B.4 Management & Operation

The seven member Board of Directors of the Institute for Transformative Education will initially consist of two to three members who also serve on the board of Every Voice in Action Foundation. It is expected that this overlap of board membership will continue until the new school is fully operational consistent with its mission. Every Voice in Action Foundation is highly vested in the best outcomes for this charter school as a meaningful way for the foundation's resources (human and financial) to support the foundation's own mission *to ignite and support youth voice, infusing the community with the unique perspectives of young people.* The organization chart reflects the relationship of Every Voice in Action Foundation to the Institute for Transformative Education as connected by a dotted line representing support for the school without having direct control.

The Board of Directors of the Institute for Transformative Education will have overall responsibility for administration of the new charter high school, hiring and evaluation of the school's principal/director, setting school policy and legal and financial oversight.

Additionally the board's responsibilities include:

- Maintain the integrity of the school mission and vision
- Establish and approve overall teaching policies and academic models, student policies, employee policies
- Adopt the annual budget
- Recruit and replace board members
- Commitment to support for mission in every category
- Compliance with Arizona's Open Meeting Law, A.R.S. §§ 38-431 through 38-431.09 on and after the Charter Date

The Board of Directors of the Institute for Transformative Education will hire a School Director/Principal to implement the board policies. In addition the Principal will work with the Board of Directors to develop overall goals for the school. The Principal will develop the overall teaching model and work with teachers to set academic goals for the school. The Principal will provide leadership and direction to the staff for implementing educational programs. As indicated on the organization chart, the Principal will report directly to the Board of Directors.

The Principal will interact with a Community Advisory Committee consisting of parents and community members. The Principal will listen to and act on the Committee's recommendations and concerns. The Principal will collaborate with the Committee to reflect the needs of the community and the best interests of the student body.

Western Institute for Leadership Development

Organizational Chart

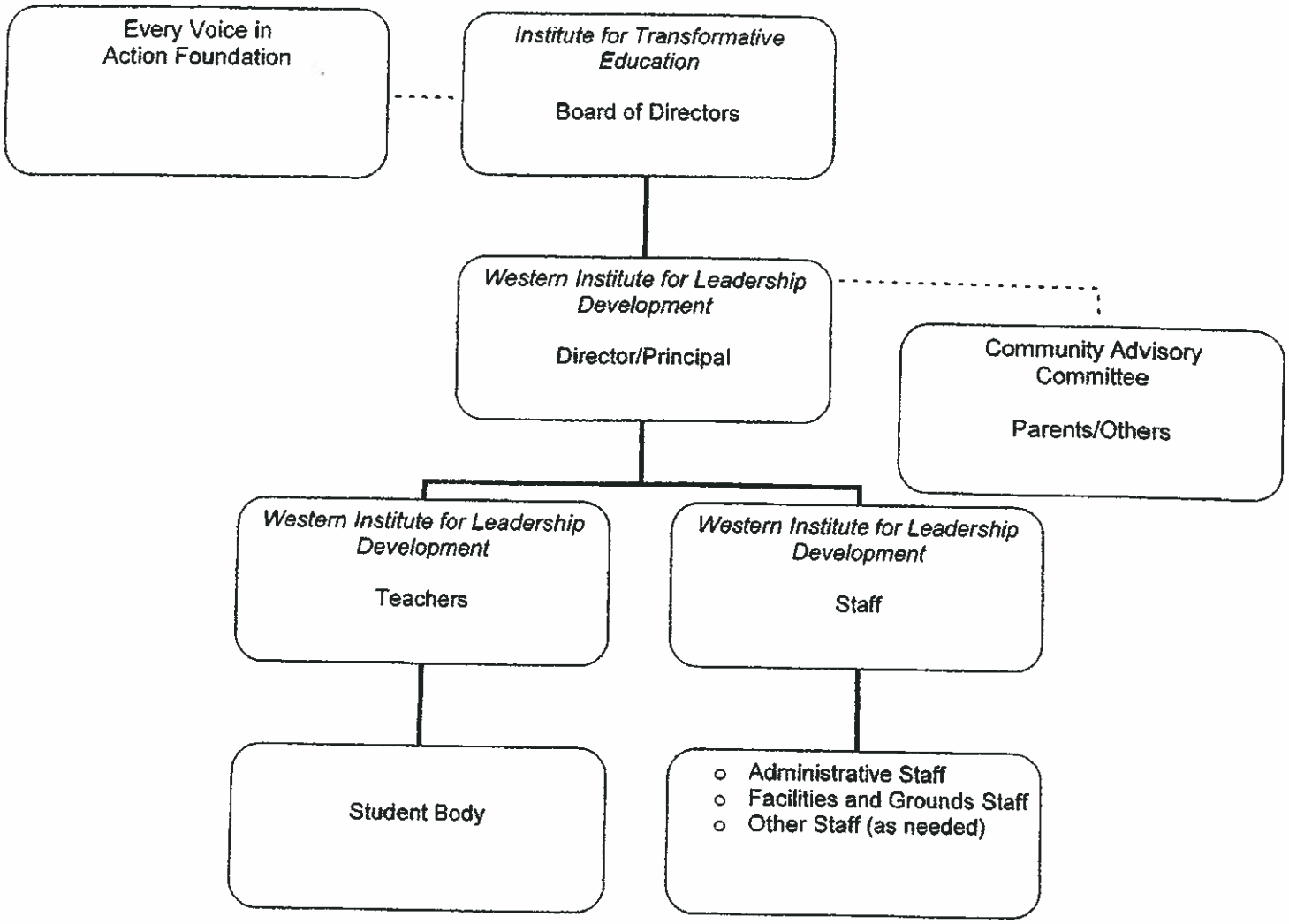

Exhibit X

PRIMARY RESPONSIBILITIES OF KEY ADMINISTRATIVE POSITIONS

In addition to overseeing and participating in the design and development of a new school facility, the Principal's primary responsibilities will be:

Academics

- *Oversee and participate in curriculum development*
- *Set and meet academic goals*
- *Implement school's instructional program*
- *Implement the professional development plan*
- *Oversee testing plan and administration of state mandated tests*

Enrollment & Student Relations

- *Develop and implement a student recruitment (marketing) plan, and meet enrollment goals.*
- *Oversee registration and orientation of new students.*
- *Oversee SAIS and state-mandated student data reporting*
- *Define and disseminate information about school disciplinary policies and procedures to parents, students, staff and community*
- *Provide opportunity for student input.*

Facilities, Services & Operations

- *Oversee upkeep of facilities and grounds*
- *Oversee daily operation of the school*
- *Procure materials, supplies and equipment necessary to carry out the daily school functions; manage relationships with outside vendors/suppliers*
- *Contract for necessary property and liability insurance*
- *Oversee implementation of risk management plan*

Financial

- *Financial management including development of annual budget and ongoing budget management*
- *Create and implement a development plan to obtain external funds*

Human Resources

- *Supervise all school personnel, directly or indirectly*
- *Recruit, hire, train and evaluate teachers and staff*
- *Oversee legal responsibilities, including diversity policy; implement all school policies related to employees; administer employee benefits program*

- *Oversee outsourced functions: bookkeeping & financial management, professional development consultants, curriculum specialist, special education, janitorial.*

Leadership

- *Provide strategic direction to implement the school's mission*
- *Guide the development of the learning community's supportive, creative, "college-going" culture*
- *Be visible and accessible to students and the community*
- *Observe in classrooms on a regular basis*
- *Conduct staff meetings*
- *Ensure quality of the all-school weekly meetings*
- *Promote and maintain open communications; foster an school-wide atmosphere of respect and dignity for students and staff*

Legal

- *Ensure compliance with Arizona state policies and procedures; compliance with all regulatory agency guidelines and reporting, and practices leading to accreditation.*
- *Maintain charter status*
- *Preparation of reports as required by regulatory agencies, board of directors*
- *Contracts for outside services (facilities maintenance, grounds maintenance, food service, academic support services, etc.)*

Outreach

- *Develop and implement the community relations plan; represent the school to the community and public.*
- *Maintain positive relationships with parents, business and neighboring community*
- *Cooperate with the community in the use of school facilities*
- *Interpret the school mission for the community*
- *Encourage the use of community resources*

Planning

- *Articulate broad goals, develop a strategic plan for implementing policies, curriculum activities and budgets that ensures the educational development of each student and the professional development of each staff member.*
- *Develop employee policies including benefit plan*
- *Develop a risk management plan*
- *Develop a community relations plan*
- *Design a development plan to seek outside funding*

- *Develop a student recruitment plan*
- *Develop the school year calendar*
- *Develop class schedule*

Critical skills required for this position:

- *Ability to create an empowering, positive, and creative learning environment that fuels a passion for learning and action towards creating a better world.*
- *Capable of developing a community of learners who are integrally connected with the surrounding community.*
- *Can implement a project-based, technology-rich, integrated language arts/humanities and science/math curriculum.*
- *Collaborative leadership style.*
- *Enjoy working with a culturally and economically diverse student body and school community.*
- *Data management and analysis; experience using data to drive new ways to boost student achievement and teacher performance.*
- *Ability to forge research collaborations and joint projects with universities and experts in various fields; participate in writing articles and making public presentations of findings.*
- *Bilingual English/Spanish.*

The Assistant Principal (starting in third year) will perform administrative duties as assigned by the Principal and may include:

Academics

- *Participate in curriculum development*
- *Implement school's instructional program*
- *Implement the professional development plan*
- *Oversee testing plan and administration of state-mandated tests*

Enrollment & Student Relations

- *Recruit students.*
- *Oversee registration and orientation of new students.*
- *Provide opportunity for student input.*
- *Define and disseminate information about school disciplinary policies and procedures to parents, students, staff and community.*

Facilities, Services & Operations

- *Oversee upkeep of facilities and grounds*
- *Oversee daily operation of the school*
- *Oversee implementation of risk management plan*

Leadership

- *Guide the development of the learning community's supportive, creative, "college-going" culture*
- *Be visible and accessible to students and the community*
- *Observe in classroom on a regular basis*
- *Ensure quality of the all-school weekly meetings*
- *Promote and maintain open communications; foster an atmosphere of respect and dignity of students and staff*

Outreach

- *Maintain positive relationships with parents*
- *Cooperate with the community in the use of school facilities*
- *Interpret the school mission for the community*
- *Encourage the use of community resources*

Critical skills required for this position:

- *Charter school administration and/or teaching experience*
- *An understanding of project-based, technology-rich, integrated language arts/humanities and science/math curriculum.*
- *Collaborative team player.*
- *Enjoy working with a culturally and economically diverse student body and school community.*
- *Technologically proficient.*
- *Bilingual English/Spanish.*

The Office Manager position will report directly to the Principal and have overall administrative responsibility for:

- *Reception; greet students, parents, staff, community members*
- *Answer phone and handle calls; process mail*
- *Interpret operational/administrative policy, rules, and procedures for staff and public*
- *Maintain open communications; foster an atmosphere of respect and dignity of students and staff*
- *Key Operator for office copy machine(s); operate standard office equipment*
- *Plan and organize office procedures; coordinate work of assigned clerical staff*
- *Monitor employee Absence, Leaves of Absence, Vacation, Sick Leave, and with financial consultant prepare employee payroll*
- *Arrange for substitute teachers as needed*
- *Maintain confidential employee files*

- *Administer employee benefit plans (e.g. medical, dental)*
- *SAIS recording and reporting functions in compliance with Arizona Department of Education Guidelines; maintain and utilize the computerized student information system; train and supervise clerical assistant (receptionist) in SAIS system.*
- *Student attendance recording in compliance with Arizona Department of Education guidelines*
- *Compose, edit and coordinate preparation of technical and complex documents, correspondence, special reports, and other materials*
- *Corresponds with parents regarding student excessive absences according to established policies and practices*
- *Maintains computer record of students' scores on state mandated tests and standardized tests*
- *Maintain confidential records and files including contracts*
- *Maintain inventories: office furniture and equipment, office supplies, technology*
- *Maintain records on materials, supplies and equipment*
- *Maintain supply closet for use by faculty and staff*
- *Process authorized purchases*
- *Manage accounts payable on a timely basis*
- *Process shipping and receiving*
- *Serve Notary function as necessary*
- *Performing banking, financial and fiscal reporting and related duties*
- *Prepares for and executes daily backup of computer files*
- *Execute assignments from Principal as delegated*

Critical skills required for this position:

- *Excellent verbal and written communication skills*
- *Enjoy working with a culturally and economically diverse student body and school community*
- *Ability to work independently with minimal supervision*
- *Ability to work with a high degree of accuracy*
- *Proficient in computer based word-processing; spreadsheet and data base management*
- *Working knowledge of general business practices*
- *Working knowledge of bookkeeping techniques and procedures*
- *Ability to learn, interpret and explain policies, regulation and programs*
- *Ability to resolve problem situations*
- *Considerable knowledge of information gathering and reporting techniques*
- *Ability to plan and organize work activities*

The Receptionist position will report to the Office Manager and will perform administrative duties as assigned by the Office Manager and may include:

- *Reception; greet students, parents, staff, community members*

- *Answer phone and handle calls; process mail*
- *Maintain open communications; foster an atmosphere of respect and dignity of students and staff*
- *Explain basic operational/administrative policy, rules, and procedures for staff and public*
- *Key Operator for office copy machine(s); operate standard office equipment*
- *Monitor employee Absence, Leaves of Absence, Vacation, Sick Leave*
- *SAIS recording and reporting functions in compliance with Arizona Department of Education Guidelines; maintain and utilize the computerized student information system*
- *Student attendance recording in compliance with Arizona Department of Education guidelines*
- *Maintain records on materials, supplies and equipment*
- *Maintain supply closet for use by faculty and staff*
- *Process shipping and receiving*
- *Execute assignments from Office Manager as delegated*

Critical skills required for this position:

- *Excellent verbal and written communication skills*
- *Some knowledge of office practices*
- *Some knowledge of basic computer operation*
- *Some experience with data entry*
- *Some experience with word processing*
- *Ability to operate a phone system*
- *Ability to operate basic office equipment*
- *Enjoy working with a culturally and economically diverse student body and school community*

ROLES AND RESPONSIBILITIES FOR ADMINISTERING THE DAY TO DAY ACTIVITIES OF THE SCHOOL

Principal:

- *Greet students and staff; allow for questions, comment, input*
- *Review staff attendance; oversee teacher substitution if necessary*
- *Review student attendance; take action as required by policy*
- *Review finance reports compiled by Office Manager*
- *Approve purchases – supplies, equipment, instructional materials, etc.*
- *Ensure availability of tools and supplies necessary for learning and teaching*
- *Handle or delegate student disciplinary issues*
- *Handle staff disciplinary issues*
- *Ensure safety and cleanliness of the facilities*
- *Contract with and monitor outside vendors*
- *Ensure appropriate insurance coverage*

- *Seek outside funding for school activities*
- *Maintain visibility and accessibility with students and staff*
- *Detect and prevent potential problems*
- *Address challenges from any source (facilities, students, staff, vendors, parents, neighbors, general public)*
- *Ensure full teaching and administrative staff with excellent qualifications by on-going performance evaluation and replacement as necessary*
- *Direct staff attention to professional development opportunities*
- *Contract for insurance programs for employee benefits*
- *Oversee payroll for accuracy and timely payment of payroll taxes*
- *Insure timely payment of all accounts payable*
- *Train teaching staff in project based learning*
- *Work with teaching staff on curriculum development*
- *Observe in the classrooms*
- *Conduct staff meetings*
- *Work closely with the Sociology of Governance class to plan all-school meetings*
- *Review with office manager the schools compliance with all Arizona state policies and procedures*
- *Review with office manager preparation of all reports as required by regulatory agencies*
- *Meet with parents, local business and neighboring community and the community advisory committee to talk about school's mission and get input*
- *Encourage the community's use of the school facilities through a variety of communication vehicles*
- *Work with students, teachers, community advisory committee to gather input for long range planning*

Assistant Principal: *(may include)*

- *Greet students and staff; allow for questions, comment, input*
- *Review student attendance; take action as required by policy*
- *Handle student disciplinary issues*
- *Ensure safety and cleanliness of the facilities*
- *Maintain visibility and accessibility with students and staff*
- *Work closely with the Sociology of Governance class to plan all-school meetings*
- *Detect and prevent potential problems*
- *Work with teaching staff on curriculum development*
- *Train teaching staff in project based learning*
- *Conduct staff meetings*
- *Observe in the classrooms*

Office Manager:

- *Greet students, staff, parents, visitors*

- *Answer phone and handle mail*
- *Interpret operational/administrative policy, rules, and procedures for staff and public*
- *Key Operator for office copy machine(s); operate standard office equipment*
- *Train, supervise and coordinate work of assigned clerical staff (receptionist)*
- *Monitor employee Absence, Leaves of Absence, Vacation, Sick Leave*
- *Monitor employee Absence, Leaves of Absence, Vacation, Sick Leave, and with financial consultant prepare employee payroll*
- *Arrange for substitute teachers as needed*
- *Maintain confidential employee files*
- *Administer employee benefit plans (e.g. medical, dental)*
- *Maintain and utilize the computerized student information system*
- *SAIS recording and reporting functions in compliance with Arizona Department of Education Guidelines; maintain and utilize the computerized student information system*
- *Student attendance recording in compliance with Arizona Department of Education guidelines*
- *Compose, edit and coordinate preparation of technical and complex documents, correspondence, special reports, and other materials*
- *Corresponds with parents regarding student excessive absences according to established policies and practices*
- *Maintains computer record of students' scores on state mandated tests and standardized tests*
- *Maintain confidential records and files including contracts*
- *Maintain inventories: office furniture and equipment, office supplies, technology*
- *Maintain records on materials, supplies and equipment necessary to carry out the daily school functions*
- *Maintain supply closet for use by faculty and staff*
- *Process authorized purchases*
- *Manage accounts payable on a timely basis*
- *Process all shipping and receiving*
- *Serve Notary function as necessary*
- *Performing banking, financial and fiscal reporting and related duties*
- *Prepares for and executes daily backup of computer files*
- *Execute assignments from Principal as delegated*

Receptionist: *(may include)*

- *Reception; greet students, parents, staff, community members*
- *Answer phone and handle mail*
- *Explain basic administrative policy, rules, and procedures for public*
- *Key Operator for office copy machine(s); operate standard office equipment*
- *Monitor employee Absence, Leaves of Absence, Vacation, Sick Leave*

- *SAIS recording and reporting functions in compliance with Arizona Department of Education Guidelines; maintain and utilize the computerized student information system*
- *Student attendance recording in compliance with Arizona Department of Education guidelines*
- *Maintain supply closet for use by faculty and staff*
- *Process shipping and receiving*
- *Execute assignments from Office Manager as delegated*