C.3 Personnel

Staffing Plan

Instructional Personnel

In year 1, The Rising School will have 100 students in grades 6-9, and students will be divided into four groups of 25 students each. Instructional personnel will include one math teacher, one English Composition teacher, one Humanities (literature and social science) teacher, and one science teacher. Each of these teachers will also teach one enrichment or intervention course. In addition, the school will employ part-time teachers for physical education and fine arts. In total, the school will have 5.0 FTE teachers. Finally, there will be part-time tutors working a combined 40 hours per week during the school year.

In year 2, the school will have 175 students in grades 6-10, and students will be divided into seven groups of 25 students each. The instructional staff will include six fulltime teachers: one math teacher, one science teacher, one math/science teacher, one English teacher, one Humanities teacher, and one English/Humanities teacher. Each of these teachers will either teach five courses in his/her core subject or, if teaching four cores courses, will also teach an enrichment or intervention course. In addition, the school will employ part-time teachers for physical education, fine arts, enrichment, and intervention. In total, the school will have 9.0 FTE teachers. Finally, there will be part-time tutors working a combined 70 hours per week during the school year.

In year 3, The Rising School will have 280 students in grades 6-11, and students will be divided into 12 groups of 20-25 students each. The instructional staff will include 12 fulltime teachers: three math teachers, three science teachers, three English teachers, two Humanities teacher, and one social-science teacher. Each of these teachers will either teach five courses in his/her core subject or, if teaching four cores courses, will also teach an enrichment or intervention course. There will also be one fulltime special-education teacher. In addition, the school will employ part-time teachers for physical education, fine arts, enrichment, and intervention. In total, the school will have 16.0 FTE teachers. Finally, there will be tutors working a total 110 hours per week.

The CEO/Principal, with help from Instructional Leaders (unpaid positions filled by fulltime teachers) and the Professional Learning Communities (PLCs), will oversee curriculum, instruction, and assessment. The CEO/Principal will recruit, hire, and oversee all instructional personnel. The CEO/Principal will facilitate the creation of the school's curriculum in collaboration with the school's teachers and a team of educational advisors; review unit and daily lesson plans and assessments; conduct classroom observations; facilitate data-driven reflection and planning sessions; lead professional development; evaluate teachers; oversee the state testing process; and ensure compliance with state-mandated instruction, assessment, and reporting, including requirements for English Language Learners who require four hours of structured English Language Development. The CEO/Principal Director will also hire and supervise contracted personnel who do psychological evaluations and provide speech therapy and other services for students with special needs.

Teachers will be directly responsible to the CEO/Principal for fostering the culture of responsibility and excellence in their classrooms necessary to ensure the school's academic goals

are met and its mission is fulfilled. All teachers will be Highly Qualified and have their SEI endorsement and a valid fingerprint clearance card. Teachers will consistently re-enforce the expectations and systems for behavior, demonstrate a working knowledge of their subject area across grade levels, contribute to the development of the curriculum, and incorporate best practices for instruction. Teachers will consistently administer formative and summative assessments, including state-mandated assessments, to gauge progress and adjust course as necessary to maximize the academic outcomes of their students. Teachers will engage in data-driven reflections daily and professional development to continually increase their effectiveness and ensure the academic and cultural goals of the school are met. Teachers will be responsible for leading an Advisory group of 15 students, maintaining close relationships with their families, and taking other actions necessary to ensure all children benefit from a rigorous education that is relevant to their lives and develop the responsibility to apply this education to positively impact their world.

Non-Instructional Personnel

The numbers of non-instructional personnel will increase as the school's student personnel. The CEO/Principal will supervise all school personnel. In year 1, non-instructional personnel will include a CEO/Principal, school secretary, and three other staffers, who will work in the office and as before-school, lunchtime, and afterschool monitors. In year 2, non-instructional personnel will include a CEO/Principal, school secretary, office assistant, and three other staffers, who will help in the office and work as before-school, lunchtime, and afterschool monitors. In year 3, non-instructional personnel will include a CEO/Principal, Business/HR manager, school secretary, two office assistants, and three other staffers, who will help in the office and work as before-school, lunchtime, and afterschool monitors.

In years 1 and 2, the CEO/Principal will supervise school operations, including managing facilities and grounds maintenance; monitoring student attendance; and managing the Student Management System (SMS), including reporting to the Department of Education's Student Accountability Information System (SAIS). The school will use Schoolmaster or another SMS. The CEO/Principal will be aided in these non-instructional responsibilities by the School Secretary and other staff. Also in years 1 and 2, the CEO/Principal will supervise contracted services in accounting and payroll, Human Resources, Special Education, legal, liability and worker's comp insurance, medical and dental insurance, banking, real estate, marketing, webhosting and website development, Informational Technology and phone system, Student Management System, custodial, and security.

In year 3, the CEO/Principal will hire a Business/HR Manager, who will report directly to the CEO/Principal. The Business/HR Manager will be responsible for managing the financial, operational, and Human Resources aspects of the school. The Business/HR Manager will take on formerly contracted services in accounting, payroll, and Human Resources. He/she will develop the financial plan of the school, provide financial oversight and management; develop revenue streams for the school by writing grants and/or overseeing contracts with grant writers; manage facilities and grounds maintenance and upkeep; monitor student attendance and manage the Student Management System including reporting to the Department of Education's Student Accountability Information System (SAIS); and implement day-to-day accounting and business activities. He/she will assist the CEO/Principal in overseeing contracted services in Special Education, legal, liability and worker's comp insurance, medical and dental insurance, banking,

real estate, marketing, webhosting and website development, Informational Technology and phone system, Student Management System, custodial, and security.

Recruiting, Hiring, and Training of Instructional Staff

George Rising, as CEO/Principal, will be responsible for overseeing recruiting, hiring, and training instructional staff. The CEO/Principal is directly responsible to the Governing Board for ensuring the effective implementation of the program of instruction and operation of the charter school consistent with the Governing Board's policies. The CEO/Principal will foster a culture of excellence and collaboration among all staff to ensure students are prepared to apply their knowledge and skills to succeed in college and careers. The CEO/Principal will also maintain appropriate communication with the charter authorizer and partner with stakeholders to fulfill the school's mission.

During his time leading three Tucson charter schools, Dr. Rising recruited, hired, and trained dozens of faculty and support staff. Effective personnel are the key to success, so the CEO/Principal will invest time and effort in recruiting, hiring, and training. Recruitment and hiring of personnel will begin with well-crafted, compelling employment ads placed in the *Arizona Daily Star*, CareerBuilders.com, Monster.com, the Arizona Department of Education, Craigslist, K-12 jobspot, teacher-teacher.com, University of Arizona Career Services, the University of Arizona's departments (education, math, English, etc.), and other employment postings. In addition, the CEO/Principal will use his many contacts in education to recruit applicants. The hiring season in education begins in March, so the ads will be posted then and will be re-posted as necessary.

After receiving responses to the ads, the CEO/Principal will screen candidates based on analysis of their resumes. He'll focus on three main categories: content knowledge (based on advanced degrees in the subject), teaching experience (focusing on previous secondary experience), and intelligence (based on quality of education, grade point average, and quality of cover letter). Next, the CEO/Principal will interview each promising candidate, using a series of questions from various sources. (In the years after the startup period, the CEO/Principal will convene a committee to interview each of the finalists; the committee will ask the same questions to each candidate. Finalists for positions will shadow an employee who is currently in the position.) Teaching candidates teach at least one demonstration lesson, which will be observed by the CEO/Principal and others. In the startup period, the CEO/Principal will convene, through Craigslist, a focus group of students for the demonstration lesson. The CEO/Principal will then choose the best candidate. (After the startup year, the interview committee and employees will give input to the CEO/Principal, who will make the hiring decision.) The CEO/Principal will contact three references, including the candidate's former supervisors. The CEO/Principal will negotiate salaries based on budgetary constraints, market prices, the quality of the applicant, and the needs of the school.

The CEO/Principal will also oversee indication and training. During orientation, the CEO/Principal will give new employees a tour of the facility. The staff will be introduced to each other and given a list of their names and job functions. The CEO/Principal will explain the basic operations, including work hours, timelines, punctuality, payday schedules (including direct deposit information), overtime policy, lunch time and break time policies, parking, telephone and Internet policies, security regulations, and the telephone system works. In addition, the CEO/Principal will review the new employee job description, help with the filling

out of necessary forms, and a schedule for any additional needed information. The CEO/Principal will explain to the new employee the importance of their position and how it works to the support of the goals of the company. Employees will be orientated to their work area and make sure they have all needed supplies, materials, documents and manuals that may be necessary for them to do their job. Orientation will also provide a calendar listing of holidays and vacations, and explain how to report a sickness or necessary absence.

Training will include professional development. The school will have two full weeks of professional development in the summer, July 22-26 and July 29-August 2, 2013. During the school year, the staff will meet in Professional Learning Communities for 1.5 hours each week. During the school year, there will be two full days of professional development (October 7, 2013, and May 5, 2014). After the school year ends, there will be four more days of professional development, May 27-30, 2014. This is an estimated 168 hours of professional development for the entire year.

Salaries and Employee Related Expenses (ERE)

In the startup phase through July 31, 2013, The Rising School will pay a total of $16,437 in salaries and Employee Related Expenses (ERE). The CEO/Principal, George Rising, will donate his services through June 30, 2013. Beginning on July 1, the CEO/Principal will be paid an annualized salary of $75,000, or $6,250 for one month's salary (July 2013). The school will also pay for the CEO/Principal's required employee benefits (Social Security, Medicare, State Unemployment and Workman's Compensation), which are assumed to be 10% of salary. The school will also pay for the CEO/Principal's fringe benefits (medical and dental insurance), which are annualized at a cost of $4,740, or $395 for one month's insurance. During startup, the CEO/Principal will cost the school $7,270 in salary and ERE. For two weeks of training and professional development in July, the four fulltime teachers will receive stipends of $1,458 each; required benefits for them will cost the school 10% of this amount. The teachers will not receive fringe benefits during training. In total, the teachers will cost the school $6,417. Finally, the School Secretary will receive one month of salary (annualized at $30,000), and his/her required benefits will cost the school 10% of this amount. The School Secretary will not receive fringe benefits until August 2013, after the startup period.

In year 1, the school will pay a total of $394,615 in salaries and ERE. The CEO/Principal will be paid $80,000 in salary, and he will cost the school $8,000 in required benefits and $4,740 in fringe benefits. The school's four fulltime teachers will be paid an average of $35,000 in salary, and they will cost the school an average of $3,500 in required benefits and $4,740 in fringe benefits. Fulltime teachers will cost the school a total of $172,960. Part-time teachers (1.0 FTE) will be paid $30,000 in salary, and they will cost the school $3,000 in required benefits. They will not receive fringe benefits. Part-time teachers will cost the school a total of $33,000. Part-time tutors (1.0 FTE) will be paid $12.50 per hour and will work a total of 1600 hours in 10 months for a total cost (including required benefits) of $22,000. They will not receive fringe benefits. The School Secretary will receive $30,000 in salary, and he/she will cost the school $3,000 in required benefits and $4,740 in fringe benefits. Other part-time support staff (1.5 FTE) will work a total of 2,500 hours in 10 months. They will receive $12.50 per hour in pay, and their required will benefits will cost the school 10% of this amount. They will not receive fringe benefits. Finally, the school will offer a 403B retirement plan for all employees but will not contribute to it. Fees for the plan will cost the school $1,800.

In year 2, the school will pay a total of $626,578 in salaries and ERE. The CEO/Principal will be paid $70,000 in salary, which is near market value, and he will cost the school $7,000 in required benefits and $4,740 in fringe benefits. The school's six fulltime teachers will be paid an average of $36,000 in salary, a 2.9% raise over year 2, and they will cost the school an average of $3,600 in required benefits and $4,740 in fringe benefits. In total, the six fulltime teachers will cost the school $266,040. Part-time teachers (3.0 FTE) will be paid an average of $30,000 per 1.0 FTE in salary, and they will cost the school an average of $3,000 in required benefits. They will not receive fringe benefits. In total, part-time teachers will cost the school $99,000. Part-time tutors (1.5 FTE) will be paid $12.50 per hour and will work a total of 2,800 hours in 10 months for a total cost (including required benefits) of $38,500. They will not receive fringe benefits. The School Secretary will receive $31,000 in salary, a 3.3% raise over year 1, and he/she will cost the school $3,100 in required benefits and $4,740 in fringe benefits. Other part-time support staff (2.5 FTE) will work a total of 4,167 hours in 10 months. They will receive $12.50 per hour in pay, and their required will benefits will cost the school 10% of this amount. They will not receive fringe benefits. Finally, the school will offer a 403B retirement plan for all employees but will not contribute to it. Fees for the plan will cost the school $1,800.

In year 3, the school will pay a total of $1,010,815 in salaries and ERE. The CEO/Principal will be paid $85,000 in salary, and he will cost the school $7,500 in required benefits and $4,740 in fringe benefits. The school's 12 fulltime teachers will be paid an average of $37,000 in salary, a 2.8% raise over year 2, and they will cost the school an average of $3,700 in required benefits and $4,740 in fringe benefits. In total, the 12 fulltime teachers will cost the school $545,280. Part-time teachers (3.0 FTE) will be paid an average of $30,000 in salary, and they will cost the school an average of $3,000 in required benefits. They will not receive fringe benefits. In total, part-time teachers will cost the school $99,000. Part-time tutors (2.75 FTE) will be paid $12.50 per hour and will work a total of 4,400 hours in 10 months for a total cost (including required benefits) of $60,500. They will not receive fringe benefits. The Business/HR manager will receive a salary of $40,000, and he/she will cost the school $4,000 in required benefits and $4,740 in fringe benefits. The School Secretary will receive $32,000 in salary, a 3.2% raise over year 2, and he/she will cost the school $3,200 in required benefits and $4,740 in fringe benefits. Other part-time support staff (2.5 FTE) will work a total of 4,167 hours in 10 months. They will receive $12.50 per hour in pay, and their required will benefits will cost the school 10% of this amount. They will not receive fringe benefits. Finally, the school will offer a 403B retirement plan for all employees but will not contribute to it. Fees for the plan will cost the school $1,800.

Startup	# of FTE	Salary (annual)	Required Benefits (10% of salary)	Fringe Benefits (annual)	Prorated (annual)	Total
Principal	1.0	75000	7500	4740	0.083	7270
Fulltime teachers	4.0	35000	3500	0	0.042	6417
School Secretary	1.0	30000	3000	0	0.083	2750
Total						**16437**

Year 1	# of FTE	Salary (annual)	Required Benefits (10% of salary)	Fringe Benefits (annual)	Prorated (annual)	Total
Principal	1.0	80000	8000	4740	1	92740
Fulltime teachers	4.0	35000	3500	4740	1	172960
Part-time teachers	1.0	30000	3000	0	1	33000
Tutors	1.0	24000	2400	0	0.833	22000
School Secretary	1.0	30000	3000	4740	1	37740
Other Staff	1.5	25000	2500	0	0.833	34375
403B plan fees						1800
Total						**394615**

Year 2	# of FTE	Salary (annual)	Required Benefits (10% of salary)	Fringe Benefits (annual)	Prorated (annual)	Total
Principal	1.0	85000	8500	4740	1	98240
Fulltime teachers	6.0	36000	3600	4740	1	266040
Part-time teachers	3.0	30000	3000	0	1	99000
Tutors	1.75	24000	2400	0	0.833	38500
School Secretary	1.0	31000	3100	4740	1	38840
Office Assistant	1.0	25000	2500	4740	0.833	26867
Other Staff	2.5	25000	2500	0	0.833	57292
403B Plan fees						1800
Total						**626578**

Year 3	# of FTE	Salary (annual)	Required Benefits (10% of salary)	Fringe Benefits (annual)	Prorated (annual)	Total
Principal	1.0	75000	7500	4740	1	87240
Fulltime teachers	12.0	37000	3700	4740	1	545280
Fulltime SPED	1.0	35000	3500	4740	1	43240
Part-time teachers	3.0	30000	3000	0	1	99000
Tutors	2.75	24000	2400	0	0.833	60500
Business/HR mgr.	1.00	40000	4000	4740	1	48740
School Secretary	1.0	32000	3200	4740	1	39940
Office Assistant	1.0	26000	2600	4740	0.833	27783
Other Staff	2.5	25000	2500	0	0.833	57292
403B Plan fees						1800
Total						**1010815**