Staffing plan

Sierra Preparatory Academy will start operations serving 150 students in grades 6th through 9th in Year 1. In Year 2 the Academy will add 10th grade for a total of 185 students and in Year 3 – the Academy will add 11th grade for a total of 210 students. Because of the rigor of the classical, liberal arts educational program, Sierra Preparatory Academy will gradually develop the high school grades for 4 years, which will allow students to be fully exposed to the curriculum at the school and achieve high academic results.

The table below presents the enrollment plan for the first three years of operation.

Sierra Preparatory Academy – Enrollment Plan

Grade	6th	7th	8th	9th	10th	11th	12th[1]	Total	
	Number of Students							Number	ADM[2]
Year 1	40	40	40	30				150	150
Year 2	40	40	40	40	20			180	180
Year 3	40	40	40	40	30	20		210	210

Sierra Preparatory Academy has the following staffing plan to effectively implement its educational model: 14.0 FTE in Year 1, increasing to 15.0 FTE in Year 2 and 16.0 FTE in Year 3. The table below presents a summary of the staffing plan, which reflects the grades and number of students to be served in each of the first three years of operation, as well as the number of each type of instructional and non-instructional personnel each year for the first three years of operation:

Sierra Preparatory Academy - Staffing Plan

Year/Student Enrollment	Year 1/150		Year 2/180		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
Instructional Personnel						
Regular Education Teachers	9	9.0	10	10.0	11	11.0
Headmaster[3]		.5		.5		.5
Dean of Students[4]	1	.5	1	.5	1	.5
Dean of Athletics[5]	1	.7	1	.7	1	.7
Subtotal:	**11**	**10.7**	**12**	**12.7**	**13**	**12.7**
Administrative Personnel						
Headmaster	1	.5	1	.5	1	.5
Dean of Students		.5		.5		.5
Dean of Athletics		.3		.3		.3
Office/Business Manager	1	1.0	1	1.0	1	1.0
Secretary/Receptionist	1	1.0	1	1.0	1	1.0
Subtotal:	**3**	**3.3**	**3**	**3.3**	**3**	**3.3**
TOTAL:	**14**	**14.0**	**15**	**15.0**	**16**	**16.0**

[1] Please, note: 12th grade is planned to be added in Year 4.
[2] ADM (Average Daily Membership) is the same as the number of students, because the school is not going to serve KG students.
[3] Headmaster is a .5FTE teaching and .5 FTE administrative position
[4] Dean of Students is a .5FTE teaching and .5 FTE administrative position
[5] Dean of Athletics is a .7FTE teaching and .3 FTE administrative position

Teachers:

Full-Time Faculty: Sierra Preparatory Academy will employ 9 full-time teachers in Year 1; 10 full time teachers in Year 2 and 11 full time teachers in Year 3. This number includes the fine arts teachers as well. There are no elective classes at Sierra Preparatory Academy. All classes are core academic classes. The value of a full-time faculty member is critical to the effective functioning of the school. In the spirit of developing a community of learners, it is important for instructors to actively engage with their colleagues on both a formal and informal basis. Whether planning, grading, or contacting parents there is investment in the style of education that we not only offer to our student, but also to one another. This cannot occur if an employee is not present.

Full-time faculty will instruct full-time schedule (five hours of teaching per day and two prep periods per day). Faculty at Sierra Prep Academy will have their specialties and all will have the proper credentials under NCLB. To reinforce the Liberal Arts ethos, all faculty members are expected to teach across the curriculum. Faculty will be required to have, or acquire during their tenure at Sierra Preparatory Academy, the ability to teach at least elementary Latin, Physics I, and Algebra/Geometry. Furthermore, Humane Letters teachers will teach all four levels of Humane Letters in sequence throughout their career so that they may appreciate the curriculum in its entirety. Sierra Prep has developed an extensive professional development plan to allow faculty to develop and grow their full potential in the liberal arts ethos. As required by state statute, all faculty need to have valid fingerprint clearance cards.

- In addition to the regularly expected obligations listed in the Faculty Handbook and Contract (e.g. developing curriculum materials, assigning homework, grading, etc.), all faculty will have small administrative duties as part of their full time contracts, such as daily monitoring duty, and one community-maintenance duty (such as running the school's small library).
- Full-time faculty are also expected to assist with one Fine Arts event at the school per year and to participate in certain after-school functions, such as Curriculum Night.
- Faculty at Sierra Preparatory Academy will also serve in administrative capacities, including: dean of students, athletic director, college counselor, and special education director.
- Faculty will also serve as master teachers and as alignment coordinator and will work closely with the Headmaster in overseeing the curriculum and its implementation.

Part-Time Faculty: In addition to the full-time faculty, the Sierra Prep's staffing model includes part-time teaching faculty as well: the Headmaster, the Dean of Students and the Athletic Director will be actively involved in the teaching process: the Headmaster is a .5 FTE teaching position; the Dean of Students is a .5 FTE teaching position; and the Dean of Athletics is a .7 FTE teaching position.

This staffing plan aligns very well with the liberal arts philosophy and culture of Sierra Prep Academy's educational model and would allow for the effective implementation of the liberal arts curriculum and methods of instruction at the school. Similar staffing plan has been successfully applied at Tempe Preparatory Academy, the leading liberal arts school in Arizona, for over 15 years, which has proven to be adequate and viable.

Quality Liberal Arts instruction requires well-trained teachers with direct experience in the Liberal Arts. Careful and thoughtful recruitment of staff to teach planned subjects in each grade, therefore, will be key to the success of SPA's academic and cultural goals. As a long-time teacher at both Tempe Preparatory Academy and in the Great Hearts network, Mr. Denny has an extensive network of contacts through graduates of these institutions who understand the fundamentals of a Liberal Arts education and who would be excellent candidates for future teachers. Additionally, their association with the top level Liberal Arts schools in the nation will help with strategic advertising of positions at SPA and recruitment. Furthermore, through his work with Middlebury's Bread Loaf School of English, the James Madison Memorial Fellowship Foundation, ASU's Modeling Instruction Program, The Liberty Fund, and the

Foundation for Teaching Economics, Mr. Denny has access to nationwide networks of educators with demonstrated credentials and passion for the Liberal Arts and Socratic Method. In addition to his direct connections with Middlebury College and Hamilton College, two of the top rated Liberal Arts colleges in the nation, Mr. Denny has already nurtured relationships with teachers and graduates from St. John's College, Hillsdale College, The University of Chicago, and other institutions that embrace not only the Liberal Arts and Socratic Method, but also the Great Books Program specifically.

Headmaster: This is a .5 FTE teaching and .5 FTE administrative position. Sierra Preparatory Academy will employ 1 full-time Headmaster starting in year 1 and thereafter. The Headmaster is expected to teach 10-15 hours per week. 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. Sierra Preparatory Academy will employ 1 full-time Dean of Students starting in Year 1 and thereafter. The Dean of Students is expected to teach 20 hours per week. The Dean of Students reports to the Headmaster. The administrative duties of this position include:

- Oversees of the tutoring program;
- Acts as the Special Education Coordinator and attends meetings and in 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;
- Acts as a college counselor.

Dean of Athletics: This is a .7 FTE teaching and .3 FTE administrative position. Sierra Preparatory Academy will employ 1 full-time Dean of Athletics in Year 1 and thereafter. The Dean of Athletics is expected to teach 30 hours per week. 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;
- Supervises 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.

Office/Business Manager: This is full time administrative position. Sierra Preparatory Academy will employ 1 full-time office/business manager starting in year 1 and thereafter. 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. 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 - This is full time administrative position. Assists the office/business manager. Sierra Preparatory Academy will employ 1 full-time secretary/receptionist starting in Year 1 and thereafter. 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; and facilitating positive parent, school, community, and student relationships.

Teachers: Job Description

The Headmaster is the direct supervisor of each teacher/faculty member.
The teacher:

- Reads, knows, and supports the philosophy, policies, procedures and other pertinent data of the school as published in the *Faculty Handbook* and most current *Family Handbook.*
- Teaches the assigned classes using the assigned books and materials and works with the Master teacher where assigned.
- Gives every reasonable assistance to those students in need of individual help and assists students to make-up work after approved absences.
- Communicates regularly and as needed with parents.
- Initiates parent-teacher conferences and responds to parental inquiries.
- Supports and enforces the school dress and behavior codes and makes reasonable efforts to promote the orderly behavior of all students in the school, on the grounds, and at off-campus school activities.
- Keeps accurate records and makes reports as required by the Headmaster.
- Attends Faculty Meetings, Parent-Faculty meetings, Open Houses, and end-of-trimester evaluation meetings. Only the Headmaster can excuse a faculty member from these responsibilities.
- Serves in some extra-curricular assignments as requested by the Headmaster. Some but not all such assignments may be financially recompensed depending on the amount of time involved and at the discretion of the Headmaster. (full- and 3/4-time teachers)
- Assists, when necessary, in substituting for absent teachers. (full-time)
- Accepts and faithfully executes monitoring and duty assignments. (full-time)
- Assists in the upkeep of the buildings and grounds as requested by the Headmaster.
- Keeps the workplace and classrooms neat and orderly. Exercises care in the use of school equipment.
- Participates in regular annual performance evaluations with the Headmaster and accepts advice and recommendations for improvement of instruction.
- Contributes to curriculum development with the Headmaster and other faculty members.
- Is an active member of the community of learners, and continues to pursue his or her own professional growth and development by taking graduate courses and/or attending seminars and workshops related to the profession. Pursues excellence in teaching and continues to develop his or her own knowledge of the great ideas and works of Western Civilization.
- Notifies the parent, the dean, and/or the Headmaster regarding students who are having significant academic or disciplinary problems.
- Is actively involved in promoting to the greater community the mission of Sierra Preparatory Academy.

Qualifications:

- Minimum B.A. degree; Master's and Ph.D. encouraged
- Certified and non-certified
- Possess some teaching experience
- Demonstrate the ability to work as team members in carrying out the mission of the school
- Valid fingerprint clearance card (required)

Master Teacher Job Description

Philosophy: The Headmaster is ultimately responsible for supervising Sierra Preparatory Academy's curriculum and serving teachers in their development in the profession. According to the traditional structure of a liberal arts preparatory school, however, the Headmaster/Headmistress is a teacher too, and thus depends on like-minded colleagues to assist him or her in supervising the curriculum and mentoring others. Master teachers serve as models of professionalism, collegiality, and service among the community of learners.

Criteria: A master teacher is appointed by the Headmaster. A faculty member may be appointed in his or her third year at the Academy, or earlier at the discretion of the Headmaster. Master teachers must be reappointed each year. In most cases, a master teacher is obligated to teach full time. Master teachers may be asked to return from summer and winter break 2 days early to assist the Headmaster in planning. Each master teacher will be assigned one on-going administrative duty for the year: duty supervisor, campus close-down supervisor, guest speaker coordinator, etc.

Tasks:

1. To adhere to the *Faculty Job Description, Faculty Handbook, and Family Handbook*
2. To assist the teachers in their area in meeting the general goals listed in the documents referenced in Task #1 and the specific goals listed on Faculty Observation/Evaluation forms
3. To assist the Headmaster in visiting classrooms and completing written Faculty Observations/Evaluations
4. To make their classroom a model of teaching in which a teacher may drop in and observe, and in some cases participate
5. To produce trimester written reports, if requested, for the Headmaster on how the curriculum is being implemented across all of the classes in their area of expertise
6. To assist the Headmaster in evaluating the merit of classroom materials and methods
7. To receive and organize materials for the portfolios in the Headmaster's office for each of the teachers in their area
8. To assemble and maintain their own portfolio of materials in the Headmaster's office for the teachers in their field to review
9. To assist the Headmaster in leading faculty orientation, faculty meetings, and in-services
10. To orient all faculty in the area of expertise during the week of faculty orientation, establishing explicit team goals for the year which, if requested, are to be submitted to the Headmaster

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.
- May 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.

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.

Recruit instructional staff

Faculty will be recruited from universities that have outstanding liberal arts and sciences programs, as well as honors programs that prepare their students to teach in the type of charter school proposed in this application. As a long-time teacher at both Tempe Preparatory Academy and in the Great Hearts network, Mr. Denny has an extensive network of contacts through graduates of these institutions who understand the fundamentals of a Liberal Arts education and who would be excellent candidates for future teachers. Additionally, their association with the top level Liberal Arts schools in the nation will help with strategic advertising of positions at SPA and recruitment. Furthermore, through his work with Middlebury's Bread Loaf School of English, the James Madison Memorial Fellowship Foundation, ASU's Modeling Instruction Program, The Liberty Fund, and the Foundation for Teaching Economics, Mr. Denny has access to nationwide networks of educators with demonstrated credentials and passion for the Liberal Arts and Socratic Method. In addition to his direct connections with Middlebury College and Hamilton College, two of the top rated Liberal Arts colleges in the nation, Mr. Denny has already nurtured relationships with teachers and graduates from St. John's College, Hillsdale College, The University of Chicago, and other institutions that embrace not only the Liberal Arts and Socratic Method, but also the Great Books Program specifically.

Sierra Preparatory Academy will also utilize other available means to advertise open positions at the school through local newspapers, job fairs, Teach for America job postings, etc. By utilizing various means for advertisement, Sierra Preparatory Academy seeks to ensure that all possible applicants will have the opportunity to apply for various positions at the school and attract highly qualified teachers with diverse representation.

Hire instructional staff

Sierra Preparatory Academy will institute a rigorous and selective hiring process and will have an equal opportunity, non-discriminatory employee hiring policy. All students at Sierra Preparatory Academy will have access to high quality teachers. The school will hire teachers who clearly understand the schools' unique overall purpose. Teachers at Sierra Preparatory Academy may be certified and non-certified, possess some teaching experience and demonstrate the ability to work as team members in carrying out the mission of the school.

The Board of Directors will interview and hire persons for key positions, such as the Headmaster. The Headmaster will interview and recommend to the Board of Directors the hiring of personnel.

Teachers will be offered at will one-year employment agreements, renewable each year upon meeting the performance indicators adopted by the Board of Directors. All teacher employment agreements will be approved by the Board of Directors. Employment agreements will run from August through July for teachers and July through June for administration. Pay cycles will be on the 15th and last day of the month.

Train instructional staff

Teachers and staff at the Academy will participate in a multi-day training at the beginning of the school year during the first year of operation and thereafter. The Headmaster will lead the training workshop for faculty and staff. Among the topics to be covered in the training are the philosophy, mission and underlying principles of curriculum, instruction and evaluation at the Academy: effective instruction using the Socratic Method; quantitative formative and summative assessments; qualitative holistic and narrative evaluation of students; expectations for communication with families; how professional performance will be monitored. A comprehensive *Faculty Handbook* will describe the school's instructional philosophy and methods. In addition, ongoing professional guidance from the Master

Teacher in each subject area will assist teachers in remaining consistent with the school's goals and standards. The training will also cover administrative issues, such as the rules, procedures and policies of the Sierra Prep Academy, along with the applicable local, state and federal rules and regulations that faculty and staff need to know.

Sierra Preparatory Academy will contract with the Great Books Foundation for additional training and professional development. Great Books professional development and training program has been nationally recognized as an exemplary program in which teacher development led to significant, measurable student achievement.

Just as the students will be asked to embrace the value of a Liberal Arts education, so too will the faculty. To reinforce the Liberal Arts ethos, all teachers will be expected to teach across the curriculum. As such, Sierra Preparatory Academy will employ a modified St. Johns approach, i.e., all faculty will be required to teach across the curriculum. Certainly teachers will have their specialties and all will have the proper credentials under NCLB, but all teachers will be required to have, or acquire during their tenure at Sierra Preparatory Academy, the ability to teach at least elementary Latin, Physics I, and Algebra/Geometry. Furthermore, Humane Letters teachers will teach all four levels of Humane Letters in sequence throughout their career so that they may appreciate the curriculum in its entirety. A full sequence (teaching each grade level for two years and then moving on) will take eight years. Generally it takes 10 years to develop true expertise and by continuously cycling through the Humane Letters program, teachers will gain better perspective in order to achieve that level of expertise.

In that respect, Sierra Preparatory Academy would encourage its faculty to explore and pursue coursework that would lead directly to a degree program, particularly the Ph.D. level, as all faculty should be encouraged to continue seeking educational opportunities. Administration would be charged with tailoring an appropriate incentive program for those who have already earned a Ph.D. or equivalent. (e.g. A teacher who has a Ph.D. in one discipline should not be discouraged from seeking a degree in another discipline.)

Faculty will meet once a week for 1-2 hours to learn/discuss academic topics (this is beyond the biweekly faculty business meetings). One example would be taking a trimester to work through the Constitution in detail. The Headmaster will teach intensive courses in Latin, Physics I, and other fundamental subject to help prepare teachers for Highly Qualified exams and to encourage a true Liberal Arts ethos. Sierra Prep will maintain and disseminate an online publication of national and international professional development opportunities in order to keep our faculty informed. We will actively seek grants from institutions and individuals to sponsor teachers in professional development opportunities.

As an institution with a Liberal Arts culture that encourages professional development, Sierra Preparatory Academy will consider a sabbatical program. The sabbatical is a standard practice of educational institutions, and is designed to benefit both the teacher and the school.

Teachers at Sierra Preparatory Academy will be encouraged to write a Professional Growth Plan outlining their professional goals that would enhance their abilities as a teacher the Academy, including the requirement to teach across the curriculum. These could include goals that would identify a course of self-study in improving content knowledge, taking graduate coursework and/or observing outstanding colleagues to gain more direct observation of effective teaching.

Salaries

Teachers: Teachers at Sierra Preparatory Academy will be compensated in accordance with a board-approved Faculty Salary Schedule that at initial hire considers previous teaching experience in conjunction with level of education. The salary schedule being currently considered has a range between $34,000 for new hires with B.A degree and 1 year previous teaching experience and $42,000 for a Ph.D. degree and 5 years of previous experience.

For the purposes of the 3-year operational budget, the starting salary has been averaged to $37,000 for all full-time teachers at the Academy. This high starting salary accounts for the extra duties that teachers will be performing as part of their jobs. The starting salary is well above the average starting salary for the state, which is $30,404 (according to estimates found on teacherportal.com). This highly competitive starting salary will allow Sierra Preparatory Academy to recruit highly qualified and dedicated teachers with capacity to teach planned subjects in each grade for the effective implementation of the program of instruction. Annual salary increases will be commensurate with increases in state aid to ensure a sustainable salary schedule.

Headmaster: Starting salary for the Headmaster is $75,000.

Office/Business Manager: Starting salary is $45,000

Secretary/Receptionist: Starting salary is $28,000

Dean of Students: Starting salary for the Dean of Students is $38,000 + $2,500 for the extra administrative duties

Dean of Athletics: Starting salary for the Dean of Athletics is $38,000+ $2,500 for the extra administrative duties

Benefits

- **Employee Related Expenses (ERE)** – Sierra Preparatory Academy will provide for the mandatory ERE, which are calculated at 12% of the salary. They include payroll taxes, state unemployment and worker's compensation broken down as FICA (7.65%), SUTA/FUTA (1%), Retirement (2%), and Worker's Compensation (1.35%).

- **Health and Retirement Benefits** - In order to attract new and retain long-term highly qualified and experienced personnel, Sierra Preparatory Academy will develop additional benefits policies, such as health and retirement benefits. Such policies and their implementation will ensure the sustainability of the human resource capital and substantially contribute toward the long-term viability of the school operations. The teacher benefits will increase annually in dollar amount as the base salary increases following its annual rate of increases.
  - *Health and Dental Benefits* – The school will offer coverage for medical, dental, and vision not to exceed 8% from the salary base at start-up.
  - *Retirement Benefits* – The school will consider a 401(k) and 403(b) plans with a matching amount that builds over years. The estimated cost to the school at start-up is approximately 5% from the salary base with a suggested 1% increase in matching retirement contributions each year until contributions reach 8% level.