B. ORGANIZATION DESCRIPTION

B.3. MANAGEMENT & OPERATIONS

B.3.a. Roles and Responsibilities of Administrators of Day-to-Day Activities

Seneca Preparatory Academy (SPA) will start school operations with six administrators of day-to-day activities. This number will increase as student enrollment increases at SPA.

The following personnel will be involved in the administration of SPA day-to-day activities:

Executive Director

At Seneca Preparatory Academy (SPA), the Executive Director will be responsible for the day-to-day operations of the School. In addition, he will be co-responsible for school security, student discipline and teacher supervision. He will also be responsible for the overall successful implementation of the Performance Management Plan (PMP) and The Right Educational (RE) System. Moreover, he will supervise the Assistant Director of Curriculum & Instruction, the School Nurse and the Office Manager.

Seneca Preparatory Academy Foundation Board of Directors

On a daily basis, SPA Foundation Corporate Directors will be in charge of the financial and legal management of the School. They will use contracted accounting, legal and business management services to conduct some of these activities.

Assistant Director of Curriculum & Instruction

The Assistant Director of Curriculum & Instruction will be the chief academic officer responsible for curriculum and instruction, and for the daily implementation of the school academic plan, i.e., the Performance Management Program (PMP). On a daily basis, he/she will play a critical role in driving and implementing SPA research and CCSS-based instruction.

In addition, he/she will be responsible for the implementation of the English Language Development (ELD) Program and for all daily instructional activities involving English Language Learners (ELLs).

With the Executive Director, the Assistant Director will be co-responsible for school discipline and security, and for teacher daily supervision.

Special Education Teacher

The Special Education Teacher will be in charge of all daily educational activities involving student with learning disabilities.

School Nurse

He/she will be responsible for organizing the school health program. On a daily basis, he/she will assess and triage sick students and determine whether they can stay at school. The School Nurse will also manage students who take medicine at school.

Office Manager

The Office Manager will be responsible for all daily front desk activities and for SPA business management. The Office Manager and clerks will screen and handle parents' issues; and if necessary refer them to the Assistant Director or to the Executive Director.

B.3.b. Operational Plan with Oversight Responsibilities for Instruction and Services

OVERSIGHT RESPONSABILITIES			
SCHOOL ACTIVITIES	**YEAR 1**	**YEAR 2**	**YEAR 3**
Instruction	1 Executive Director (1st) 1 Assistant. Director (2nd)	1 Assistant Director (1st) 1 Executive. Director (2nd)	1 Assistant Director (1st) 1 Executive. Director (2nd)
Curriculum / Assessment	1 Executive Director (1st) 1 Assistant. Director (2nd)	1 Assistant Director	1 Assistant Director
Staff Development	1 Executive Director (1nd) 1 Assistant. Director (2nd)	1 Executive Director (1nd) 1 Assistant. Director (2nd)	1 Executive Director (1nd) 1 Assistant. Director (2nd)
Financial Management	3 Corporate Directors	3+ Corporate Directors	3+ Corporate Directors
Contracted Services	1 Executive Director .	1 Executive Director	1 Executive Director
Personnel	1 Executive Director	1 Executive Director	1 Executive Director
Grant Management	1 Executive Director	1 Executive Director	1 Executive Director
SAIS	1 Office Manager	1 Office Manager	1 Office Manager
TOTAL NUMBER OF ADMINISTRATORS	6	6+	6+

Table 1. Oversight Responsibilities for Instruction & Operations.

As shown in Table 1, the oversight responsibilities of the School operational plan will be handled by the Executive Director, the Assistant Director, the Office Manager, and Seneca Preparatory Academy (SPA) Foundation's Corporate Directors.

SPA Instruction Program

The Executive Director and the Assistant Director of Curriculum & Instruction will be co-responsible for the school instruction program. In Year 1, the Executive Director will have the lead position in this leadership arrangement but from Year 2 and thereafter, the Assistant Director of Curriculum and Instruction will move to the lead position.

SPA Curriculum and Assessment Program

In Year 1, both the Executive Director and the Assistant Director will be responsibility for the curriculum and assessment program. Starting in Year 2, the Assistant Director alone will oversee this program. Ultimately, the Assistant Director will be the chief education officer with oversight responsibilities for curriculum, instruction and training. He/she will also oversee the school Comprehensive Assessment and Monitoring Program, thus will be responsible for testing activities with AIMS, Stanford 10 and AZELLA.

SPA Staff Development Program

As in SPA Instruction Program and shown in Table 1, the Executive Director and the Assistant Director will both be responsible for staff development during the first three years of school operations. However, the Executive Director will have the lead position in this co-directorship.

SPA Financial Management Program

In Year 1, SPA Foundation Corporate Board (through the three School Founders, Dr. Abougou, Mrs. Dyer-Abougou and Ms. Mulato) will have oversight responsibilities for the legal and financial management of the School. To carry these functions successfully, SPA Corporate Board will hire a business management services provider that will provide general accounting and financial services, human resources support, and administrative services support. SPA Corporate Board will also contract with a law firm that specializes in non-profit and charter school law.

From Year 2 and thereafter, SPA Foundation will elect more Corporate Directors, and it is anticipated that some of them will be involved in SPA Financial Management Program.

SPA Contracted Services; Personnel; and Grant Management Program

The Executive Director will be responsible for these three programs in Year 1, 2 and 3. SPA Foundation will use contracted services providers to help with personnel and grant management.

SPA Student Accountability Information System (SAIS)

The Office Manager will be in charge of the Student Accountability Information System (SAIS). He/she will be helped by the two Office Clerks and by the business services provider hired by the Corporate Board.

B.3.c. Critical Skills/Experience Required for Oversight Responsibilities for Instruction and Services

Executive Director

Credentials /Experience Required

(1) Doctorate degree from an accredited university, or Master degree and superintendant-level experience in lieu of advanced graduate degree. (2) Demonstrated business management experience (MBA) and at least 5 years experience in charter school management or teaching. (3) Detailed knowledge and experience with the French or European Education System. (4) Expert level knowledge and experience in strategic development and project management. (5) Ability to conceive, formulate and implement an education program from scratch. (6) Flexibility, versatility and ability to troubleshoot situations and think outside the box. (7) Ability to inspire and turn complex ideas into reality. (7) Responsible for leading the overall operations of the corporate organization, including corporate management, marketing, strategic planning, human resources, finance and fundraising, facilities management, instruction, community and public relations, stakeholder cultivation, research and evaluation.

Key Responsibilities

(1) Responsible for the day-to-day operations and for all operation activities at Seneca Preparatory Academy Foundation and at Seneca Preparatory Academy SPA). (2) Directly responsible for the successful implementation of SPA Performance Management Plan (the RTI-Early Intervention Reading & Math Program). (3) Responsible for the overall instructional leadership, financial management, marketing, legal compliance, information technology and special education needs at SPA. (4) Responsible for interacting and dealing with corporate stakes holders such as the Arizona Department of Education, Tucson or Sunnyside Unified School District. (5) With Assistant Director of Curriculum & Instruction, co-responsible for student discipline, security, interaction with parents and supervision of teaching staff. (7) In summary, the Executive Director is ultimately responsible for moving SPA ahead.

Assistant Director of Curriculum & Instruction

Credentials and/or Experience Required

(1) Preferably, Master's Degree in Curriculum and Instruction, and Highly Qualified credentials as per NCLB; a Bachelor's Degree and substantial complementary teaching experience would be acceptable. (2) Essential requirement: AZ state teaching certificate for elementary school. (3) AZ ELL endorsement and, if possible some experience with Core Knowledge Sequence and/or Singapore Math. (4) Substantial classroom teaching experience. (5) Managerial and/or teacher training experience. (6) Expert knowledge of kindergarten and elementary school policies. (7) Excellent interpersonal skills and the ability to work harmoniously within a diverse community.

Key Responsibilities

(1) Mainly responsible for curriculum and instruction, and for teachers training. (2) Responsible for ELL and at-risk student instruction. (3) With the Executive Director is co-responsible for student discipline, security, interaction with parents and supervision of teaching staff.

Special Education Teacher

Credentials or Experience Required

(1) Must have a BA/BS degree and Cross-Categorical or SLD teacher certification from the Arizona State Department of Education, and a current Arizona fingerprint clearance card required. (2) Being highly qualified in the field of mathematics/and or reading is preferred. (3) Four year minimum experience required.

Key Responsibilities

(1) Assess students referred for special education services and coordinate the eligibility and determination process. (2) Coordinate the IEP (Individual Learning Plan) team process and write IEPs for assigned students who are eligible for service. (3) Plan and execute academic lessons that address the individual students' needs as outlined in the IEP. (4) Document students' progress toward IEP goals, and complete all special education paperwork required by the school, state, and federal regulatory bodies. (5) Interface with parents, teachers and other IEP team members and provide guidance related to the IEP and student programming as necessary. (6) Manage student behavior and specialized academic programs to optimize learning.

School Nurse

Credentials or Experience Required

(1) Must be a registered nurse (RN) licensed from an accreditated US nursing school. (2) Substantial nursing experience (at least 15 years) with underserved population. (3) Minimum experience required: ICU, medical & surgery, case management, managerial and nursing education experience.

Key Responsibilities

(1) Coordinate health and supportive services between the School and the community. (2) Support the school community in addressing contemporary health and social issues facing young people and their families. (3) Coordinate health promotion and primary prevention activities, health education including small group work and classroom activities, and community development activities. (4) Provide first aid and emergency medical services. (5) Initiate emergency and individual health plans for students with chronic medical conditions, and keep track of student immunizations. (6) Provide assessment for students and attend Individualized Education Plan (IEP) meetings for students with special educational needs. (7) Conduct and supervise state mandated screenings, such as vision, and hearing screening. (8) Provide families with information on available resources for procuring free or low-cost services.

Office Manager

(1) Responsible for the coordination of all front office activities, including administrative functions. (2) Also responsible for maintaining the student accountability information system and for human resources. (3) Require a Bachelor's Degree in Business Administration and at least three-year experience in charter/school administration and management.

B.3.d. Consistency with all Sections of the Application

Seneca Preparatory Academy (SPA) believes that the information provided in this section (B.3 Management and Operations) is consistent with the information provided in all other sections of the application.