C.3. Personnel

a) Staffing plan

NAS-Phoenix will be a grade 9-12 high school offering courses of study aligned with Arizona state standards. Given the target population of the school, along with the experience of other NAS Network schools, we project that the majority of our students will be over-age and under-credit. As such, projecting enrollment numbers based on grade-level will not provide an accurate picture of our population: most students by virtue of their age or high school start date will be classified as seniors, even though they are likely to need more than one year to graduate and NAS expects to retain them for more than one year. Instead, NAS-Phoenix enrollment projections are based on the experience of other NAS schools with similar target populations and located in similar "high need-locations."

NAS-Phoenix Enrollment (Projected)[1]	
Year 1	197 (headcount)
Year 2	240 (headcount)
Year 3	266 (headcount)

With an anticipated first year enrollment of 197 students, and using a 32:1 ratio, we plan to hire one principal, one counselor, one special education teacher, one bookkeeper / finance, two administrative assistants and six teachers. The school will also hire a 1.5 FTE campus security monitor and a 1.5 FTE custodian. It is anticipated that enrollment will increase by 25-50 students per year before the school goal of 450 is reached. Teaching staff will be augmented to maintain a 32:1 ratio. When the school reaches 250-275 students, a 0.5 FTE assistant-principal may be hired for night supervision.

NAS-Phoenix staffing projections for the first three years of operation			
Personnel	Year 1 (197)	Year 2 (240)	Year 3 (266)
Principal[2]	1	1	1
Assistant Principal	0	0	0.5
Counselor[3]	1	1	1
Teachers	***6***[4]	***7.5***	***8.5***
Special Education[5]	***1***	***1***	***1.5***
Bookkeeper / Finance	1	1	1
Administrative Assistant / Clerical	1	1	1
Administrative Assistant / Student Records	1	1	1
Security Monitors	1.5	2	2
Custodial	1.5	2	2

[1] These figures are projections. If enrollments exceed projections in any given year, NAS-Phoenix will continue to enroll students until the enrollment cap of 450 students is reached, at which point lottery protocols described in section B.3 will be initiated.
[2] During Years 1 and 2, the principal will hire a lead teacher to manage administrative and supervisory responsibilities in the evening. The lead teacher is counted in this chart in the "Teachers" category. This lead teacher will be assigned a reduced teaching load in lieu of monetary compensation.
[3] Counselor's time will bridge day/night shifts based on student enrollment, but majority of time will likely fall during day shift.
[4] The allocation of day to night teachers will be determined by factors such as day/night enrollment and availability of teachers to bridge day and night teaching shifts.
[5] Instructional staff are in ***bold italics***

Principal: Starting salary - $95,000.00

The **principal's** duties will include:

- Facilitating the development, implementation, and communication of the school's mission, goals and objectives
- Promoting a shared vision of learning that reflects excellence and equity for all students
- Promoting a working and learning climate that is safe, secure and respectful of diversity
- Evaluating progress toward achieving the school's vision
- Ensuring that the school meets its student and school performance objectives in the approved charter
- Ensuring that the instructional staff implements the approved and aligned curriculum
- Monitoring and maintaining a safe, secure, and caring school environment
- Assuring mastery of essential knowledge and skills by every student
- Recognizing, honoring, and celebrating success
- Supporting the recruitment, induction, development and retention of a diverse corps of quality teachers and staff
- Providing for the professional development necessary to support collaboration, empowerment, and high performance of all teachers and staff
- Keeping the superintendent and Governing Council apprised of school matters
- Preparing and maintaining accurate and complete records and reports as required by law, state directives, and administrative regulations
- Sharing the responsibility for the supervision and care of inventory; proper and safe use of facilities, equipment and supplies; and reporting safety hazards promptly

The **principal's** qualifications will include:

- Alignment with the New America School vision and mission
- Required qualifications include a Master's Degree, a valid Arizona administration license, an SEI endorsement and a minimum of five years teaching experience
- Demonstration as a master teacher
- Knowledge of instructional methodologies (in particular SIOP, scaffolding, and differentiated instruction)
- Cultural sensitivity and sensitivity to the needs of traditionally underserved students
- A proven leader in areas of curriculum development and implementation, instruction, and assessment practices
- Knowledgeable in English Language Acquisition methodology
- The ability to develop a school improvement plan to address improving student achievement
- Financial and operational management experience
- Excellent written and oral communication skills
- Valid fingerprint clearance card

Assistant Principal: Starting salary - $85,000.00 (prorated to $42,500 half-time)

The **assistant principal's** duties will include:

- Collaborating with the administration and faculty to develop a behavior management system to create positive student behavior in the school
- Assisting the faculty in developing, implementing and monitoring prescribed interventions for individual students, including the creation and monitoring of Student Improvement Plans
- Researching matters of discipline and well-being by conferring with students, parents, teachers, counselors and support service personnel

- Coordinating the resolution of student discipline problems in a fair and just manner and maintaining records of action taken
- Providing documentation and recommendations to the school principal regarding the suspension and expulsion of students
- Coordinating student attendance function and making recommendations to the principal for resolution of chronic attendance problems
- Assisting with the supervision of student activities, programs of student orientation and similar activities
- Establishing and maintaining mentoring relationships with at-risk students
- Meeting with parents regarding student discipline and behavior issues, and conferring with teachers, counselors, probation officers and other support personnel
- Other duties as assigned

The **assistant principal's** qualifications will include:
- Alignment with the New America School vision and mission
- Valid administration license and SEI endorsement
- Knowledge of instructional methodologies (in particular SIOP, scaffolding, and differentiated instruction)
- Cultural sensitivity and sensitivity to the needs of traditionally underserved students
- A proven leader in areas of curriculum development and implementation, instruction, and assessment practices
- Knowledgeable in English Language Acquisition methodology
- Excellent written and oral communication skills
  Valid fingerprint clearance card

Counselor: Starting salary - $50,000

The **counselor's** duties will include:
- Scheduling an interview with every student at least once per quarter
- Guiding individuals and groups of students through the development of educational and career plans
- Counseling individuals and small groups of students with personal challenges
- Consulting with teachers, staff and parents regarding the developmental needs of students
- Referring students with problems to appropriate program specialists or community agencies
- Assisting the principal in tracking student credit accrual and graduation requirements

The **counselor's** qualifications will include
- Alignment with the New America School vision and mission
- Valid school counselor licensure and SEI endorsement
- Knowledge of counseling theory and techniques
- Knowledge of adolescent development
- Demonstrates knowledge of state and federal regulations and of resources both within and beyond the school
- Manages routines and procedures
- Ability to assess student needs and direct if necessary to outside resources
- Valid fingerprint clearance card

Teachers: Average starting salary - $40,000

Teachers' duties will include:

- Fostering a culture of continuous improvement focused upon teaching and learning and using excellent management and leadership skills
- Using classroom management skills, including problem solving and decision making, to assure a safe and supportive environment conducive to learning
- Helping assure the implementation of the approved school curriculum
- Guiding the learning process toward achievement of curriculum goals
- Utilizing clear objectives for all lessons, assignments, units and projects in harmony with curriculum goals and communicating the objectives to students
- Employing instructional methods and materials that are most appropriate for meeting student learning goals and objectives
- Establishing and maintaining standards of appropriate student behavior and discipline to achieve a functional learning atmosphere in the classroom and on the school campus
- Creating a classroom environment that is conducive to learning and appropriate to the maturity and interest of students
- Meeting and instructing assigned classes in the location and at times designated
- Working with a variety of student needs and making appropriate adjustments
- Differentiating instruction to assure student mastery of content and language acquisition
- Using a variety of formative and summative assessments to instruct teaching
- Cooperating with other staff and support personnel in helping students with health, attitude, learning and behavioral issues

Teachers' qualifications will include:
- Alignment with the New America School vision and mission
- Valid Arizona teaching license and SEI endorsement
- Excellent written and oral communication skills
- Ability to prepare short and long range plans
- Ability to prepare relevant and engaging lesson plans
- Classroom management and time management skills
- Ability to develop a variety of formative and summative assessment instruments
- Valid fingerprint clearance card

Special Education Teacher: Starting salary - $45,000

The **special education teacher's** duties will include:
- Managing the continuum of services provided at the school which will include an integrated, resource and self-contained model
- Reviewing all IEPs and determining the most appropriate form of placement
- Leading and managing the 504 process
- Ensuring that all Special Education requirements are being met
- Determining and obtaining special education ancillary services to accommodate student special needs

The **special education teacher's** qualifications will include:
- Alignment with the New America School vision and mission
- Valid special education certification and SEI endorsement
- Knowledgeable of state and federal special education laws and regulations
- Knowledgeable in the current best practices in providing a range of services to students with special needs
- Experience in writing IEPs and 504 plans
- Ability to interpret student data and identify special education needs

- Excellent oral and written communication skills
- Ability to work with teachers in a variety of settings including team teaching
- Valid fingerprint clearance card

Bookkeeper/Finance: Starting salary - $34,000.00

The **bookkeeper/finance's** duties will include:

- Assisting and advising the principal regarding the budgetary impact of benefit rate changes, salary increases and the feasibility of related reporting deadlines mandated by the authorizer and other official agencies
- Supervising and evaluating all finance department personnel and ensuring compliance with all finance operation procedures
- Communicating with the NAS Superintendent and Chief of Business Operations, as needed
- Assuming responsibility for correctly classifying and accurately recording financial transactions and certifying the correctness of all checks, cash transfers, bank deposits and wire transfers for all assigned accounting sections
- Generating all financial reports, human resources and all other reports as needed. Maintaining all financial records and human resources records for school
- Assisting with the development of the annual budget
- Assuming primary responsibility for the development of financial system applications and system control procedures designed to provide the finance department with the most accurate information in the most efficient manner
- Assuming primary responsibility for the planning of data processing activities including system analysis and programming projects and for evaluating and recommending software selection and hardware upgrades
- Assisting in preparing the school's annual budget, including completion of all salary schedules and other salary related reports
- Reviewing and interpreting Federal, State and Local regulations mandated by governing agencies. Initiating any necessary changes to ensure full compliance with all laws

The **bookkeeper/finance's** qualifications will include:

- Alignment with the New America School vision and mission
- Excellent written and oral communication skills
- Excellent computer skills especially Excel and other finance management software package
- Knowledge of school finance, budget planning, and purchase ordering
- Excellent organizational and time-management skills
- The ability to work under pressure and prioritize workload
- Knowledge of SMS
- Valid fingerprint clearance card

Administrative Assistant/Clerical: Starting salary - $30,000.00

The **administrative assistant/clerical's** duties will include:

- Providing and coordinating all clerical support activities for the principal
- Acting as first contact for school visitors
- Tracking principal's and staff absents and vacation
- Maintaining filing systems including personnel, student attendance, enrollment and school leavers
- Providing information and services to students, parents, guardians, staff and the community as required or requested

The **administrative assistant/clerical's** qualifications will include:

- Alignment with the New America School vision and mission
- Excellent written and oral communication skills
- Strong customer service and public relations skills
- Excellent computer skills
- Ability to maintain confidentiality in all aspects of the job
- Ability to manage multiple tasks with frequent interruptions
- Valid fingerprint clearance card

Administrative Assistant/Student Records: Starting salary - $30,000.00

The **administrative assistant/student records'** duties will include:

- Managing and supporting SMS requirements
- Compiling, analyzing, synthesizing and verifying information for the preparation of state and school reports
- Prepare reports for the principal and GC including attendance, student withdrawals, student enrollment figures
- Manage and report on student assessment data
- Prepare an assessment calendar for standardized state testing

The **administrative assistant/student records'** qualifications will include:

- Alignment with the New America School vision and mission
- Excellent written and oral communication skills
- Strong customer service and public relations skills
- Excellent computer skills especially working with large databases in Excel
- Ability to present complex data reports in a user friendly manner
- Ability to maintain confidentiality in all aspects of the job
- Ability to manage multiple tasks with frequent interruptions
- Ability to diffuse and manage volatile and stressful situations
- Valid fingerprint clearance card

Security Monitors: Starting salary - $30,000.00

Custodial: Starting salary - $28,000

b) Plan to recruit, hire, and train instructional staff consistent with the start-up of the school

All employment contracts with staff will adhere to state regulations. Recruitment will be conducted through an open process. Ads will be placed on Craigslist, Career Builder, Indeed, LinkedIn, the NAS website, and other to-be-determined local websites for teachers and other support staff. In addition it is also our intent to visit local job fairs to recruit quality teachers.

It is the intent of NAS to hire a faculty and staff that is aligned with the mission and vision of the school. NAS-Phoenix will recruit and hire employees who hold appropriate Arizona licensure and SEI endorsement. NAS-Phoenix will be an equal opportunity employer. Every effort will be made through advertising and community outreach to attract ethnic minorities, especially bilingual English/Spanish speakers. It is particularly important for NAS-Phoenix to hire bilingual office staff to better communicate with students and their families.

As required by the Arizona Department of Education, we also require all teachers to hold a Structured English Immersion (SEI) endorsement or an English as a Second Language (ESL) endorsement. Due to the nature of the NAS-Phoenix clientele, the school will seek experienced candidates and will compensate recruits according to their experience.

In addition, to best serve its students, NAS-Phoenix will employ professionals whose background and teaching experience are relevant to English language acquisition and second-language learners. Only those candidates with strong communication skills, creativity, flexibility and an appreciation of the knowledge and language skills that each individual brings to the classroom will be chosen to work in and help create the unique environment of NAS-Phoenix. Further, since NAS-Phoenix will enroll students from all over the world, a major part of our philosophy is to value every student's culture in the classroom. Therefore, NAS-Phoenix will seek a diverse faculty and staff that is representative of our students' cultures.

Once the recruitment process is completed, the principal will review resumes and based on qualifications, mission fit, and experience she will short list 3-5 candidates for the position. Selection will be based on a face-to-face interview with the principal where a more thorough examination of the candidate's experiences and fit for the school will be explored. It is the practice of NAS to have authentic assessment of candidates and this is best done by the candidate conducting a one hour lesson to a class while the principal and other invited staff observe. Based on the principal's and teachers' observations and feedback from students, the principal will have additional information to make a more informed decision. If classes are not in session, a model lesson can be conducted in front of the principal and other teachers.

To ensure that high quality educators and staff are attracted to NAS-Phoenix, the school will offer competitive salaries and a full benefits package including medical, dental, vision, life and short-term disability insurance. In lieu of participation in the Arizona State Retirement System, employees will participate in an NAS-Phoenix 403b program, in which contributions could reach 6.0%. Moreover, NAS-Phoenix anticipates that many highly motivated, passionate individuals will be attracted to teach at the school due to their shared commitment to our mission.

As described above NAS has established a clearly defined set of skills for each instructional position to ensure that the school recruits staff consistent with our educational aspirations.

To support the recruitment and retention of highly effective teachers, NAS-Phoenix will offer an intensive induction and mentoring program, including an annual week-long series of orientation workshops and trainings.

To ensure that instructional staff receives the continual professional development and training necessary to foster the academic growth of our challenging target population, teachers will be required to attend a full-day school-based professional activity session one Friday per month as part of their work-load obligations. Possible topics include gang awareness, multicultural learners, MAP training, Sheltered Instruction Observation Protocol (SIOP), data driven instructional practices, differentiation techniques, scaffolded instruction, language acquisition stages and Bloom's Taxonomies. These sessions will be facilitated by the principal or by third party professional development experts in the topics selected for the day.

Additionally, teachers will work in Professional Learning Communities (PLCs) to discuss students, monitor their goals, success and achievement on regular basis. This allows teachers to learn from each other, support each other's work, and to establish joint strategic intervention plans to preempt credit failure or student dropout, thus resulting in improved educational performance. A minimum of 90 minutes per month is built into the school schedule for PLC work.