B.3 Management & Operation

A. Roles and Responsibilities

PIE-AZ's Board of Directors has ultimate governance responsibility for Fifth Arrow Charter School, and as such will act on all matters of school policy. The Board of PIE-AZ will delegate oversight of daily operations to the school's leaders. Additionally, PIE-AZ will contract with Pathways Management Group ("PMG") to provide and coordinate a comprehensive scope of operational services for the school. As outlined in the draft management agreement between PIE-AZ and PMG (and relating to this section), these services include educational programming, curriculum, instructional support, human resources, and accounting.

PMG has a strong infrastructure to ensure provision of high quality services that support mission-driven schools in maintaining a singular focus on student success. The EMO employs an Assistant Superintendent and school implementation team to provide support for school startup, educational model, assessment, accountability and professional development; a Director of Human Resources and full human resources team to manage all hiring, employment benefits, and personnel-related services; and a Chief Financial Officer and full finance department to manage the school budget, financial reporting, payroll, procurement policies, and other financial matters.

The roles outlined in this section are essential to PIE AZ's collaboration with PMG in ensuring the day-to-day activities of the school are performed seamlessly. These roles also create a system of checks and balances to keep school leaders accountable for their performance and the performance of those they supervise.

DIRECTOR OF INSTRUCTION

The Director of Instruction is typically a position referred to as Executive Director of a charter school. The Director of Instruction will join Fifth Arrow in January of year two of operation. At the start of year three the Director of Instruction will serve in a full time capacity. This position will be the primary liaison between PMG, the PIE-AZ board, and each campus. He/she will work closely with PMG to develop the staff at PIE-AZ. He/she will provide regular updates to the Board at each of the meetings on school progress, achievements, and any issues that may arise. By managing school data, financial reports and information, and staff evaluations, the Director of Instruction will decide on program changes and staffing. Critical experience and qualifications for this position include:

- Ability to train, direct and delegate responsibility to staff.
- Ability to analyze and present data to drive instruction.
- Ability to present data to drive operational goals.
- Ability to collaborate with other departments or administrative staff in a timely, responsive manner to meet business needs and reach company goals.
- Ability to independently take initiative and work efficiently, exercising reasonable judgment, in a fast-paced, multitasked environment with little or no supervision.
- Ability to work effectively under pressure and demonstrate problem solving skills, while maintaining diplomacy, courtesy, professionalism and a customer service attitude.
- Strong organizational skills and attention to detail.
- Excellent oral and written communication skills.
- Working knowledge of MS Office and database management.
- Excellent managerial, leadership and team building skills.
- Ability to travel as needed.
- Previous experience as a principal of a large district or equivalent administrative experience.

- Teaching experience and a valid Arizona Teaching Certificate
- Excellent knowledge of educational programs.
- Knowledge in local, State, and Federal regulations.
- Experience with an independent study program.
- Excellent academic focus.
- Creativity and innovation

Education and Experience:

- PhD or Ed.D in Education (preferred)
- Administrative credential
- At least 10 years teaching experience.
- At least 5 years' experience in school administration.
- Strong administrative skills such as supervision of teachers, budgeting, and staff retention.

PRINCIPAL

During the first year of operation, the Principal will be the primary liaison between PMG, the PIE-AZ board, and each campus and will serve in this capacity until the Director of Instruction joins the team. He/she will work closely with PMG's school implementation team to accomplish all school start-up priorities, and to develop the staff at PIE-AZ. He/she will provide instructional support and evaluation of teachers and staff. This position will also provide regular updates to the Board at each of the meetings on school progress, achievements, and any issues that may arise. Through analysis of school achievement data, review of financial reports, and staff evaluations, the Principal in combination with PMG will decide on program changes and staffing.

During subsequent years, the Principal will work closely with the Director of Instruction and PMG to regularly evaluate the programs and operations in order to make management decisions in the best interest of the school. The Principal will also be an active and proactive instructional leader who conducts regular observations of staff and formal annual evaluations of staff. The Principal, Director of Instruction and PMG will gauge community interest, solicit support from appropriate partners, and create a calendar of events to promote the PIE-AZ program. 100% of the Principal's time will be dedicated to these duties.

Critical Experience and Qualifications for this position include:

- Ability to train, direct and delegate responsibility to staff.
- Ability to analyze and present data to drive instructional operations and goals.
- Ability to cooperatively collaborate with other departments or administrative staff in a timely, responsive manner to meet business needs and reach company goals.
- Ability to work independently and efficiently, exercising reasonable judgment, in a fast-paced, multi-task environment with minimal supervision.
- Ability to synergize with PIE-AZ and PMG to monitor the growth of the school.
- Ability to work effectively under pressure and demonstrate problem-solving skills, while maintaining courtesy, professionalism, and a customer service attitude.
- Strong interpersonal skills, team building skills, and leadership development.
- Excellent oral and written communication skills.
- Ability to provide formal presentations before districts regarding the company philosophy and educational beliefs.
- Strong organizational skills and attention to detail.
- Working knowledge of MS Office and database management.

- Supervisory or managerial skills.
- Ability to travel as needed.
- Previous experience as principal of a large district or equivalent administrative experience.
- Teaching experience and Arizona Teaching Certificate.
- Excellent knowledge of educational programs.
- Knowledge in Arizona state law as well as knowledge of federal regulations.
- Experience with an independent study program.

Education and Experience:

- Master's Degree in education.
- Administrative credential.
- Previous experience as a principal or equivalent preferred. Managerial experience in an educational setting.
- Minimum 6 months teaching experience at a Pathways in Education network school preferred.

LEAD TEACHER

In addition to current teaching responsibilities with a reduced student load, this position is responsible for the direct supervision of assigned teaching staff and learning centers. The lead teacher will manage schedules of teachers, coordinate substitutes and serve as a general education teacher when necessary (in the event that a teacher is unable to perform his or her duties). The lead teacher is also responsible for teacher development and staff development to help improve teacher performance. The Lead Teacher is responsible for academic support and retention of students. The primary goal of this position is to support and carry out the instructional leadership team goals for student and school wide performance and AZ Merit passage rates. This position provides direct instructional support. This position is primarily responsible for delivering the educational program to ensure data driven, results based instruction for students in the implementation of the Arizona College and Career Ready Standards. The Lead Teacher will begin supporting these functions in year three.

Critical Experience and Qualifications of this position include:

- Instructs students in multiple subjects, using various teaching methods, audiovisual aids and other materials.
- Prepares outlines for course of study, following curriculum guidelines state requirements
- Administers test to evaluate pupil progress and records results.
- Meets with students and parents to discuss files and transcripts
- Coaches, supports, and develops students to move them toward graduation
- Implements ongoing training and development of staff, including regular teacher observation, feedback and goal setting.
- Facilitates questions or needs of teachers and school administrators (or directs them to the appropriate staff member)
- Communicates changes in policies or procedures to all assigned staff, including general announcements that affect center operations or staff involvement.
- Monitors growth and makes appropriate recommendations to the Principal
- Participates in faculty and professional meetings, educational conferences and teacher training workshops.
- Performs related duties such as student organizations of committees, assisting pupils in selecting course of study, or counseling students in adjustments and academic problems.

- Conducts annual reviews of all assigned staff in consultation with Principal and/or others as appropriate.
- Performs other administrative functions and duties as assigned.

Education and Experience

- Valid Arizona Teaching Certificate.
- Administrative credential.
- Senior Teaching Certificate (in-house training). Lead Teacher Certificate (in-house training).

GENERAL EDUCATION TEACHER

The General Education Teacher is one of PIE-AZ's most important resources. Teachers facilitate the progress of 50 students over the course of a week (on various days) and assist these students in attaining course credit for multiple subjects towards graduation. In addition to developing individualized learning plans with students and parents, these teachers track student progress, administer course assessments, maintain student portfolios, analyze data, and support students' socio-emotional needs. These teachers also hold daily office hours for students to go over material they are struggling with, or just to receive extra help. This position is primarily responsible for delivering our educational program to ensure data driven; results based instruction for students in the implementation of the Arizona College and Career Ready Standards.

STUDENT ADVISOR

The Student Advisor will be a primary resource for students and teachers regarding post-secondary options. They will help students realize post-secondary options by meeting individually with students, using data, conducting workshops and designing activities that will increase the number of college-bound students each year. This position provides direct certificated instructional support 100% of the time.

Critical Experience and Qualifications of this position include:

- Ability to work independently and efficiently, exercising reasonable judgment, in a fast-paced, multi-tasked environment with minimal supervision
- Ability to synergize with Fifth Arrow and PMG staff to implement the educational program, and to provide guidance and support in helping students develop a post=-secondary plan
- Ability to work effectively under pressure and demonstrate problem solving skills while maintaining courtesy, professionalism, and a customer service attitude
- Strong interpersonal relationship skills
- Ability to communicate effectively, verbally and in writing with students, parents, school staff and business contacts in a courteous and professional manner
- Working knowledge of Microsoft Office and database management
- Prefer bilingual in English and Spanish

Education and Experience:

- Bachelor's Degree
- Valid Arizona Teaching Credential

SPECIAL EDUCATION TEACHER

The primary responsibility of the Special Education (SPED) Teacher is to provide instruction and other related services to Special Education students. The SPED Teacher will also facilitate diagnostic assessment including administration, scoring and interpretation of results. SPED teachers will review and revise IEP's as needed. The Special Education teacher will support instruction in reading, math, and written language for students, tutor individual and small groups of students, administer and score academic testing, write individualized education plans and support other academic programs as needed. The Special Education Teacher will work under the leadership of the Principal.

SMALL GROUP INSTRUCTION TEACHER

The Small Group Instruction teacher represents the direct instruction portion of the blended program.. SGI teachers provide students direct instruction with excellence, rigor and high expectations for students to achieve college and career readiness. The SGI teacher delivers lesson plan-based instruction in a classroom setting to an average class size of about 10-15 students. SGI teachers teach high school level math, English language arts, science courses as well as standardized testing preparation and are the content experts for their school site. They deliver PMG's educational program to ensure data-driven, results based instruction for students through the implementation of the Arizona College and Career Ready Standards.

Critical Experience and Qualifications for this position include:

- Ability to teach and delegate responsibility to students.
- Educational technology, digital teaching, or online teaching and/or learning experience or education preferred
- Highly-knowledgeable in Single Subject content area
- Ability to work independently and efficiently, exercising reasonable judgment, in a fast-paced, multi-task environment with minimal supervision.
- Ability to synergize with PIE-AZ and PMG staff to implement the educational program.
- Ability to work effectively under pressure and demonstrate problem solving skills, while maintaining courtesy, professionalism, and a customer service attitude.
- Strong interpersonal relationship skills.
- Ability to communicate effectively, verbally and in writing, with students, parents, co-workers, and business contacts in a courteous and professional manner.
- Working knowledge of MS Office and database management
- Must be able to travel up to 30% of the time.

Education and Experience:

- NCLB compliant Single Subject Teaching Credential

COMPLIANCE COORDINATOR

The role of the Compliance Coordinator is to support school staff in the initial preparation of student files. The Compliance Coordinator will collaborate with district schools to acquire official student records and input information into the school's internal student record and attendance system, including student information system uploads, state level reporting and other state mandated reports, such as academic calendars, ELD data, special education reports, etc. Additionally, the Compliance Coordinator will be responsible for auditing student files on a monthly basis and in the event that a student withdraws, upon withdrawal from PIE-AZ. This position will provide addition support to other sites as needed.

Critical Skills and Qualifications of this position include:

- Knowledge of state auditing independent study requirements for public charter schools.
- Familiarity with student file maintenance, auditing, accounting, or education regulations background is ideal.
- Proficiency with computers and quick learner of school policies and of student record and attendance systems.

Education and Experience:

- Minimum BA degree or equivalent
- Valid Arizona Teaching Certificate

CENTER COORDINATOR

The Center Coordinator provides the primary clerical and administrative support for an assigned learning center. This person meets with enrolling students and parents, answers phones, explains PIE-AZ programs, inputs student information, and provides support for teachers and mentor teachers. The center coordinator also orders curriculum supplies and maintains office inventory.

The primary goal of this position is to support and carry out the instructional leadership team goals for student retention, as well as support the goals set for AZMerit passage rates and other examinations.

Critical Skills and Qualifications of this position include:

- Ability to connect with students and motivate them in a positive way.
- Ability to communicate with co-workers and business contacts in a courteous and professional manner.
- Strong organizational skills and attention to detail.
- Working knowledge of office equipment, especially the computer.
- Ability to work independently and coordinate multiple tasks simultaneously with minimal supervision.
- Ability to exercise reasonable judgment and maintain confidentiality.

Education and Experience:

- Minimum high school diploma or its equivalent required
- Bachelor's degree preferred
- One year experience in an administrative capacity preferred

B. Operational Plan

PIE-AZ plans to open one school site during the 2016-2017 school year with a capacity of 250 students. PIE-AZ anticipates adding one additional site each year, for a total of 900 students in year three. The chart below shows the projections for students and staff over three years.

PIE-Arizona Staffing Model			
Year	Year 1	Year 2	Year 3

Number of Centers	1	2	3
Number of Students	250	600	900
Director of Instruction (DOI)		.5	1
Principal	1	1	1
Lead Teacher			1
General Education Teachers	5	12	18
Small Group Instruction Teachers	3	6	9
Special Education Teachers	1	3	5
Student Advisor		1	1
Compliance Coordinators	1	2	3
Center Coordinators	1	2	3
Administrative Assistant (to support Director of Instruction)			1
Total Credentialed FTEs	10	22.5	35
Total FTEs	12	27.5	42
Pupil Teacher Ratio (excluding Special Education Teacher)	31	33	33

Below is a chart outlining each personnel position and the oversight responsibilities of that position related to: instruction, curriculum and assessment, staff development, financial management, contracted services, personnel, grants management and student accountability information system (SAIS).

Responsibility	Position	Role
Instruction	Director of Instruction	Beginning in January of year two, reviews school wide instructional goals and makes recommendations for adjustments, assists with trouble shooting instructional issues, manages school data, financial reports and information, and staff evaluations.
	Principal	Primary instructional leader and has oversight and responsibility of Instruction (in year one),

		supports school leaders and teachers in providing instruction to students in the form of planning, professional development,as well as regular observations of teachers and staff through formal annual evaluations.
	Lead Teacher	Provides direct instruction to students on an as-needed basis as well as maintains a small instructional role, also provides some instructional coaching as needed.
	General Education Teacher	Provides facilitation to students in all academic areas and provides one-on-one intervention to students as necessary. May also serve as an ELD coach for students identified as ELL.
	Small Group Instruction Teacher	Provides direct instruction in English language arts, mathematics and science to groups of 10-15 students, in the form of lessons, presentations, student activites, and group discussions. Utilizes SDAIE and differentiated instruction to support all students.
	Director of Instruction	Communicates established goals of PIE-AZ in the area of Curriculum and Assessment to the school principal. Creates regular opportunities for the principal to discuss and share progress in the areas of curriculum and assessment.
Curriculum and Assessment (mandated state testing)	Principal	Establishes clear, measureable Arizona College and Career Ready Standards and assessment for all instructors, communicates curriculum and assessment standards as well as interim benchmark goals to instructors regularly and coaches the lead teacher in establishing and communicating the standards
	Lead Teacher	Responsible for coordinating meetings with school leaders and instructional staff in order to

		provide ongoing communication and guidance in regards to curriculum and assessment matters. Communicates school wide goals for AZMerit passage rates and other mandated assessments.
	General Education Teacher	Ensures all one-one-one student support is in alignment with the Arizona College and Career Ready Standards and that assessments are designed to gauge student learning in the appropriate domains, implements assessments with guidance from lead teacher.
	Small Group Instruction Teacher	Ensures all SGI courses, including lessons and assessments are in alignment with the Arizona College and Career Ready Standards and that assessments are designed to gauge student learning in the appropriate domains, designs small group lessons tailored to needs of students, communicates with general education teachers on student progress and provides academic data from assessments for grades
	Compliance Coordinator	Responsible for maintaining student files with assessment information and submitting to the AZ Department of Education all required data and reports
	Center Coordinator	Responsible for ordering all school curriculum, ensuring books, instructional materials and assessment materials are available to all instructors, collaborates with PMG to ensure all assessment materials are ready for testing
Staff Development	Director of Instruction	Ensures adequate support is provided to the Principal and lead teacher in the form of regular meetings with PMG staff and trainings, as well as prioritizes teacher professional development at the school

	Principal	Communicates and provides training goals and opportunities for lead teacher while setting professional goals and benchmark goals by which to measure progress; works with PD coach to ensure professional development opportunities are aligned with staff needs
	Lead Teacher	Communicates and schedules regular professional development for teachers as well as communicates to the Principal and Director of Instruction any areas in which teachers need extra assistance
Financial Management Services	Center Coordinator	Responsible for maintaining all school financial records and providing them for auditing and/or reporting purposes, although, financial oversight is provided by PMG. *Note: Principal reviews budget and oversight of school budget*
	Principal	Monitors expenses of centers, monitors on a weekly basis teacher data input to ensure accurate ADM reporting for funding
	Director of Instruction	Liaison with PMG to present to PIE-AZ financial reports and funding information
Personnel	Director of Instruction	Responsible for managing the Principal. Ensures adequate compliance with personnel policies as it relates to the Principal and any personnel issues elevated beyond the principal
	Principal	Responsible for ensuring adequate oversight of all personnel supports related to the Lead Teacher and any personnel issue elevated beyond the Lead Teacher
	Lead Teacher	Responsible for ensuring adequate oversight of all personnel supports related to school staff and ensures all personnel issues are

		communicated at the appropriate level and to the appropriate leadership staff
Student Accountability Information System (SAIS)	Compliance Coordinator	Ensures adequate reporting by all teachers; maintains up-to-date, accurate student records; provides audit reports to the state and other inquiring parties as needed, regularly conducts audits of student files to ensure all components are included
	Center Coordinator	Supports Compliance Coordinator with record keeping and student reports as well as teacher data reporting
Contracted Services	Director of Instruction	Selects, monitors, and evaluates performance of outside contracted services (outside of PMG), assisted by special education teacher for contracted special education services

C. Critical Skills

Refer to Section A above for information on critical skills and experiences for administrative roles.

D. Enrollment Procedures and Policies

Fifth Arrow, in accordance with HB2494, enacted in 2013 and amending ARS 15-184, will grant enrollment preference to continuing students. Once all continuing students are enrolled, equal opportunity will be granted to all students that will be enrolled using a lottery system. If Fifth Arrow reaches full capacity, students who wish to enroll will be added to a waitlist and granted enrollment in the order they are represented on the list.

Student recruitment will begin February 2016 and will continue throughout the school year. Student applications will be accepted on an ongoing basis, beginning in February and students will enroll on a first-come first-served basis. Ongoing recruitment will take place through attendance at career fairs, job fairs and other community events as well as school events such as Open House.

Enrollment Packet

Once a student is selected to Fifth Arrow through the procedures aforementioned above, the student or student's parents will receive and must complete an enrollment packet which will include the following:

- Enrollment form
- Copies or originals collected from parent/guardian
  - Immunization records
  - Social Security Card (optional)
  - Birth Certificate
  - Proof of Residency

    - Unofficial Transcripts (if applicable)
    - Withdrawal Slip (from previous school)
    - Attendance History (from previous school)
    - Discipline Records (from previous school)
    - Copy of Custody Paper (if applicable)
    - Copy of Current IEP (if applicable) and Academic Records (or a request for records will be sent to the previous school)
- Forms to be completed by parent/guardian:
    - Arizona Residency Documentation Form
    - Home Language Survey (PHLOTE)
    - Consent for Medical/Dental Emergency Treatment and Medical Information Form
    - Internet Use Policy
    - Consent for Off Campus Activity
    - Physical Activity Consent Form
    - Request for Release of Student Records Form
    - Records Request for Special Services Form
    - Media Release Form
    - School Rule and Procedures
    - Expected Behaviors
    - Student Compact and Parent/School Compact