Roles and responsibilities for administering the day-to-day activities of the school

Board of Directors: The Board of Directors of Grandview Associates, Inc. will also act as the governing body for Sierra Preparatory Academy. The Board of Directors will ensure compliance with the charter contract granted by the Arizona State Board for Charter Schools and will formulate and adopt all policies, aligned with the school's mission and educational philosophy, necessary for the operation of the school.

The management and operation plan for Sierra Preparatory Academy envisions three full time administrative positions for the first three years of the school's operation – Headmaster, Office/Business Manager and Secretary/Receptionist. Faculty at Sierra Preparatory Academy will have small administrative duties as part of their full time contracts. Some faculty will serve in more pronounced administrative capacities, including: dean of students, dean of athletics, college counselor and special education coordinator.

Headmaster (Executive Director[1]): The Headmaster is appointed by the Board of Directors and reports directly to the Board of Directors. The Headmaster is responsible for developing and implementing the procedures to execute the Board's policies and for the day-to-day management of the school. The Headmaster oversees the implementation of Sierra Preparatory Academy's curriculum and the Arizona Academic Standards, and manages the faculty, administrative staff and outside services at Sierra Preparatory Academy. The Board of Directors supervises the work of the Headmaster. All other employees will be supervised and report to the Headmaster.

Dean of Students: This is a .5 FTE teaching and .5 FTE administrative position. The Dean of Students reports to the Headmaster. The administrative duties of this position include:

- Oversight of the tutoring program;
- Acts as the Special Education Coordinator and attends meetings and oversees the fulfillment of special needs services;
- Supervises curricular events (Study Skills Workshop; Academic Field Day; and others);
- Maintains the testing calendar (except for standardized testing – AIMS and TerraNova (subsequently PARCC)– which is handled by a faculty member);
- Directs school efforts for accreditation;
- Oversees college counseling;
- Assists with student discipline.

Critical skills or experience required

In addition to fulfilling the qualification for a teaching position at Sierra Preparatory Academy and being Highly Qualified, the position requires experience with charter school management or small non-profit management, college admissions processes, effective student discipline programs, and familiarity with Special Education regulations.

[1] **Executive Director:** The Board may select an Executive Director who may be employed by the corporation pursuant to terms established by the Board of Directors. The Executive Director shall be responsible to, but only to, the Board. The Executive Director shall carry out the duties prescribed by the Board. The Executive Director shall be an ex-officio member of the Board and all committees. During the start-up period and prior to any new site expansions the Headmaster will perform the duties of the Executive Director as they are prescribed by the Board.

Dean of Athletics: This is a .7 FTE teaching and .3 FTE administrative position. The Dean of Athletics reports to the Headmaster. The administrative duties of this position include:

- He/she will also carry over athletic events and manage the budget for all teams;
- Sets policies for athletes and coaches in accordance with the academies overall philosophy of extracurricular activities;
- Establishes overall guidelines for practice schedules, number of practice days;
- Hires coaches and assistants;
- Establishes games and meet schedules;
- Supervise coaches and trainers.
- Ensures that policies for individual extracurricular activities are followed (attendance requirements, participation fees, schedules of events, fundraising);
- Manages budgets for activities;
- Speaks at rallies to promote activities and supervises students at out-of-school events.

Critical skills or experience required
In addition to fulfilling the qualification for a teaching position at Sierra Preparatory Academy and being Highly Qualified, the position requires experience with student extracurricular activities and athletics, athletic facility management, athletic training, and budgeting/business management.

Office/Business Manager: The Office/Business Manager for Sierra Preparatory Academy manages the school's finances and assets, as well as the front office of the school and works closely with the Headmaster. The Office/Business Manager is directly supervised by the Headmaster. He/she maintains the financial records of the school and serves as the bookkeeper, administers the disbursement of funds, payroll and employee benefits. He/she also manages the school's numerous records and reporting requirements to the state and other institutions and oversees the enrollment of students and the annual enrollment lottery. The Office/Business Manager is responsible for SAIS reporting.

Secretary/ Receptionist - Assists the office/business manager. Supports and serves the school by enlisting parental and community involvement in students' educational programs; ensuring students develop and maintain good attendance practices and that parents support the attendance requirements of the school; collaborating with parents in identifying and achieving learning and behavior goals; coordinating family support services to include family training programs and opportunities; and facilitating positive parent, school, community, and student relationships. Reports to the Business Manager.

Headmaster: Job Description

- Applies the standard policies and administrative regulations established by the Board of Directors of Sierra Preparatory Academy, in accordance with all federal, state, and local regulations.
- Interprets the mission and goals of Sierra Preparatory Academy to the students, parents, teachers, and community.
- Develops, at the direction of the Board of Directors, policies and procedures for the effective functioning of all aspects of the life of Sierra Preparatory Academy.
- Advertises for, recruits, interviews and recommends to the Board of Directors faculty and staff for employment.
- Supervises and annually evaluates faculty and staff.
- Assures the adherence of the faculty and staff to the curricular goals and objectives of the Academy and contributes to curriculum development with faculty members and the Academic Advisory Council.
- Participates in periodic professional development activities with the faculty.
- Provides for and directs professional development opportunities for the staff.
- Runs an annual orientation program for all teachers and parents.
- Must teach a course.
- Schedules, attends, and leads faculty meetings and Open House and other community meetings.
- Advertises, recruits, interviews and enrolls students in the school.
- Provides for the safe and orderly environment of the school be establishing and maintaining standards of conduct.
- Communicates regularly with the parents and the "community of learners" via a regular newsletter and updated website.
- Supervises the maintenance and development of the school buildings and grounds.
- Administers and manages the annual budget as finally adopted by the Board of Directors.
    - Manages/supervises the office/business manager.
    - Works with the business manager to maintain an accurate and updated balance and fixed assets sheet for the school site.
    - Assures compliance with all Federal and State regulations related to all financial matters, including but not limited to, payroll and purchasing.
    - Provides accurate monthly reports-expenditures list, monthly and YTD comparison to approved budget, balance sheet-to the Board of Directors.
    - Purchases supplies, materials, fixed assets and services for the schools in accordance with Sierra Preparatory Academy policies and all federal and state regulations.
    - Together with the Business Manager - Prepares the annual budget for submission for approval to the Board of Directors.
    - Identifies, develops, and implements budget mitigation plans for over-expense items during the year.
- Assures timely reporting of all data and reports to the Arizona Department of Education and the charter authorizer – Arizona State Board for Charter Schools.
- Assures timely reporting and compliance with all stipulations agreed to in the "Charter" and amendments granted to Sierra Preparatory Academy by the Arizona State Board for Charter Schools, including but not limited to, instruction in the curriculum, including measurements of achievement of skills and objectives according to the state standards, and meeting the minimum number of days and number of minutes of instruction for each subject; attendance reporting requirements for students; confidential management of student records; building,

fire, safety and health code requirements; and Special Education services to exceptional students.
- Prepares for and attends monthly and specially-convened meetings of the Board of Directors, the Parent Organization, the Academic Advisory Council, and other professional meetings related to the business of the school.
- In conjunction with the Board of Directors, leads the local Community Investment and annual Tax Credit Drive programs.
- Participates with the Board of Directors in an annual evaluation of his/her performance and accomplishments.
- Other related duties as may, from time to time, be assigned by the Board of Directors.

Critical Skills and Experience
- Strong commitment to, belief in, and alignment with school's mission and vision
- Experience in leadership and management of both adults and students
- Ability to assess data, find trends, and use information to make strategic decisions
- Minimum of a Master's degree
- Knowledge of, or experience in education, school finance, governance, management, or law
- Experience in budgetary planning, accounting, and effective allocation of school resources
- Exceptional verbal and written communication skills
- Strong organizational skills and ability to multi-task
- Ability to approach situations with optimism and perseverance, willingness to take personal responsibility, open to and interested in feedback on performance, eagerness to continue to improve in effectiveness, and steady determination to pursue excellence regardless of the situation
- Valid fingerprint clearance card (required)

Edward Denny's education and experience fulfill the qualifications identified for a Headmaster. His experience as a teacher at Tempe Preparatory Academy and Chandler Preparatory Academy combined with his background as an administrator for several non-profit organizations and tax and financial planning experience qualify him to plan, design, implement and lead Sierra Preparatory Academy to be a high performing liberal arts school.

Business Manager: Job Description
- Provides bookkeeping
- Organizes invoices for weekly headmaster review
- Processes payments for approved expenditures
- Provides weekly analysis of expenses in relation to monthly and yearly approved budgets
- Processes payroll and employee for faculty and staff(semi-monthly)
- Maintains sound accounting records, both monthly, annually and year-to-year, of all of Sierra Preparatory Academy's business transactions
- Manages the school's assets
- Responds to inquiries from the Headmaster regarding general business operations;
- Provides sound business counsel upon request
- Prepares financials and financial reports for monthly board meetings
- Attends monthly board meetings to assist Headmaster and respond to board inquiries
- Works with the headmaster to prepare an annual month-by-month internal budget for the next school year, including faculty pay and benefit schedules

- Together with the Headmaster - prepares and submits the annual school budget per Arizona Department of Education regulations
- Together with the Headmaster - prepares and submits the Annual Financial Report (AFR) per Arizona Department of Education regulations
- Stays current on any new regulations and developments influencing the structure of public school finance in the state
- Prepares for the external annual audit and be available to respond to all questions during the audit visit
- Manages the school's numerous records and reporting requirements to the state, including SAIS reporting.
- Oversees the enrollment of students and the annual enrollment lottery

Restrictions:

- Has no authority to sign or contract on behalf of Sierra Preparatory Academy without prior approval.
- The Business Manager reports directly to the Headmaster. May not accept any further responsibilities at the school without Headmaster approval.
- Has no authority to discipline, counsel, or teach the students.
- Has no authority to direct the faculty in any aspect of their responsibilities.

Critical Skills and Experience

- Strong commitment to, belief in, and alignment with school's mission and vision
- BS in Business, Accounting or Finance
- At least 3 years of experience in operations, finance and/or human resources
- Excellent computer skills, including Microsoft Office, Word, Excel and Access
- Previous charter school and SAIS experience, a plus
- Demonstrated success in monitoring budgets of at least in excess of $1 million and in managing contracts of at least $ 50,000
- Has the ability to manage multiple tasks and meet tight deadlines
- Rigorous approach to problem-solving—collecting all relevant information, consulting diverse perspectives and creating feedback systems
- Recognition of self as a learner, able to identify areas for growth and commitment to working in these areas
- Experience and zeal for working in an entrepreneurial environment
- Excellent interpersonal and communication skills
- Attention to detail coupled with the ability to think and act strategically
- Valid fingerprint clearance card (required)

Yuliya Yatshyshina's education and experience fulfill the qualifications identified for an Office/Business Manager. Her MBA education as well as her managerial and oversight work experience qualifies her to fulfill the duties of the Office/Business manager for Sierra Preparatory Academy. To increase her knowledge and education in critical areas, Yuliya will actively participate in all training activities offered by the Arizona Department of Education regarding SAIS and Grants Management, including training offered by the SAIS vendor.

Secretary/ Receptionist
Duties: The Front Desk Receptionist serves as the core for all communication in the school. He/she will report directly to the Headmaster.

Critical skills or experience required

- Strong commitment to, belief in, and alignment with school's mission and vision
- High school diploma or equivalent.
- Demonstrated professionalism, responsibility, and a strong work ethic
- Positive attitude and a drive for personal excellence
- Highly organized to effectively manage multiple tasks
- Demonstrated ability to relate well with student, staff, parents and the community;
- Demonstrated the ability to communicate effectively in English, both orally and in writing, using proper grammar and vocabulary.
- Strong sense of personal accountability for student achievement and family success
- Evidence of on-going professional growth
- Problem solving ability
- Valid fingerprint clearance card (required)

Operational plan

The table below presents a summary of the number and FTE of the administrative personnel at Sierra Preparatory Academy each year for the first three years:

Sierra Preparatory Academy – Administrative Staffing Plan						
Year/Student Enrollment	Year 1/150		Year 2/185		Year 3/210	
	Grades: 6,7,8,9		Grades: 6,7,8,9,10		Grades: 6,7,8,9,10,11	
	Number	FTE	Number	FTE	Number	FTE
Administrative Personnel						
Headmaster	1	1.0	1	1.0	1	1.0
Office/Business Manager	1	1.0	1	1.0	1	1.0
Secretary/Receptionist	1	1.0	1	1.0	1	1.0
Dean of Students	1	.5	1	.5	1	.5
Dean of Athletics	1	.3	1	.3	1	.3
TOTAL:	**5**	**3.8**	**5**	**3.8**	**5**	**3.8**

The table below presents the operational plan for Sierra preparatory Academy for critical areas:

	Oversight Responsibility	Notes
Instruction	**Headmaster**	• The Headmaster shall be responsible for the supervision of the instructional staff to insure the integration of the Arizona Academic Standards into their daily instruction by reviewing lesson plans, conducting walkthroughs, and performing teacher evaluations. The Headmaster reports directly to the Board of Directors.
Curriculum and Assessment (mandated state testing)	**Headmaster**	<u>Curriculum</u> • The Headmaster shall oversee the curriculum development. • Faculty shall be directly responsible for the development of curriculum maps, lesson plans, and curriculum materials. • The Headmaster will directly perform teacher observations and walkthroughs to insure the fidelity of instruction and adherence to the Arizona Academic Standards. <u>Assessment (mandated AZ state testing)</u> • The Headmaster will identify and appoint amongst the faculty someone to be responsible for the state mandated testing and coordination. The Headmaster will directly supervise that person.
Staff Development	**Headmaster**	• The Headmaster shall be responsible for the staff training needs and development based on the proposed education plan.
Financial Management	**Business Manager** **Headmaster**	• The Business Manager shall be responsible for maintaining policies and procedures relating to financial management and reporting as established by the Arizona State Board for Charter Schools, Arizona Department of Education, and Sierra Prep's Board of Directors. The Business Manager works closely with the Headmaster on the plan, design and effective execution of the financial management plan for the school. The Headmaster shall directly supervise the Business Manager in that position.
Contracted Services	**Headmaster**	• The Headmaster shall oversee the performance of all contracted services.
Personnel	**Headmaster**	• The Headmaster shall be responsible for the oversight of personnel.
Grants Management	**Business Manager**	• The Business Manager shall be responsible for the oversight of grants management.
Student Accountability (SAIS)	**Business Manager**	• The Business Manager shall be responsible for SAIS and will utilize consulting and contracted services for data analysis as needed.