B.3 Management & Operation

Governance responsibilities and policy decisions for the Leman Academy of Excellence ultimately lie with the Governing Board and are aligned to Arizona state statutes. The day-to-day management of the school will be delegated to the Principal; this administrative position will be hired by and will report directly to the Governing Board. Further details regarding the school operations plan and the duties / responsibilities of the Principal and other key school leaders – including critical skills and experience required – is provided below.

A. Management Roles and Responsibilities

The Principal, Assistant Principal, Director of Instruction and Business Manager are the school leaders that will assist the Principal in his management responsibilities at the Leman Academy of Excellence. The job descriptions for these key employees – along with critical sills and experience requirements of each – are provided below.

PRINCIPAL

General Job Description: The Administrative Officer of Leman Academy of Excellence (LAE), called *Principal*, shall assume responsibility for the general leadership and administration of the K-8 school consistent with School Board approved mission, philosophy, guiding principles, policies, and annual budgetary commitments/constraints.

Line of Authority/Reports to: Leman Academy of Excellence (LAE) Principal shall be directly accountable to the LAE Governing Board.

Works with: Assistant Principal, Business Manager, Director of Instruction, Faculty, Support Staff, Health Service Coordinator, Families and Scholars of LAE.

Job Goals:

- Assures high academic performance outcomes for all scholars
- Promote the educational, moral, social development of the scholars
- Promote and cultivate a culture of caring, citizenship, perseverance, respect, responsibility and trustworthiness within the school community
- Promote the core values of academic excellence, partnering with families, scholars and learning
- Coordinate and assist with creating systematic plans for curriculum development, best practices for instruction, meaningful assessment and professional development
- Develop a comprehensive and well planned professional development program
- Coordinate and assist with the ongoing development and articulation of curriculum maps that support and meet the needs of all scholars through differentiated instruction and the essential learning outcomes
- Support the goals of teaching to and implementing the Arizona State and Common Core Standards

- Direct and implement professional growth and learning opportunities for faculty through in-services, professional improvement plan, formal and informal evaluations that lead to effective and excellent instruction
- Provide instructional leadership for outcomes, providing faculty and staff direction and collaboration with curriculum, instruction and assessment
- Promote and model excellent qualities in service leadership, educational leadership, symbolic leadership, and cultural leadership
- Maintain effective lines of communication between the staff and administration, and between administration/staff with Governing Board
- Foster a supportive, partnering relationship between parents and faculty, staff and administration
- Implement and enforce all approved school policies by the board

Areas of Responsibility:

1. **LAE Governing Board**

- Responsible for the leadership and coordination of the total school program
- Prepare monitoring reports for the Board
- Provide significant input/information to the Board
- Implement Board created policies
- Prepare annual budget in conjunction with the Board
- Make recommendations to the Board for approval of capital expenditures
- Meet on a regular basis as determined by the Board
- Work directly with the Board developing and enforcing policy at the school

2. **Personnel**

- Provide leadership, guidance and encouragement to faculty and staff
- Supervises all school personnel
- Provide written evaluations on all personnel with the school
- Orient and assist new hires
- Make recommendations to school board related to the selection, retention, and dismissal of school certified and non-certified personnel that includes teachers, support staff, and administrative staff
- Generate teacher and support staff contracts/work agreements – Principal will have final determination regarding wage/salary
- Create job descriptions as necessary and evaluation instruments
- Conduct faculty and staff meetings using planned and written agendas
- Conduct regular In-service training for teachers

3. **Curriculum**

- Provide direction, coordination and supervision to ensure the academic staff develop and align the curriculum maps, with their sequence of essential learning outcomes, assessments, resources, purchased instructional materials, to Arizona State and Common Core Standards
- Provide leadership including direction and supervision with the articulation and annual revision of the curriculum document and the selection and use of instructional materials and equipment
- Provide direction and supervision to academic staff to ensure curriculum maps have a limited number of essential learning outcomes for each content area (approx. 20 per area of content for the year) in order to create a guaranteed and viable curriculum
- Provide leadership including direction and supervision to academic staff to integrate the Classical educational program with the philosophical approach to education of Charlotte Mason with curricular objectives
- Provide direction, coordination and supervision in order to use state accountability test results to assess the curriculum and instruction and implement necessary changes
- Provide direction, coordination and supervision to collect, organize and analyze data related to the school educational program in order to assess student learning and development
- Promote and provide direction to the academic staff toward the development of specific and measurable goals for scholar achievement
- Provide direction, coordination and supervision to ensure curriculum mapping/scope and sequence documents that connect to the essential learning outcomes through instructional planning for each subject area at each grade level is implemented

4. **Instruction / Academic**

- Provide academic vision to the faculty and staff and parents
- Provide instructional leadership for outcomes, providing faculty and staff leadership and collaboration with curriculum, instruction and assessments
- Provide instructional leadership by providing formal and informal evaluations of the teaching faculty
- Develop teacher observation tool
- Provide regular informal feedback to faculty
- Meet regularly with teachers to accomplish educational goals of school
- Oversee and direct the mentoring of new teachers
- Provide instructional leadership and direction to ensure teacher summative assessments are created prior to instruction
- Provide leadership and direction to ensure that a written classroom management policy is developmentally appropriate, implemented effectively, and communicated to the school community

- Provide leadership, direction and coordination to develop a comprehensive and well planned professional development program to increase school academic output

5. Budget

- Provide leadership toward preparation of budget
- Monitor the annual operational budget
- Monitor the school operations on a monthly basis
- Present a monthly financial statement to the Board
- Work with Business Manager overseeing and managing revenue and expenditure targets
- Sign payroll checks
- Sign payable checks
- Make recommendations to the Board for approval of capital expenditures
- Work with Board to ensure adequate liability insurance
- Work with the Board to evaluate and select employee benefit packages – medical, dental, retirement, disability
- Coordinate plans for capital improvements with Assistant Principal
- Oversee and handle contracts and tenders for services

6. Operations

- Oversee the creation of schedules
- Ensure all necessary supplies, textbooks, and resources are ordered
- Facilitate the distribution of information needed for an orderly operation
- Work with the Administrative Team to annually review and revise Family Handbook
- Oversee the registration of scholars
- Oversee the generation of report cards and progress reports
- Ensure a safe and orderly environment
- Plan and conduct faculty and staff meetings
- Develop and implement school calendar
- Ensure proper supervision of scholar activities and events
- Coordinate special events such as award ceremonies, graduation ceremony
- Provide direction, coordination and supervision of the school's website
- Direct the competitive bid process and negotiate vendor contracts

7. Community/Parent Relations

- Provide leadership, guidance and encouragement to parents and scholars
- Work with the Registrar to prepare and plan enrollment, re-enrollment process
- Facilitate the clarification and resolution of conflicts between parents and teachers

- Present school mission, philosophy, core values, goals and program objectives to school community through scheduled Back-to-School Nights, Open Houses, Evenings with Dr. Leman
- Plan and present topics for discussion relative to school academic program at Principal Coffees for parents
- Plan and write as needed a "Greeting" specific to the school's mission, philosophy, academic curricular, student activity to communicate to the school community
- Represent the school to the community
- Encourage the use of community resources
- Present the school vision and program to the community
- Oversee and work with parent community to plan and hold functions
- Work with administrative staff to plan and hold functions
- Cooperate and work with the community in the use of school facilities
- Develop positive relationships and make appropriate use of parent volunteers
- Develop Scholar Progress Report

8. Scholar Relations

- Provide leadership, direction and supervision for scholar activities and events within the school
- Promote the proper conduct, behavior and discipline conducive to having an excellent learning environment
- Assist new scholars with orientation to school
- Discipline scholars as necessary in the form of being fair and consistent
- Provide moral guidance and direction cultivating the character attributes of caring, citizenship, perseverance, respect, responsibility and trustworthiness
- Provide scholars an excellent, positive, encouraging role model

9. Professional

- Have a willingness to continue to grow as an educational leader by attending workshops/conferences
- Have willingness to offer one's expertise, knowledge, and experiences by leading local and national workshops and conferences

The critical skills and experiences required of the Principal

Dennis O'Reilly is slated to become the first Principal of the Leman Academy of Excellence. He is more than qualified for the position as he has:

- A Master's in Educational Leadership
- At least three years of successful teaching experience
- Proven leadership ability promoting collaborative decision making

- Strong verbal, written, and interpersonal communication skills to positively impact community, parents, scholars, administrators, faculty, and staff
- Strong commitment to supporting and safeguarding the principles of excellence in education
- Working knowledge of learning theory, instructional methodology, curriculum development, teacher observation/evaluation
- Working knowledge and understanding of school finances and operational budget
- Ability to manage conflict resolution with an attitude of humility and service
- Working knowledge and understanding of Classical curricula and learning
- Working knowledge and understanding of Charlotte Mason educational philosophy and methodology
- Working knowledge and understanding of Arizona State and Common Core Standards
- Working knowledge and understanding of computers and computer software applications such as word processing, spreadsheets and other applications tailored to specific departmental needs

ASSISTANT PRINCIPAL

General Job Description: The Assistant Principal serves as a member of the Administrative Team of Leman Academy of Excellence (LAE) to help develop and implement the total school program, assisting the Principal with the general leadership and administration of LAE consistent with School Board approved mission, philosophy, guiding principles, policies, and annual budgetary commitments/constraints.

Line of Authority/Reports to: Assistant Principal shall be directly responsible to the Principal of LAE.

Works with: Principal, Business Manager, Faculty, Support Staff, Health Service Coordinator, Families and Scholars of LAE.

Job Goals:

- Assures high academic performance outcomes for all scholars
- Promote the educational, moral, social development of the scholars
- Promote and cultivate a culture of caring, citizenship, perseverance, respect, responsibility and trustworthiness within the school community
- Promote the core values of academic excellence, partnering with families, scholars and learning
- Assist in creating systematic plans for curriculum development, best practices for instruction, meaningful assessment and professional development
- Assist in developing a comprehensive and well planned professional development program

- Assists with the ongoing development of curriculum maps that support and meet the needs of all scholars through differentiated instruction and the essential learning outcomes
- Support the goals of teaching to and implementing the Arizona State and Common Core Standards
- Assist in implementing professional growth and learning opportunities for faculty through in-services, professional improvement plan, formal and informal evaluations that lead to effective and excellent instruction
- Promote and model excellent qualities in service leadership, educational leadership, symbolic leadership, and cultural leadership
- Maintain effective lines of communication between the staff and administration
- Foster a supportive, partnering relationship between parents and faculty, staff and administration
- Implement and enforce all approved school policies by the board

Areas of Responsibility:

1. **Principal**

- Maintain effective lines of communication with Principal
- Provide significant input/information to Principal for board reports
- Implement Board created policies
- Assists with supervision of personnel
- Meet on a regular basis as determined by the Principal
- Work directly with Principal developing and enforcing policy at LAE
- Assist with preparation of annual budget

2. **Personnel**

- Provide leadership, guidance and encouragement to faculty and staff
- Supervise those personnel assigned by the Principal
- Provide written evaluations on personnel as assigned by the Principal
- Ensure that positions are advertised
- Assist with orientation of new hires
- Make recommendations to Principal related to the selection, retention, and dismissal of school certified and non-certified personnel that includes teachers, support staff, and administrative staff
- Assist in creating job descriptions and evaluation instruments
- Conduct meetings using planned and written agendas
- Create and assign duties and schedules for faculty and staff
- Assist the scheduling of In-service training for teachers
- Oversee general cleaning and maintenance of facility

3. **Curriculum**

- Ensure the academic staff develop and align the curriculum maps, with their sequence of essential learning outcomes, assessments, resources, purchased instructional materials, to Arizona State and Common Core Standards
- Ensure curriculum maps have a limited number of essential learning outcomes for each content area (approx. 20 per area of content for the year) in order to create a guaranteed and viable curriculum
- Ensure curriculum mapping/scope and sequence documents that connect to the essential learning outcomes through instructional planning for each subject area at each grade level is implemented
- Assist with development of school curriculum as needed

4. **Instruction / Academic**

- Assists with providing instructional leadership for outcomes, providing faculty and staff leadership and collaboration with curriculum, instruction and assessments
- Assist with formal and informal evaluations of the teaching faculty
- Provide informal feedback to faculty
- Meet regularly with teachers to accomplish educational goals of school
- Assist with the mentoring of new teachers
- Work with faculty to ensure teacher summative assessments are created prior to instruction
- Assist with developing a comprehensive and well planned professional development program to increase school academic output

5. **Budget**

- Provide input toward preparation of annual budget
- Oversee and manage faculty selection of all necessary supplies, textbooks, and resources
- Assist with ordering all necessary supplies, textbooks, and resources
- Work with Principal to ensure adequate liability insurance
- Assists with plans for capital improvements

6. **Operations**

- Develop and implement class and teacher schedules
- Develop and monitor duty schedules
- Ensure emergency procedures are in place and practiced for lock down and evacuation
- Assist with the annual review and revision of Family Handbook
- Assist as needed with the registration of scholars
- Generate report cards and progress reports

- Help ensure a safe and orderly environment
- Conduct faculty and staff meetings when delegated by Principal
- Approve Field Trips
- Assist with proper supervision of scholar activities and events
- Assist with coordinating special events such as award ceremonies, graduation ceremony
- Oversee and manage the maintenance of the building and grounds
- Oversee and manage facility usage

7. Community/Parent Relations

- Provide leadership, guidance and encouragement to parents and scholars
- Work with the Administrative Team to plan new family and scholar orientation
- Help facilitate the clarification and resolution of conflicts between parents and teachers
- Assist with presenting school mission, philosophy, core values, goals and program objectives to school community through scheduled Back-to-School Nights, Open Houses, Evenings with Dr. Leman
- Assist with planning and presenting topics for discussion relative to school academic program at Principal Coffees for parents
- Plan and write as needed a "Greeting" specific to the school's mission, philosophy, academic curricular, student activity to communicate to the school community
- Represent the school to the community
- Encourage the use of community resources
- Initiate and evaluate parent surveys and exit surveys
- Assist as needed with presenting the school vision and program to the community
- Work with administrative team to plan and hold functions
- Develop positive relationships and make appropriate use of parent volunteers

8. Scholar Relations

- Assist with preparation of scholar activities and events within the school
- Promote the proper conduct, behavior and discipline conducive to having an excellent learning environment
- Assist new scholars with orientation to school
- Discipline scholars as necessary in the form of being fair and consistent
- Provide moral guidance and direction cultivating the character attributes of caring, citizenship, perseverance, respect, responsibility and trustworthiness
- Provide scholars an excellent, positive, encouraging role model

9. Professional

- Have a willingness to continue to grow as an educational leader by attending workshops/conferences

The critical skills and experiences required the Assistant Principal include:

- Minimum of a Bachelor's Degree and a Master's in Educational Leadership
- At least three years of successful teaching experience
- Proven leadership ability promoting collaborative decision making
- Strong verbal, written, and interpersonal communication skills to positively impact community, parents, students, administrators, faculty, and staff
- Strong commitment to supporting and safeguarding the principles of excellence in education
- Working knowledge of learning theory, instructional methodology, curriculum development, teacher observation/evaluation
- Ability to manage conflict resolution with an attitude of humility and service
- Working knowledge and understanding of Classical curricula and learning
- Working knowledge and understanding of Charlotte Mason educational philosophy and methodology
- Working knowledge and understanding of Arizona State and Common Core Standards
- A background, experience or Bachelor's Degree in Business Management
- Working knowledge and understanding of Data-Driven Instruction

BUSINESS MANAGER

General Job Description: The Business Manager serves as a member of the Administrative Team of Leman Academy of Excellence (LAE) to provide leadership related to all financial responsibilities. The Business Manager is entrusted with the financial records and operation of the front office. This includes the maintenance of confidential school records of scholars, personnel and finances in a manner consistent with administrative, ethical, legal and regulatory requirements of the educational system and the Arizona Department of Education. Responsibilities include payroll, accounts receivable and accounts payable functions of the Business Office.

Line of Authority/Reports to: The Business Manager shall be directly responsible to the Principal of LAE, working closely with the Principal to make sure that the school's budget and resources are used in the most efficient way.

Works with: Principal, Assistant Principal, Faculty, Support Staff, Health Service Coordinator, and Families of LAE.

Job Goals:

- Inspire and build a shared vision for operational excellence
- Encourage staff, scholars, families and others to act in positive, encouraging and productive ways
- Promote and model excellent qualities in service leadership, symbolic leadership, and cultural leadership

- Promote the educational, moral, social development of the scholars
- Promote and cultivate a culture of caring, citizenship, perseverance, respect, responsibility and trustworthiness within the school community
- Promote the core values of academic excellence, partnering with families, scholars and learning
- Support the goals of teaching to and implementing the Arizona State and Common Core Standards
- Maintain effective lines of communication between the faculty and staff and administration
- Foster a supportive, partnering relationship between parents and faculty, staff and administration
- Implement and enforce all approved school policies by the board

Areas of Responsibility:

1. **Administration**

- Keeping accounts and reporting on the school's financial position
- Prepare financial information and reports
- Work closely with the Principal preparing teacher contracts
- Develop the annual budget in conjunction with the administration
- Ensure adequate liability insurance
- Contribute ideas and implement employee benefits – medical, dental, retirement, disability
- Meet on a regular basis as determined by the Principal
- Oversee, lead and manage support staff in an efficient and professional manner

2. **Budget**

- Provide direction with budget preparation
- Develop the annual budget
- Oversee and manage revenue and expenditure targets
- Monitor the annual operational budget
- Monitor the school operations on a monthly basis
- Prepare and provide a monthly financial statement to the Principal
- Responsible for payroll plans
- Oversee and manage tuition plans (full-day kindergarten)
- Oversee and manage collection of tuition, fees, donations, etc.
- Oversee and manage the school's financial records
- Responsible for reviewing and approving all payables
- Responsible for directing the cash management function

- Sign payroll checks & payable checks
- Prepare and provide appropriate reports of the school's financial condition for use by the Principal, LAE Governing Board, State and Federal Governments and third-party auditors in support of compliance requirements

3. Personnel

- Responsible for the maintenance of accurate office records, including personnel files, with full confidentiality as appropriate and required by law
- Oversee the maintenance and management of accurate scholar records
- Prepare and provide faculty and staff contracts as instructed by the Principal
- Support and assists administrative efforts in attracting, developing and retaining high quality faculty and staff

4. Operations

- Develop and maintain procedures for managing and monitoring the school system's financial resources
- Provide direction, coordination and supervision of the Front Office
- Oversee the Student Accountability Information Systems (SAIS)
- Coordinate and manage Grants Management for the school
- Assists with ordering all necessary supplies, textbooks, and resources
- Assists with the competitive bid process and negotiation of vendor contracts
- Make timely payments to suppliers and contractors
- Facilitate the distribution of information needed for an orderly operation
- Assists with the annual review and revision of Family Handbook

5. Community/Parent Relations

- Represent the school to the community
- Encourage the use of community resources
- Work with the Principal and Registrar to prepare and plan for open enrollment, re-enrollment process
- Develop positive relationships and make appropriate use of parent volunteers
- Promote the proper conduct, behavior and discipline conducive to having an excellent learning environment

6. Scholar Relations

- Assists with preparation of scholar activities and events within the school
- Promote the proper conduct, behavior and discipline conducive to having an excellent learning environment
- Assist new scholars with orientation to school

- Provide moral guidance and direction cultivating the character attributes of caring, citizenship, perseverance, respect, responsibility and trustworthiness
- Provide scholars an excellent, positive, encouraging role model

7. **Professional**

- Have a willingness to continue to grow in one's position by attending workshops/conferences

The critical skills and experiences required the Business Manager include:

- Minimum of a Bachelor's Degree with an accounting emphasis or experience
- Certificate of School Business Management (CSBM) or a strong background in finance, accounting, and/or business management to satisfy certification
- At least three years related work experience in a school system and/or Charter School
- Strong verbal, written, and interpersonal communication skills to positively impact school community
- Strong commitment to supporting and safeguarding the principles of fiscal responsibility, accountability and integrity
- Strong commitment to supporting the principles of excellence in education
- Ability to manage conflict resolution with an attitude of humility and service
- Proficiency in gathering and utilizing data and evidence to make operational decisions
- Working knowledge using the Quickbooks Enterprise Solutions Non-Profit accounting software program
- Working knowledge of Microsoft Office Suite products (Excel, word, etc.)
- Working knowledge and understanding of Grants Management
- Working knowledge of Data Driven Instruction
- Preference will be given to individuals who have experience working in the target community and prior experience in a similar role.

DIRECTOR OF INSTRUCTION

General Job Description: The Director of Instruction serves as a member of the Administrative Team of Leman Academy of Excellence (LAE) and will work as a colleague with classroom teachers to support scholar learning and teacher practice. The Director of Instruction will focus on individual and group professional development that will expand and refine the understanding about research-base effective instruction. In order to meet this purpose, the Director of Instruction will provide personalized, one-to-one support that is based on the goals and identified needs of individual teachers.

Line of Authority/Reports to: Director of Instruction shall be directly responsible to the Principal of LAE.

Works with: Principal, Assistant Principal, Business Manager, Faculty, Support Staff, Health Service Coordinator, Families and Scholars of LAE.

Job Goals:

- Assures high academic performance outcomes for all scholars
- Promote the educational, moral, social development of the scholars
- Promote and cultivate a culture of caring, citizenship, perseverance, respect, responsibility and trustworthiness within the school community
- Promote the core values of academic excellence, partnering with families, scholars and learning
- Create systematic plans for curriculum development, best practices for instruction, meaningful assessment and professional development
- Assists in developing a comprehensive and well planned professional development program
- Assists with the ongoing development of curriculum maps that support and meet the needs of all scholars through differentiated instruction and the essential learning outcomes
- Support the goals of teaching to and implementing the Arizona State and Common Core Standards
- Provide professional growth and learning opportunities for faculty through in-services, professional improvement plan, and informal evaluations that lead to effective and excellent instruction
- Promote and model excellent qualities in service leadership, educational leadership, symbolic leadership, and cultural leadership
- Maintain effective lines of communication between the faculty, staff and administration
- Foster a supportive, partnering relationship between parents and faculty, staff and administration
- Implement and enforce all approved school policies by the board

Areas of Responsibility:

1. **Principal**

- Maintain effective lines of communication with Principal
- Provide significant input/information to Principal for board reports
- Work directly with Principal developing a comprehensive and well planned professional development program
- Work directly with Principal coordinating professional growth and learning opportunities for faculty through in-services
- Model effective, differentiated instruction when requested
- Provide written evaluations on faculty as assigned by the Principal
- Make recommendations to Principal related to the selection, retention, and dismissal of school certified faculty

- Work directly with the Principal to use state accountability test results to assess the curriculum and instruction and implement necessary changes
- Perform duties as assigned by the Principal
- Meet on a regular basis as determined by the Principal

2. Faculty

- Provide leadership, guidance and encouragement to faculty and staff
- Develop and maintain a collegial relationship with teachers
- Provide organized, individual and/or group learning opportunities for teachers as needed
- Provide support in analyzing scholar assessment data
- Assist the teachers with instructional decisions and planning based on assessment data as needed
- Assist the teachers with specific classroom activities when requested
- Provide support for classroom motivation and management strategies
- Encourage ongoing professional growth for all teachers
- Assist in creating job descriptions and evaluation instruments
- Provide academic staff direction with the development of specific and measurable goals for scholar achievement
- Assist academic staff with a written classroom management policy that is developmentally appropriate, implemented effectively, and communicated to the school community
- Conduct meetings using planned and written agendas

3. Curriculum

- Assist with the ongoing development of curriculum maps and in creating materials that are in alignment with curriculum
- Provide assistance in researching instructional and/or curriculum issues
- Assist with development of school curriculum, instruction and assessments
- Assist the academic staff as needed to develop and align the curriculum maps, with their sequence of essential learning outcomes, assessments, resources, purchased instructional materials, to Arizona State and Common Core Standards
- Assist the academic staff as needed with curriculum maps in creating a limited number of essential learning outcomes for each content area (approx. 20 per area of content for the year) in order to create a guaranteed and viable curriculum
- Provide academic staff direction and support with integration of the Classical educational program with the philosophical approach to education of Charlotte Mason with curricular objectives
- Collect, organize and analyze data related to the school educational program in order to assess scholar learning and development

- Provide academic staff direction with the development of specific and measurable goals for scholar achievement
- Assist as needed with curriculum mapping/scope and sequence documents that connect to the essential learning outcomes through instructional planning for each subject area at each grade level is implemented

4. Instruction / Academic

- Assists with providing instructional leadership for outcomes, providing faculty and staff leadership and collaboration with curriculum, instruction and assessments
- Assists with informal evaluations of the teaching faculty
- Provide informal feedback to faculty
- Meet regularly with faculty to accomplish instructional goals of individual teachers
- Work with faculty as needed to ensure teacher summative assessments are created prior to instruction
- Assist the teachers in aligning their teaching with appropriate standards, curriculum and assessments
- Oversee unit plans, assessments and lesson plans created by teachers

5. Budget

- Provide input as needed toward preparation of annual budget
- Obtain advance approval of the Principal for expenditures related to position

6. Operations

- Help ensure a safe and orderly environment
- Assists with proper supervision of scholar activities and events

7. Community/Parent Relations

- Provide leadership, guidance and encouragement to parents and scholars
- Assist administrative team as needed with presenting school mission, philosophy, core values, goals and program objectives to school community through scheduled Back-to-School Nights, Open Houses, Evenings with Dr. Leman
- Assist as needed with planning and presenting topics for discussion relative to school academic program at Principal Coffees for parents
- Plan and write as needed a "Greeting" specific to the school's mission, philosophy, and academic curricular to communicate to the school community
- Represent the school to the community
- Encourage the use of community resources
- Assist as needed with presenting the school vision and program to the community
- Work with administrative team to plan and hold functions
- Develop positive relationships with parent volunteers

8. **Scholar Relations**

- Assist as needed with preparation of scholar activities and events within the school
- Promote the proper conduct, behavior and discipline conducive to having an excellent learning environment
- Provide moral guidance and direction cultivating the character attributes of caring, citizenship, perseverance, respect, responsibility and trustworthiness
- Provide scholars an excellent, positive, encouraging role model

9. **Professional**

- Have a willingness to attend workshops/conferences to continue learning about new innovative instructional strategies
- Desire to continue career improvement

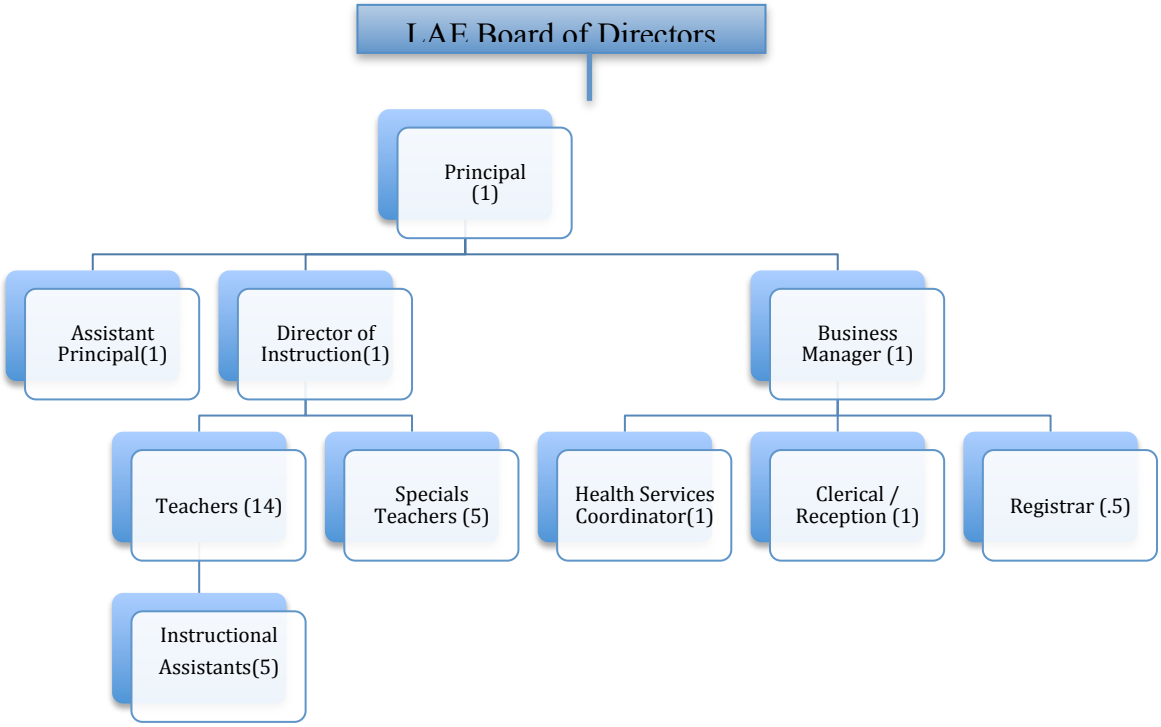
The critical skills and experiences required the Director of Instruction include:

- Minimum of a Bachelor's Degree with a Master's Degree preferred
- At least five years of successful of teaching experience
- Demonstrated ability to function as a positive collaborative member of a team
- Effective communication, collaboration, and interpersonal skills for building an environment with a common instructional focus, promoting initiatives, and conveying expectations
- Demonstrated ability to communicate in a professional manner both orally and in writing
- Strong commitment to supporting and safeguarding the principles of excellence in education
- Experience in researched-based instructional practices
- Working knowledge, understanding and experience with Data-Driven Assessment of Instruction
- Ability to design and deliver quality professional development for administration and faculty
- Working knowledge of learning theory, instructional methodology, curriculum development, teacher observation/evaluation
- Ability to manage conflict resolution with an attitude of humility and service
- Working knowledge and understanding of Classical curricula and learning
- Working knowledge and understanding of Charlotte Mason educational philosophy and methodology
- Working knowledge and understanding of Arizona State and Common Core Standards
- Demonstrated interest and engagement in professional learning and reflection

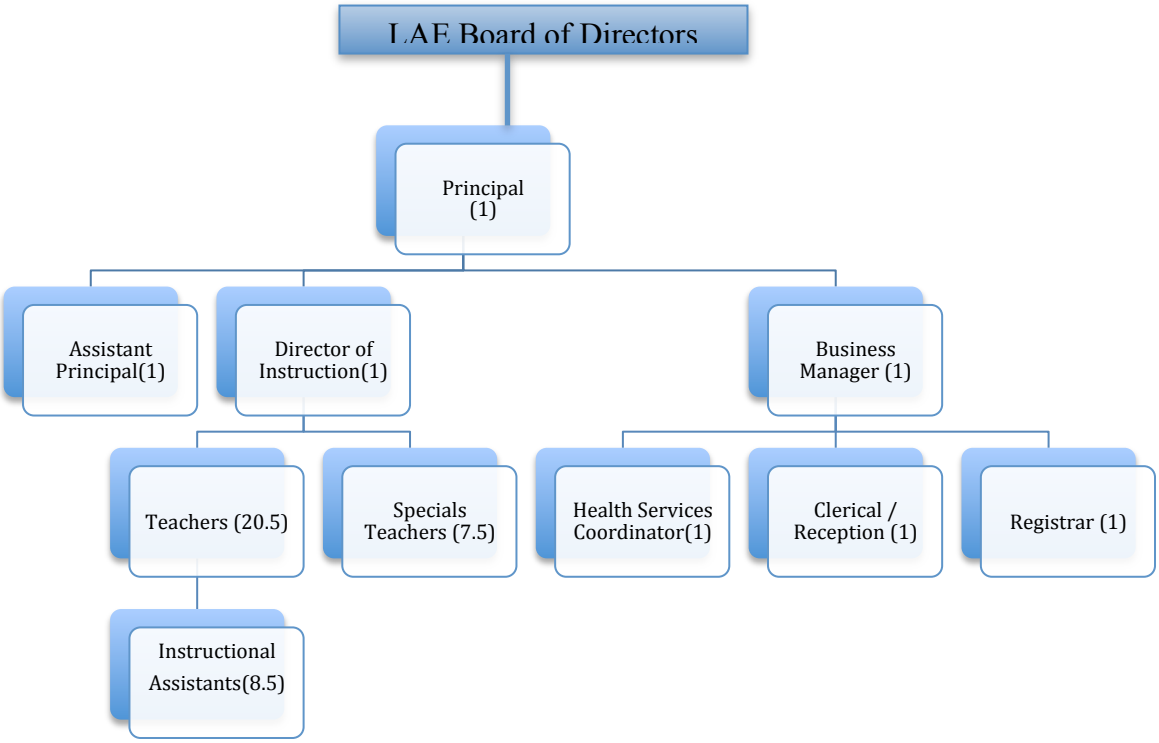
B. Operations Plan

As enrollment at the Leman Academy of Excellence grows, the staffing plan will evolve to correlate with addition students and services to be provided. Organizational charts for years one, two and three are provided on the next two pages. These charts are followed by the three-year staffing plan consolidated in a single chart.

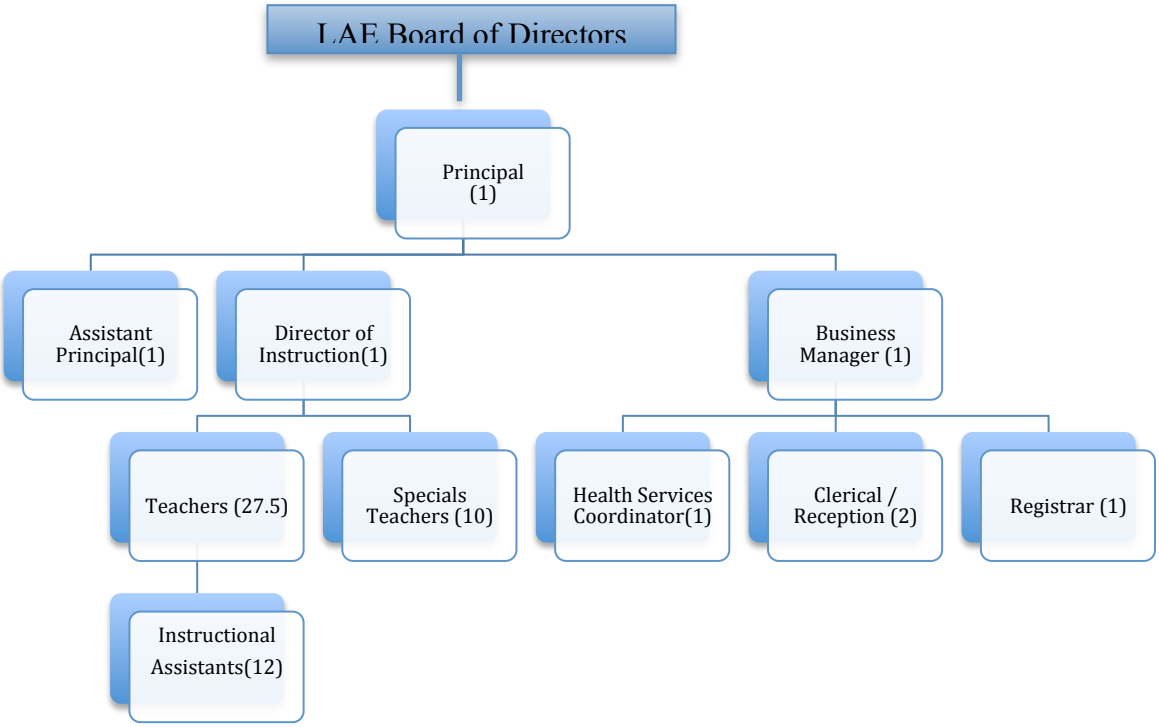
LEMAN ACADEMY OF EXCELLENCE ORGANIZATIONAL CHART: YEAR ONE



LEMAN ACADEMY OF EXCELLENCE ORGANIZATIONAL CHART: YEAR TWO



LEMAN ACADEMY OF EXCELLENCE ORGANIZATIONAL CHART: YEAR THREE



Leman Academy of Excellence Consolidated Three-Year Staffing Plan			
Title	**Year 1**	**Year 2**	**Year 3**
Principal	1	1	1
Assistant Principal	1	1	1
Business Manager	1	1	1
Director of Instruction	1	1	1
Classroom Teachers	14	20.5	27.5
Specials Teachers (Art, PE, Music, Latin)	5	7.5	10
Instructional Assistants (not full-time positions with benefits)	5	8.5	12
Health Services Coordinator	1	1	1
Clerical / Reception	1	1	2
Registrar	.5	1	1
TOTAL Employees	30.5	43.5	57.5

The table below aligns Leman Academy of Excellence staff with essential responsibilities related to operations and student instruction.

Area of Instructional or Operational Responsibility	Administrative Staff & Responsibilities
Instruction	Director of Instruction
Curriculum and Assessment (mandated state testing)	Principal, Assistant Principal & Director of Instruction
Staff Development	Principal / Assistant Principal
Financial Management	Business Manager
Contracted Services Personnel	Principal
Grants Management	Assistant Principal /Business Manager
Student Accountability Information Systems (SAIS)	Business Manager / Registrar

C. Critical Skills and Experience for Administrative Roles

Information regarding the critical skills and experience, which ensure sufficient qualification for fulfillment of responsibilities, for Leman Academy of Excellence administrative roles is included in Section A above for each position.

D. Enrollment Procedure

The Leman Academy of Excellence will enroll students in a fair and equitable process that is compliant with A.R.S. §15-184. As recently as 2013, A.R.S. § 15-184 was amended by HB2494. The Leman Academy of Excellence will keep abreast of such amendments and ensure

that all enrollment procedures and required enrolment documentation remains abreast of the law. Details regarding enrollment timeframe, procedures, lottery, waitlist, and documents to be included in the enrollment packet are provided below.

A part-time registrar will be employed beginning in April of the Start-Up year. The Registrar shall be directly responsible to the Business Manager of LAE, working closely with both the Principal and Business Manager to make sure that the school's planning and implementation of new scholar registration is handled with great care and professionalism, in order to assure that the enrollment process for all families is handled efficiently. A full job description for the position of Registrar– including required qualifications – is provided at the end of this section regarding Enrollment Procedure.

Enrollment Timeframe

In the first year of operation, open enrollment will commence when a charter contract between the Leman Academy of Excellence and the Arizona State Board for Charter Schools is signed. The anticipated timeframe of this is late January to early February. Open enrollment in the first year will stay open until May 15, 2015. If a lottery is required in the first year, the process described below will be followed with families being notified by June 1, 2015. In subsequent years, LAE will begin the enrollment process earlier to correlate with neighboring charter schools and district schools.

LAE recognizes that navigating school choice is challenging for parents. In an effort to help streamline the process for families, the open enrollment period for The Leman Academy of Excellence will correlate with the open enrollment dates of the school district that serves our target population. LAE is currently pursuing a real estate opportunity within the boundaries of the Amphitheater School District; thus, open enrollment for LAE will begin on December 1 and close January 15, which synchronizes with Amphitheater School District and the majority of schools that serve Oro Valley. Should January 15 fall on a weekend or holiday, the deadline shall be extended to close of business on the next business day following the weekend / holiday.

During the open enrollment period, parents/guardians must submit a simple application form indicating their desire for their child to attend the Leman Academy of Excellence. This form will collect basic student information and contact information for the parent/guardian. Additionally, the application form will consist of the following documents that help convey the culture and values of LAE as well as the expectation of LAE scholars:

- School Rules & Procedures
- School Mission Statement
- Scholar Expectations

The form must be filled out in full, signed, and submitted to the school. A special signature line will be added verifying that parents / legal guardians have read the accompanying school rules, procedures, mission statement and scholar expectations and understand the educational choice that LAE represents. Completed application forms may be submitted in person or as a PDF document via email. Hard copies of the application form will be available at the school or on the LAE web site.

When the registration period ends, the total number of students submitting completed application forms will be determined and compared to the open seats in each grade level. This process determines which grades are undersubscribed and which grades are oversubscribed.

Enrollment Procedures & The Lottery

For grade levels that are undersubscribed, students who submit timely application forms shall be admitted. Further, additional applications for undersubscribed grades will be accepted on a rolling basis until grade levels are filled at which point a waitlist will begin. Both acceptances and waitlist positions will function on a "first come first serve" basis following the January 15 deadline for undersubscribed grades (in year one, this deadline is May 15, 2015).

The Leman Academy of Excellence shall not limit admission based on ethnicity, national origin, gender, income level, disabling condition, proficiency in the English language or athletic ability. Pursuant to A.R.S. §15-184, LAE may refuse to admit any pupil who has been expelled from another educational institution or who is in the process of being expelled from another educational institution.

When grade levels are oversubscribed, the Leman Academy of Excellence will hold a lottery. During the lottery process enrollment preferences, which align with A.R.S. §15-184, will be given to students who meet the following criteria in the order listed:

- Students who are re-enrolling after attending the previous school year in full (applies to year two and beyond).
- Students who are children, grandchildren or legal wards of 1) employees of the school. 2) employees of the charter holder, 3) members of the governing body of the school, or 4) directors, officers, partners or board members of the charter holder.
- Students who are siblings of an LAE student – note: if two or more siblings submit completed registration packets during the open registration period, and a sibling is randomly selected by lottery for enrollment, the other sibling(s) will be given preference in the enrollment process.

Students who are selected in the lottery process before capacity in any given grade level is reached are registered for enrollment into LAE. After capacity is reached, students will continue to be selected and place on a waitlist in the order they were selected.

Parents / Guardians will be notified by February 1st as to the results of the lottery June 1, 2015 in year one). This notification will take place via letter and/or email and/or phone call to confirm an offer of enrollment. Parents / Guardians will have 48 hours (two business days) to accept or decline the offer of enrollment. If an offer is declined, the child's name is removed and LAE will turn to the waitlist to fill the spot.

If an offer is accepted, parents/legal guardians will have two weeks to complete the full registration packet (details below).

Waitlist
The waitlists at LAE are grade specific. As a spot becomes open, the school will contact the parent/guardian to offer them the open spot for their child. Parents will have 48 hours (two business days) to accept or decline the offered spot. If the spot is declined, the child is removed from the waitlist and the parents/guardian of the next student on the list will be contacted.

If an application packet is received after the January 15 deadline (May 15, 2015 in year one), the student will be added to the bottom of the waitlist. The waitlist will be available on the LAE website – coded with student initials and birthdates for privacy – and updated regularly.

The waitlists will not roll over from year to year. For any student who was not admitted or who withdraws their application, the application form will be discarded.

Enrollment Packet

The documents listed below will be part of the registration packet. All forms are required to be filled out in full and returned within two weeks of an enrollment offer. If the enrollment packet is not returned in a timely manner, LAE will accept this as a withdrawal and the spot will be made available to the next student on the waitlist.

- Student Registration Form
- Student Record Transmittal Request
- Primary Language other than English (PHLOTE) Form
- Arizona Residency Documentation Form or Affidavit of Shared Residency
- Student's Birth Certificate (copy)
- Immunization Records
- Emergency Contact
- Medical Information Form / Consent for Emergency Treatment
- Media Release Form
- Internet Use Policy / Consent
- Field Trip Consent Form

Parents of enrolled students will also be asked to provide custody information such as court decisions regarding sole custody; Medical Alerts regarding severe health conditions; and Legal Alert regarding possible restraining order information. If these conditions/situations do not exist, parents will need to return the forms and check a box indicating the absence of said conditions.

Registrar Job Description

Line of Authority/Reports to: The Registrar shall be directly responsible to the Business Manager of LAE, working closely with both the Principal and Business Manager to make sure that the school's planning and implementation of new scholar registration is handled with great care and professionalism, in order to assure that the enrollment process for all families is handled efficiently.

Works with: Principal, Assistant Principal, Business Manager, Faculty, Support Staff, Health Service Coordinator, and Families and scholars of LAE.

Job Goal: To perform such actions as required to establish a true, accurate and permanent record of each scholar who attends Leman Academy of Excellence, as well as providing the necessary clerical responsibilities required for the administration of the school in order to assure the smooth, efficient operation of the K-8 school office.

General Job Description: The Registrar will be responsible for all scholar registration, enrollments and withdrawals entering and maintaining scholar data in school database system. Administer, navigate, implement and update scholar and school data demographics in school database system. This involves partnering with parents, handing out and explaining paperwork, contacting the home when necessary, inputting all information into the school database system as well as contacting other schools for information when necessary.

Qualifications

- Minimum of a high school diploma or its equivalent
- At least three years related work experience in a school system, with a working knowledge of school organization and procedures
- Strong verbal, written, and interpersonal communication skills to positively impact school community
- Strong commitment to supporting the principles of excellence in education
- Ability to manage conflict resolution with an attitude of humility and service
- Working knowledge of Microsoft Office Suite products (Excel, word, etc.) and familiar with other related software programs.
- Ability to work independently prioritizing tasks to meet deadlines maintaining a high degree of accuracy and attention to detail
- Ability to operate office equipment as required on assignment; i.e. fax machine, copier, computer, etc…
- Ability to set-up and use an efficient filing system
- Ability to compile information, maintain scholar records, prepare reports, maintain confidentiality in performing assigned tasks, adopt effective courses of action, and deal effectively with parents, staff, and the general public requiring knowledge of school policies and procedures.
- Ability to perform secretarial and administrative support functions requiring independent judgment, decision-making and problem solving.
- Ability to lift boxes and packages of varying weights and move them to other locations.

Duties and Areas of Responsibility

1. Responsible for scholar registration.

2. Responsible for the organization, storage, disposition and transmission of Special Education files and cumulative files.
3. Maintain scholar files and the permanent records for all scholars K-8.
4. Ensure accuracy and quality control of all information relative to scholar records.
5. Verify accuracy of scholar report cards, and facilitate distribution of report cards to families.
6. Process scholar withdrawl forms and grades.
7. Copy and mail records for scholars transferring out of LAE as mandated by law and updating their status in the school database system.
8. Update enrollment information for all scholars in grades K-8 at the beginning of every school year.
9. Attend court proceedings when school records are subpoenaed.
10. Maintain confidentiality per FERPA.
11. Compile and forward reports as required by administration.
12. Process and track immunization records.
13. Enter daily attendance and maintain accurate attendance records.
14. Maintain files for school office, as well as assists with general tasks such as making copies, answering the phone, faxing, delivering messages as necessary, checking scholars into and out of school, maintaining office supplies, etc…
15. Assists in the monitoring of afterschool pickup, parking and traffic.
16. Receive and distribute mail and maintain postal supplies
17. Support administration by performing other related duties as assigned.

Work Habits and Attitudes

- Continues professional development for self-improvement
- Shows initiative and resourcefulness
- Performs accurate work in a timely manner
- Meets deadlines and sets priorities
- Demonstrates flexibility and adaptability
- Works well with minimum supervision
- Is dependable and accepts responsibility
- Shows sensitivity and tact in dealing with others
- Accepts direction and constructive criticism
- Cooperates with fellow workers and other departments
- Follows school policies and safety rules
- Demonstrates a professional appearance on a daily basis
- Demonstrates a willingness to work as a team player
- Excellent organization, time management and follow-up skills
- Maintains a professional environment at all times