuals or contract with external service providers to help execute the day-to-day operations of the school.

CASA Academy seeks to provide a high quality education for students while remaining fiscally responsible. Therefore, every position within CASA Academy will be based on conservative budget projections that still allow for the school to strongly pursue its mission. Complete organizational charts can be found in section B.1.

A. Management Roles and Responsibilities

As stated above, there will be two administrators in years 1, 2, and 3, the Director of Students and Operations and the Academic Director will act as co-leaders. The Academic Director will oversee instruction, curriculum, and assessment, including mandated state testing, special education services, and staff development. The Director of Students and Operations will oversee the financial management of the school, contracted services personnel, grants management, and the office manager, who will oversee the Student Accountability Information System (SAIS). Each director's roles are outlined in detail below in figure B.3.1.

Figure B.3.1: Director Roles and Responsibilities

Academic Director	Director of Students and Operations
Manages testing	Manages student discipline
Observes teachers and provides weekly feedback	Oversees marketing for the school
Meets weekly with teachers in data and planning meetings	Conducts fundraising for the school
Oversees special education personnel	Creates and maintains community partnerships
Oversees curriculum development and implementation	Facilitates parent relations programs
Facilitates professional development for teachers	Oversees financial management (i.e. working with contracted financial services)
Manages instructional assistants	Oversees school administrative operations (i.e. contracted business services and office manager)

In addition to the Academic Director and the Director of Students and Operations, an office manager will oversee reception duties and enrollment in years one, two and three. A contracted business service will oversee accounting in years one, two and three. More detailed descriptions of these positions can be found in part B of this section.

Figure B.3.2 below indicates the staffing plan for years one through three.

Figure B.3.2: Staffing Plan Y1-Y3

	Year 1 FTEs	Year 2 FTEs	Year 3 FTEs
Academic Director	1	1	1
Director of Students and Operations	1	1	1
Special Education Teacher	Contracted Services	1	1
Specials/ Intervention Teacher	1	1	2
Classroom Teacher	5	9	13
Office Manager	1	1	1
Instructional Assistants	2	2	3

B. Operations Plan

The oversight responsibilities for each administrative position are listed in figure B.3.3.

Figure B.3.3: Oversight Responsibilities for Administrative Positions

	Responsibilities in Years 1-3
Academic Director	1) Carry out vision/mission of school 2) Report academic progress to governing board 3) Hire/fire all faculty and staff in conjunction with the Director of Students and Operations 4) Monitor and evaluate instructional staff 5) Oversee curriculum development and implementation 6) Oversee mandatory assessments (AZELLA, AIMS, Stanford 10, etc.) 7) Oversee and manage school wide academic data collection 8) Oversee professional development for instructional staff 9) Ensure compliance with Special Education and ELL laws and regulations
Director of Students and Operations	1) Manage student discipline 2) Oversee marketing and fundraising for the school 3) Hire/fire all faculty and staff in conjunction with the Academic Director 4) Create and maintain community partnerships 5) Facilitate parent relations 6) Oversee financial management (i.e. contracted financial services) 7) Oversee school administrative operations (i.e. contracted business services and office manager)
Contracted Business Services	1) File annual corporate reports 2) Submit budget and Annual Financial Report to ADE 3) Reconcile bank accounts 4) Manage accounts payable

	5) Manage benefits 6) Initiate and monitor insurance coverage 7) File tax returns 8) Process payroll 9) Manage IRS compliance
Office Manager	1) Manage student information system and SAIS uploads 2) Manage enrollment and attendance 3) Purchase needed supplies 4) Track inventory 5) Greet visitors/answer general phone line 6) Process enrollment/withdrawal forms 7) Manage National Student Lunch Program compliance and reporting 8) Manage immunization reporting

C. Critical Skills and Experiences for Administrative Roles

CASA Academy will seek out the best individuals to fulfill the administrative positions described above. These individuals will need critical skills and experience to fill these roles. Descriptions of these critical skills and experience are as follows:

Academic Director

Critical Skills and Experience:

1) Strong alignment to school mission
2) Experience in adult leadership
3) Experience working in urban low-income schools
4) Strong knowledge of Common Core Standards
5) Ability to assess data and use it to drive instruction
6) Experience observing teachers and providing feedback
7) Experience with special education services
8) Ability to conduct professional development
9) SEI endorsed and has a Fingerprint Clearance Card

The Academic Director will be Tacey Clayton. She meets these qualifications in the following ways:

1) Ms. Clayton helped create and believes deeply in CASA Academy's mission. She believes that all students can achieve at high levels, regardless of their background, and that students learn best when they are provided with multiple opportunities to think critically and apply their knowledge in authentic ways.
2) Ms. Clayton led adults while working as a Literacy Specialist on the Teach For America Phoenix Institute team. In this role, she delivered core literacy content to incoming corps members so that they were able to effectively plan for and execute rigorous literacy instruction. Ms. Clayton also worked closely with an excelling school leader to develop her leadership capacity while completing her Master’s Degree in Administration and School Leadership.
3) Ms. Clayton has taught for five years in schools that serve a primarily low socioeconomic status population. In her time in the classroom, Ms. Clayton has maintained high expectations for her students and worked relentlessly to ensure her students mastered the Arizona State Standards.

4) Ms. Clayton has designed and taught multiple Common Core units to her students over the past year and has attended multiple trainings on the Common Core Standards to inform her instruction. Additionally, Ms. Clayton participated in curriculum development opportunities during the 2011-12 school year in which she assisted her school district in long-term planning to create reading units that align to the Arizona Common Core Standards.
5) Ms. Clayton has successfully used data to drive her instruction since she began her teaching career. Ms. Clayton has used data to help her second graders make an average of 1.5 years of reading growth in one academic year.
6) As a Literacy Specialist, Ms. Clayton has coached and provided feedback to Teach for America corps members to help them improve their instruction. Additionally, Ms. Clayton has attended coaching meetings with her instructional coach to increase her knowledge about assisting teachers in increasing their effectiveness.
7) Ms. Clayton works closely with her Special Education teacher to meet the needs of her Special Education students. During her Master's program, Ms. Clayton also took classes about Special Education to increase her knowledge of Special Education services and legal requirements.
8) Ms. Clayton has facilitated multiple professional development sessions through her work with Teach for America. Additionally, Ms. Clayton has been asked to lead several professional development sessions at her current school.
9) Ms. Clayton has her SEI endorsement and holds a valid Fingerprint Clearance Card.

Director of Students and Operations

The Director of Students and Operations will be Jenna Leahy.

Critical Skills and Experience

1) Strong alignment to mission
2) Experience in adult leadership
3) Ability to make strategic decisions and create policies and procedures
4) Knowledge of school finance, fundraising, and marketing
5) Experience working with children's challenging behaviors
6) Ability to create strong community partnerships
7) Experience creating strong parent investment
8) Fingerprint Clearance Card
9) Strong verbal, written, and organizational skills
10) Spanish-proficient

The Director of Students and Operations will be Jenna Leahy. She fits the above criteria in the following ways:

1) Jenna Leahy has taught in a low-income school for three years and maintains high expectations for her students while encouraging them to think critically. This experience influenced the mission of CASA Academy. Ms. Leahy helped create the mission of CASA Academy.
2) Jenna Leahy has acted as Academy Leader for her five-person teaching team for two years, has substituted as an administrator at her previous school, and has led multiple task forces of adults. In addition, Ms. Leahy has undergone rigorous school leadership training with the Arizona Charter Schools Association's Aspiring Leaders fellowship, the Arizona Charter Schools Association's Charter Starter program, and the Imagine Schools' Growing Your Own Leaders program. Ms. Leahy is also currently obtaining her Master's Degree in School Administration from the University of Phoenix.
3) Ms. Leahy has made strategic decisions and created policies and procedures in her classroom experiences and leadership programs. Examples range from the kindergarten curriculum that Ms.

Leahy helped to create at her previous school to attendance, scheduling, and safety policies Ms. Leahy created.

4) Ms. Leahy has worked intensively with the Arizona Charter Schools Association to inform and educate herself in the areas of school finance, fundraising, and marketing.
5) Ms. Leahy has met with over 50 community leaders since January 2013, and has effectively forged community partnerships with countless organizations and individuals across Phoenix.
6) Ms. Leahy has extensive experience in parent investment. Within her own classroom, Ms. Leahy promoted high levels of parental involvement and communication. This parental involvement was evident in her students' high levels of academic achievement.
7) Ms. Leahy holds a valid Fingerprint Clearance Card.
8) Ms. Leahy has strong verbal, written, and organizational skills.
9) Ms. Leahy is Spanish-proficient and is currently taking a Spanish course to become fluent.

Office Manager

Critical Skills and Experience:

1) College degree
2) Three or more years of administrative experience
3) Spanish-proficient
4) Strong organizational skills
5) Strong intrapersonal and communication skills
6) Knowledge of office equipment and software
7) Hold Fingerprint Clearance Card

An Office Manager has not yet been identified.

Contracted Business Services

The contracted business services provider will be ASPIRE business services.

Critical Skills and Experience:

1) Accounting or similar degree
2) Understanding of charter school finance
3) Strong organizational skills
4) Three to five years of experience in finance preferred
5) Knowledge of online accounting software and programs
6) Strong data management
7) Hold Fingerprint Clearance Card

ASPIRE Business Consultants fits the above criteria in the following ways:

1) Hold Accounting degrees
2) Have worked with charter schools since 2003
3) Are extremely organized and timely in their work
4) Have over nine years of experience in the field
5) Have a strong knowledge of online accounting software and programs
6) Have a clear understanding and experience with data management
7) Hold Fingerprint Clearance Cards