B.3 Management & Operation

a) Delineation of the roles and responsibilities for administering the day-to-day activities of the school

The Governing Council (GC) will employ NAS-Phoenix's principal and make decisions regarding her continued employment. As with a traditional school board, however, the expertise of the superintendent is often critical when making good staffing decisions for the educational institution. The GC's contract with NAS will include a principal recruitment and screening service, a professional recommendation from NAS' superintendent and input from the superintendent on development of a principal evaluation model. Although the GC has the authority to discharge or not renew the principal's contract, the GC may consider the superintendent's advice as to the principal's performance and continued employment at the school.

NAS educational leadership (the superintendent and CBO) will provide the NAS-Phoenix's principal with ongoing counsel and mentorship in all areas of school operations. In addition, the superintendent will hold regular meetings with the principal to discuss operational issues, student achievement, personnel concerns, monitoring school improvement targets and other compliance requirements. NAS will counsel the principal in her recruitment of highly qualified teachers and experienced staff.

All staff will report to the principal. The principal will employ, fix the salaries of, assign and terminate and discharge all employees of the charter school. NAS will assist the principal with personnel issues to ensure that staffing concerns are minimized and that the school maintains a professional and successful working environment.

Roles and responsibilities of individuals administering the day-to-day activities of the school:

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 will directly supervise the NAS-Phoenix **teaching staff**, whose 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

If size dictates (student body exceeds 266) the school may hire an **assistant principal** who will report to the principal and whose 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 school will have a **bookkeeper/finance** on staff (as opposed to the Business Manager which is a contracted position) located at the school and whose 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 school will have one **special education teacher** whose 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 responsibilities of the **school counselor** 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 responsibilities of the **administrative assistant/student records** 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 responsibilities of the **administrative assistant/clerical** 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

b) Operational Plan

Three Year Staffing Plan

NAS-Phoenix staffing projections for the first three years of operation			
Personnel	Year 1 (197)	Year 2 (240)	Year 3 (266)
Principal	1	1	1
Assistant Principal	0	0	0.5
Counselor	1	1	1
Special Education	1	1	1.5
Assistant Business Manager	1	1	1
Teachers	6	7.5	8.5
Administrative Assistant / Clerical	1	1	1
Admin. Ass't. / Student Records	1	1	1
Security	1.5	2	2
Custodial	1.5	2	2

In Year 3, the 0.5 AP position will be combined with a 0.5 teaching load so that a full time individual can be hired as AP/Teacher.

Based on past experiences working with similar target populations, the number of IEP students who come to the school requiring Special Education services can be accommodated by one dedicated Special Education staff.

The personnel to manage the oversight of the school's key operational areas are listed below.

Instruction

The principal will recruit and hire quality teachers with Arizona licensure and SEI endorsement. With an anticipated start up enrollment of 197 students, we anticipate hiring six teachers for instructional purposes. The principal will be the instructional leader of the school and have as primary responsibilities supervision of teachers and curriculum development. Additional staff will be hired in subsequent years as enrollment increases using a 32:1 PTR.

Curriculum and Assessment

The principal together with teachers will have the responsibility to develop curriculum, monitor student achievement and use assessment results to provide strategic interventions to support student success. It will be the principal's responsibility to report monthly to the Governing Council on available student performance data in the classroom and on mandated State testing.

Staff Development

The principal will develop an annual professional development plan as described in the Academic Systems Plan templates. These sessions will be held once a month from 9:00-2:30 pm. The training will include training in MAP, SIOP, formative assessment, teacher evaluation models, and protocols to examine student work.

Financial Management

The principal will recruit and select an assistant business manager to oversee day-to-day school financial operations. School finances are reviewed monthly by the Governing Council's Finance Committee with

the support of a contracted Business Manager and the EMO's Chief of Business Operations. This committee's responsibilities include overseeing the school's revenues, expenditures, purchase orders and bank reconciliations.

Contracted Services

The Governing Council will recruit and select legal counsel and the Business Manager for the school. The GC will delegate day-to-day oversight of these positions to the principal. Oversight for all contracted school related services such as special education personnel (speech pathologist, psychologist, PT, OT) will be the responsibility of the principal and, where applicable, the special education teacher. The personnel will be hired on an as needed basis.

Personnel

The Governing Council will hire the principal and principal will hire all other personnel to run the school. The principal will recruit, select and hire personnel and conduct due diligence in respect to approved hiring practices such as background checks, licensure, endorsements, and reference checks. All personnel files will be the responsibility of the principal's administrative assistant.

Grants Management

The principal is responsible for overseeing the programmatic implementation of all grants including Title funding, state funding or philanthropic fundraising. The Business Manager is responsible for fiscal management of all grants received. Both the principal and Business Manager will be responsible for ensuring that all reports are filed in a timely manner.

Student Management Software (SMS)

The administrative assistant/student records will manage the student information system with oversight of the principal.

c) Critical skill or experience that will indicate sufficient qualification for fulfillment of those responsibilities

New America Schools select and develop the leaders and teachers needed to ensure improved academic achievement for every student. An understanding of the powerful impact of instructional leadership on student performance drives the recruitment and selection of school principals.

Principal. The Governing Council of NAS-Phoenix relied upon the expertise of NAS to recruit and select a principal that has a proven track record for outstanding student performance outcomes. Required critical skills included:

- 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
- Knowledge of SMS (Student Management Software) and the state's student accountability information system
- Excellent written and oral communication skills
- Valid fingerprint clearance card

Required critical skills of other staff will include:

Assistant Principal
- 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
- 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

Special Education Teacher
- 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

Teacher
- 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

Bookkeeper/Finance
- 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/Student Records
- Alignment with the New America School vision and mission
- Knowledge of SMS (Student Management Software) and the state's student accountability information system
- 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

Administrative Assistant/Clerical
- 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

d) Proposed fair and equitable enrollment procedures

Our student recruitment policies will follow the rules of our chartering authorizer. All students who meet Arizona's eligibility requirements for attending a public school in the grade levels served will be allowed to apply for admission to NAS-Phoenix. The school will not discriminate among applicants on the basis of age, disability, gender, ethnic or national origin, religion, or academic standing. NAS-Phoenix is an Arizona non-sectarian, non-home school based public school that does not charge tuition.

The NAS-Phoenix will adhere to state laws and regulations and require the following documents when enrolling students:
- New America School Student Enrollment Form/Registration Form
- Home Language Survey
- Consent for Medical/Dental Emergency Treatment and Medical Information
- Request For Release of Student Records

- Internet Use Policy
- Arizona Immunization Card
- McKinney-Vento Eligibility Questionnaire
- McKinney-Vento Regulations
- Consent for Off Campus Activities
- Physical Activity Consent Form
- Parent School Contract *(School Specific)*
- Free and Reduced School Meals Family Application
- Proof of Age
- Special Education Information (if appropriate)
- Emergency Contact Information
- Emergency Medical Authorization
- Health Insurance Information
- Authorization for Release of Information Form
- Media Release

Approaching our first year of operation, NAS-Phoenix will establish and advertise an enrollment window from May 1 to July 17, 2015 during which it will accept applications. The enrollment period for subsequent years will take place during the analogous time period. We will publicly announce and advertise the opening and closing dates of the window to the greater-Phoenix community. The following are key points regarding how we will manage the enrollment window and select and enroll pupils from NAS-Phoenix's enrollment waiting list:

1. If the number of applicant during an enrollment window does not exceed the number of spaces available, including by grade, all pupils who applied shall be enrolled in NAS-Phoenix.
2. If the number of applications received during the window exceeds the number of spaces available, including by grade, all enrollment applications received during the window will be subject to the lottery. The lottery will be conducted immediately after the close of the enrollment window.
3. Pupils whose applications are not selected by the lottery, if they wish, will be placed on an enrollment waiting list in the order determined by the lottery.
4. Pupils who seek enrollment after the lottery in 2 and 3 above is conducted (after the window closes) will be added to the end of the enrollment waiting list on a first-come-first served basis and will be enrolled when spaces become available.
5. An enrolled pupil will not be required to re-enroll. That is, once a pupil has been enrolled, they will be able to continue their schooling at the school. NAS-Phoenix may ask for some sort of assurance from a pupil that the pupil intends to return to the school for the next grade, but pupils will not be denied the opportunity to return to NAS-Phoenix for the next grade level, once enrolled in the school.
6. Any pupil seeking enrollment but denied enrollment due to lack of space will be offered the opportunity to be added to an enrollment waiting list.
7. As space becomes available, pupils from the waiting list will be enrolled in the school.
8. The waiting list enrollment order will be determined by lottery.
9. A pupil seeking enrollment in a grade that is not full shall be enrolled immediately; the pupil's enrollment will not be delayed until some future time, including until a semester break or the next school year.
10. A pupil who is the first on a waiting list shall be enrolled immediately upon the creation of space in the pupil's grade; the pupil's enrollment may not be delayed until some future time, including until a semester break or the next school year.

NAS-Phoenix will not "close enrollment." Enrollment is always "open" in that NAS-Phoenix will always accept enrollment applications. Applications received after an enrollment window closes are placed on an

enrollment waiting list if the school or grade is “full.” Pupils will be chosen for enrollment from the waiting list as described above.