C.3 Personnel

Central to the success of a Leman Academy of Excellence scholar are the teachers and support staff that delivers the curriculum. LAE recognizes how pivotal teachers are in creating an environment that is rigorous and demanding while simultaneously emulating a comfortable and welcoming home for learning. Recruiting high quality and skilled personnel is a top priority for the LAE Board of Directors. In addition to the importance of instructional staff, LAE recognizes that new charter schools have a challenging road. To succeed in an environment that feels under-staffed, administrative teams need to function cohesively, staff members will need to "wear many hats," and communication and support across job titles is essential. To achieve this kind of collaborative and effective environment, LAE will hire administrative staff in advance of the first day of school.

A. Staffing Plan

Start-Up Year

During the Start-Up Year, a tremendous amount of work needs to be accomplished- from marketing the school and managing student registration to hiring staff and ordering supplies. While there will be no children attending school between January and July 2015, LAE has secured a start-up loan of $155,000 to ensure that the Administrative team is on board and that processes and procedures are well established in advance of the first day of school. Additionally, the classroom teachers will have an 8-day orientation in July (more information regarding content of teacher orientation and costs provide below).

Leman Academy of Excellence Staffing Plan Start-Up Year			
Instructional Personnel	**FTEs**	**Non-Instructional Personnel**	**FTEs**
Principal (7 months: Jan – July)	1	Business Manager (6 months: Feb-July)	1
Assistant Principal (2 months: June & July)	1	Clerical / Reception (2 months: June & July)	1
Director of Instruction (2 months: June & July)	1	Registrar – part-time (4 months: April-July)	.5
Classroom Teachers* (8-day orientation in July)	14		

Year One

In year one, The Leman Academy of Excellence has a goal of 412 scholars. These students will span grades K-6th with 25 children in kindergarten classrooms and 26 children in classrooms for grades 1-6. The chart on the following page breaks out enrollment by grade in year one.

Leman Academy of Excellence Year 1 Enrollment Goals by Grade									
	K	**1st**	**2nd**	**3rd**	**4th**	**5th**	**6th**	**7th**	**8th**
Year 1	100	78	78	52	52	26	26		

Kindergarten will have four half-day classes managed by two full-time Kindergarten teachers. In addition to the classroom teacher for each of the four kindergarten classes, two instructional assistants will be assigned to Kindergarten. In year one, this creates a 17:1 student teacher ratio for kindergarten. Depending on the interest for full day Kindergarten in the school community, this may be offered. If parents are able to pay a small tuition to offset the cost associated with a full day program, then LAE will staff appropriately to meet the needs and desires of the community. The decision regarding full day Kindergarten will be addressed and assessed once LAE has finalized its charter and location.

First and second grades will both have three sections. Two instructional assistants will be assigned to the six classes comprising first and second grades. In year one, this staffing plan creates a 20:1 student teacher ratio. Grades 3, 4 and 5 will all have two sections and 6th grade will have one section. Each class/section will have 26 students and a dedicated classroom teacher. One instructional assistant will be assigned to grades 3-6 (seven classrooms total) creating a 22:1 student teacher ratio in those grade levels.

The school office will be staffed by a business manager, a clerical/receptionist, a part-time registrar, and a health services coordinator. The Director of Instruction, Principal and Assistant Principal all have tasks that span both instructional oversight as well as managerial duties.

The chart below provides the staffing plan, including non-instructional personnel, and FTE status for each employee type that is required to support this number of scholars across seven grades in year one.

Leman Academy of Excellence Staffing Plan Year 1			
Instructional Personnel	**FTEs**	**Non-Instructional Personnel**	**FTEs**
Principal	1	Business Manager	1
Assistant Principal	1	Health Services Coordinator	1
Director of Instruction	1	Clerical / Reception	1
Classroom Teachers	14	Registrar	.5
Specials Teachers: Art (1), Music (1), PE (1), Latin (2)	5		
Instructional Assistants	5		
TOTAL	**27**	**TOTAL**	**3.5**

Year Two

In year two, The Leman Academy of Excellence has a goal of 593 scholars. These students will span grades K-7th with 25 children in kindergarten classrooms and 26 children in classrooms for grades 1-7. The chart below breaks out enrollment by grade in year two:

Leman Academy of Excellence Year 2 Enrollment Goals by Grade									
	K	**1st**	**2nd**	**3rd**	**4th**	**5th**	**6th**	**7th**	**8th**
Year 2	125	130	78	78	52	52	52	26	

Year two will bring five classrooms of Kindergarten scholars to LAE. The staffing and budget plan as of this application calls for half-day Kindergarten. As noted above, full day may be implemented based on the needs and resources of our community. In year two, 2.5 kindergarten teachers will manage the five classes of kindergarten scholars. First grade will also have five classrooms, second and third grade will have three classrooms at each level and 4th, 5th and 6th grades will have two sections at each level. Seventh grade will have one class of 26 scholars. Each classroom will have a dedicated teacher and 8.5 instructional aids will be distributed throughout the school with an emphasis on K-3 for lower student teacher ratios in the younger classes.

The school office staff sees the registrar move from a part-time position to a full-time position in year two. The other positions, health services coordinator, business manager and clerical/reception all remain. The principal, assistant principal and director of instruction also remain on staff in year one with duties that bridge both academics and management.

The chart on the following page provides the staffing plan, including non-instructional personnel, and FTE status for each employee type that is required to support this number of scholars across eight grades in year two.

Leman Academy of Excellence Staffing Plan Year 2			
Instructional Personnel	**FTEs**	**Non-Instructional Personnel**	**FTEs**
Principal	1	Business Manager	1
Assistant Principal	1	Health Services Coordinator	1
Director of Instruction	1	Clerical / Reception	1
Classroom Teachers	20.5	Registrar	1
Specials Teachers: Art (1.5), Music (1.5), PE (1.5), Latin (3)	7.5		
Assistant Teachers	8.5		
TOTAL	**39.5**	**TOTAL**	**4**

Year Three

In year three, The Leman Academy of Excellence has a goal of 775 scholars. These students will span grades K-8th with 25 children in kindergarten classrooms and 26 children in classrooms for grades 1-8. The chart below breaks out enrollment by grade in year three:

Leman Academy of Excellence Year 3 Enrollment Goals by Grade									
	K	**1st**	**2nd**	**3rd**	**4th**	**5th**	**6th**	**7th**	**8th**
Year 3	125	130	130	104	78	52	78	52	26

Year three maintains five classrooms of Kindergarten scholars at LAE. The staffing and budget plan as of this application calls for half-day Kindergarten. As noted above, full day may be implemented based on the needs and resources of our community. In year three, 2.5 kindergarten teachers will manage the five classes of kindergarten scholars. First and second grades will also have five classrooms at each level, third grade will have four classrooms, fourth and sixth grades will have three sections at each level; fifth and seventh grades will have two classrooms at each level and eighth grade will have one class of 26 scholars. Each classroom will have a dedicated teacher and 12 instructional aids will be distributed throughout the school with an emphasis on K-3 for lower student teacher ratios in the younger classes.

The school office staff sees the addition of a second clerical/reception position in year three. The other positions, health services coordinator, business manager, registrar and clerical/reception all remain. The principal, assistant principal and director of instruction also remain on staff in year one with duties that bridge both academics and management.

The chart below provides the staffing plan, including non-instructional personnel, and FTE status for each employee type that is required to support this number of scholars across nine grades in year three.

Leman Academy of Excellence Staffing Plan Year 3			
Instructional Personnel	**FTEs**	**Non-Instructional Personnel**	**FTEs**
Principal	1	Business Manager	1
Assistant Principal	1	Health Service Coordinator	1
Director of Instruction	1	Clerical / Reception	2
Classroom Teachers	27.5	Registrar	1
Specials Teachers: Art (2), Music (2), PE (2), Latin (4)	10		
Assistant Teachers	12		
TOTAL	**52.5**	**TOTAL**	**5**

B. Recruiting, Hiring & Training

Recruiting

Teachers who are committed, engaged and skillful in their approach to instruction have a powerful, long-term impact on scholars' lives. The quality of instruction is critical to increased scholar learning and achievement in the classroom, and that is why Leman Academy of Excellence has identified teacher recruitment as an organizational priority. Administration plans to start with its recruitment process in attracting and hiring the very best faculty and staff as early as possible, and each of the candidates for hire will be treated with professionalism and respect in every stage of the recruitment process.

1. Leman Academy of Excellence plans to share our mission, vision, core values and philosophy when advertising for open teacher and staff positions in order to attract like-minded candidates whose values fit the values of our school.
2. Share our values, mission and purpose along with our vision for the future of Leman Academy of Excellence with potential candidates during the interview.
3. We will support our teachers and show we value them by offering a work environment that includes mentorship, supportive leadership, ongoing professional development, teacher collaboration and planning time during the school day.
4. Host a local event with the sole purpose of *Teacher Recruitment* and place advertising of this event on the radio, at nearby colleges and through social media. This event provides an excellent venue to meet potential candidates for hire, allows an opportunity to share the vision and philosophy of the school, and offers an informal way to enter into a relationship with others who have an interest in our school.

5. As we market and advertise our school, post open positions on school website.
6. Advertise with online and print edition of the local Tucson newspapers.
7. Advertise open positions through use of social media, radio and online job boards.
8. Advertise open positions with job boards of colleges and universities.
9. Establish relationships with the local colleges and universities to open lines of communication within their education programs in order to create a partnership with the local institutions of higher learning.
10. Contact Linda Arzoumanian at Pima County Dept. of Instruction to place with job board.

Hiring

Hiring a new faculty and staff may be the most important decisions the senior administrator makes with Leman Academy of Excellence. A new hire represents the school and its future and along with other new hires will help shape image, culture and scholars for years to come. The hiring decisions are critical to the success of the school and for scholar success in the classroom. The Principal is primarily responsible for overseeing the selection process and will offer be the one to offer a contract. Leman Academy of Excellence will offer the following to interested candidates of our school:

1. Submit an application that will be provided online.
2. Check references included with application.
3. Submit a cover letter and resume with application.
4. Candidate will be asked to participate in a teaching demonstration.
5. Candidate will be asked to submit a written lesson plan prior to demonstration.
6. The Principal will conduct the interview; once the administrative team is in place, they will also be a part of the interview process and more than one interview will take place.

Onboarding

The Leman Academy of Excellence will be compliant with all statutes relating to fingerprint clearance cards. Pursuant to A.R.S. § 15-183.C.5, employment offers will be contingent upon receipt of the candidate's fingerprint clearance card. LAE recognized that obtaining fingerprint clearance cards can take several weeks; to ensure that all employees have their cards on file with the school before July 2014 when an 8-day orientation and in-service is held, every effort will be made to finalize hires by May 15 of each year.

In addition to the legal compliance of hiring a new staff member, the Leman Academy of Excellence is committed to fostering a community of camaraderie, trust and mutual respect among staff members. The groundwork for this community building will take place during a summer orientation and in-service program.

Training

The Leman Academy of Excellence will host an eight-day orientation and in-service training program for our teachers in July 2015 (costs included in the start-up budget). Teachers will work individually and in teams according to grade level, as well as with a group of teachers in order to align the curriculum, assessments and standards across grade levels so that they teach a rich, coherent curriculum tied to state standards. The orientation will address the following topics:

- About Leman Academy of Excellence
    - Mission, vision and core values
    - How mission, vision and core values impact teachers and scholars every day
    - Classical education
    - Classroom environment

- Dr. Leman's Approach
    - Child development philosophy in the classroom
    - Working with parents
    - Fostering community

- Academics & Teaching
    - Academic standards
    - Academic excellence
    - Planning and preparation
    - Lesson implementation with outcomes aligned to standards
    - Best teaching practices

- Curriculum
    - Saxon Math
    - Shurley English
    - Sitton Spelling
    - Curriculum maps
    - Curriculum aligned to standards

- Galileo K-12 System
    - Accessing Galileo reports
    - Creating Galileo formative quizzes

- Assessments & Instruction
    - Scholar assessment data
    - Types of assessments
    - Data collection, review and analysis
    - Instructional decision-making based on data
    - Differentiated instruction
    - Instructional material/resources for differentiated instruction
    - Setting goals in relation to scholar learning and the standards

- Establishing objectives related to standards
- Developing and implementing action plans

In addition to the 8-day orientation and in-service, teachers will attend professional development sessions throughout the year focused on AZ Common Core Standards, differentiation and classical education.

C. Employee Related Expenses (ERE)

Start-Up Year

In the start-up year, the school will pay a total of $115,553 in salaries, benefits and required employer contributions. The chart on the following page defines the distribution of that expense. In addition to salaries, benefits and required employer contributions, the chart includes an expense for an 8-day orientation for classroom teachers.

In recognition that having a prepared and trained teaching staff, who are well versed in Classical education as well as the mission, vision and core values of the Leman Academy of Excellence, a special investment of $7,420 has been allocated to host the 8-day orientation and in-services training program. Fourteen classroom teachers will be paid a flat rate of $530 to attend the 8-day orientation. This fee will be paid to incoming teachers as miscellaneous income – without benefits or taxes paid – as full employment does not begin until July 30, 2015.

The length of each day will vary from four to six hours, depending on the content to be covered. The principal, assistant principal, and director of instruction will attend the training as well. These positions are not included in the $7,420 because those staff members will already be on salary when the orientation runs.

As indicated in the three-year operating budget assumptions, employee insurance has been calculated under the premise that one third of employees will opt out of the LAE health and dental plan. This assumption is based on the school administration experience of LAE board member, Dennis O'Reilly.

The 13.5% allocated to Employee Benefits & Contributions breaks out into the following categories (calculating at the 4% rate for 401K):

7.5%	FICA (Social Security & Medicare Tax)
2% - 4%	401K
2%	Workmen's Compensation
13.5%	Employee Benefits

The calculation above applies to years one, two and three as well.

Leman Academy of Excellence Start-Up Year Employee Related Expenses			
Administration, Instruction & Support Expenditures	**Number of Staff**	**Annual Salary**	**Total**
Principal – 7 months (Total calculated at .58 of annual salary)	1	$65,000	$37,700
Assistant Principal – 2 Months (Total calculated at .17 of annual salary)	1	$46,500	$7,905
Director of Instruction – 2 Months (Total calculated at .17 of annual salary)	1	$45,000	$7,650
Business Manager – 6 Months (Total calculated at .5 of annual salary)	1	$50,000	$25,000
Clerical / Reception – 2 Months (Total calculated at .17 of annual salary)	1	$28,000	$4,760
Part-Time Registrar – 4 months (Total calculated at .17 of annual salary)	1	$30,000	$5,100
8-day Orientation for 14 classroom teachers			$7,420
Employee Benefits & Contributions (13.5% of salary budgeted)			$11,941
Employee Insurance			$8,077
Total Salaries and ERE			**$115,553**

Year One

In year one, the school will pay a total of $1,382,836 in salaries, benefits and required employer contributions. The chart below defines the distribution of that expense.

Leman Academy of Excellence Year One Employee Related Expenses			
Administration, Instruction & Support Expenditures	**Number of Staff**	**Salary**	**Total**
Principal	1	$65,000	$65,000
Assistant Principal	1	$46,500	$46,500
Director of Instruction	1	$45,000	$45,000
Teachers – K Classroom	2	$38,000	$76,000
Teachers – 1st – 6th	12	$38,000	$456,000
Specials Teachers: 1 Art, 1 Music, 1 P.E., 2 Latin	5	$38,000	$190,000
Instructional Assistants (hired at < 30 hours and not included in insurance plan)	5	$20,500	$102,500
Business Manager	1	$50,000	$50,000
Clerical / Reception	1	$30,000	$30,000
Health Services Coordinator	1	$30,000	$30,000
Part-Time Registrar	.5	$30,000	$15,000
Employee Benefits & Contributions (13.5% of salary budgeted)			$149,306
Employee Insurance			$127,530
Total Salaries and ERE			**$1,382,836**

Year Two

In year two, the school will pay a total of $2,078,575 in salaries, benefits and required employer contributions. The chart below defines the distribution of that expense.

Leman Academy of Excellence Year Two Employee Related Expenses			
Administration, Instruction & Support Expenditures	**Number of Staff**	**Salary**	**Total**
Principal	1	$70,000	$70,000
Assistant Principal	1	$49,000	$49,000
Director of Instruction	1	$46,500	$46,500
Teachers – K Classroom	2.5	$41,500	$103,750
Teachers – 1st – 6th	18	$41,500	$747,000
Specials Teachers: 1.5 Art, 1.5 Music, 1.5 P.E., 3 Latin	7.5	$41,500	$311,250
Instructional Assistants (hired at < 30 hours and not included in insurance plan)	8.5	$22,000	$187,000
Business Manager	1	$53,000	$53,000
Registrar	1	$31,000	$31,000
Clerical / Reception	1	$31,000	$31,000
Health Services Coordinator	1	$30,000	$30,000
Employee Benefits & Contributions (13.5% of salary budgeted)			$224,141
Employee Insurance			$194,934
Total Salaries and ERE			**$2,078,575**

Year Three

In year three, the school will pay a total of $2,816,002 in salaries, benefits and required employer contributions. The chart below defines the distribution of that expense.

Leman Academy of Excellence Year Three Employee Related Expenses			
Administration, Instruction & Support Expenditures	**Number of Staff**	**Salary**	**Total**
Principal	1	$73,000	$73,000
Assistant Principal	1	$52,000	$52,000
Director of Instruction	1	$50,000	$50,000
Teachers – K Classroom	2.5	$43,500	$108,750
Teachers – 1st – 6th	25	$43,500	$1,087,500
Specials Teachers: 2 Art, 2 Music, 2 P.E., 4 Latin	10	$43,500	$435,000
Instructional Assistants (hired at < 30 hours and not included in insurance plan)	12	$22,500	$270,000
Business Manager	1	$55,000	$55,000
Registrar	1	$33,000	$33,000
Clerical / Reception	2	$33,000	$66,000
Health Services Coordinator	1	$33,000	$33,000
Employee Benefits & Contributions (13.5% of salary budgeted)			$308,552
Employee Insurance			$244,200
Total Salaries and ERE			**$2,816,002**