Organization Plan: B.3 Management and Operation

Clear delineation of roles and responsibilities for administering day-to-day activities

The Governing Board is mandated to oversee the operations of the Model Community Learning Center (MCLC) to accomplish its mission. The board's line of communication and responsibility is to directly oversee, hold responsible and evaluate the Academic Leader (AL) and the Community StrengthBuilding Leader (CSBL) whose responsibilities are to manage the day-to-day operations of the MCLC. The Board meets regularly and it is expected that the AL and CSBL will report accurately and appropriately the state of the MCLC in all aspects of its operations. The board is also available to both of these positions as resources for any and all concerns/challenges/successes that the MCLC might encounter.

The Academic Leader (AL) and the Community StrengthBuilding Leader (CSBL) will work closely as a team. They will share many of the responsibilities necessary for the successful operations of the MCLC. Their experiences and qualifications are complementary and will serve the MCLC well, especially in its initial stages of growth and development. The AL and the CSBL have responsibility over the safety, health, and citizenship programs of the MCLC. They cooperate with architects and engineers and advise the Governing Board in planning the growth of the MCLC. The activities and duties of all personnel - certificated and support staff - are under the general supervision of both the AL and the CSBL. They may properly delegate and supervise any of these functions. Thus, the overall responsibility for the academic and operational activities of the MCLC belongs to both the AL and the CSBL, however, in the day-to-day operations of school, their responsibilities are more clearly delineated.

Academic Leader (AL) primary job goal is: To provide overall leadership and management for the design and oversight of the MCLC according to the Governing Board's founding vision and the laws and regulations governing Arizona's Charter schools. She shall have, subject to the control of the Governing Board, responsibility of the general management of the affairs of the MCLC including the following:

I. Relationship with Governing Board

- Attends and participates in meetings of the Governing Board.
- Informs and advises the Governing Board about the programs, practices, successes and challenges of the MCLC.
- Assists in the development and implementation of Governing Board policies and advises the Governing Board when the need to add, modify, or delete a policy arises.

- Submits recommendations to the Governing Board relative to matters requiring Governing Board action, supported by data and information as necessary to make informed decisions.
- Recommends, annually, to the Governing Board system-wide goals. Monitors and reports back to the Board on a quarterly basis on the progress toward achieving the goals.
- Works with the Governing Board to develop a vision for the MCLC and a comprehensive long-range plan.

II. Educational Leadership & Curriculum

- Keeps informed of current curricular and educational thoughts, trends, and practices, as well as proposed legislation impacting the schools. Informs the Governing Board of significant developments in these areas.
- Oversees entire instructional and curriculum implementation, development and evaluation
- Works with staff to create design team who creates and designs curriculum
- Assures the MCLC founding mission is being advanced.
- Conducts the program for teacher evaluation
- Develops position descriptions for all school instructional staff assuring that all meet full qualification as designated by the Arizona Department of Education
- Oversee testing plan and administration of state mandated tests and college preparatory national tests

III. Staff Development and Development of Professional Learning Community

- Creates and implements professional development which fosters continuous growth and learning in the area of instructional development for all members of the learning community
- Schedules and assures implementation of collaborative team meetings to develop, review and evaluate the ongoing curriculum, instruction and assessment programs.
- Oversees the overall Response to Intervention initiative.
- Seeks continuous personal growth

IV. Student Enrollment and Relations

- Marketing and promotion of the MCLC for the recruitment of students and families
- Develops programs to support enrollment and attendance
- Develops a system of student leadership as integral to the operations of the MCLC
- Develops and supports a strong parent engagement program through the Family Mentoring Program

V. General management of academic-related records

- Maintains and acts as custodian of all academic-related records including but not limited to:
- scholastic, school population records, SAIS, attendance
- Assures confidentiality of all records

VI. Communications/Public Relations

- Maintains open lines of communication and cooperative relationships with school staff, the Governing Board, parents and the community at-large.

The Community StrengthBuilding Leader (CSBL) primary job goal is: To provide leadership for the overall human and community development of the MCLC. Her responsibilities include:

I. Human Resources

- Oversight of the human resources responsibilities including but not limited to:
- Advocates for fair and equitable treatment of all personnel
- Handles complaints, difficulties and other matters related to personnel
- Recruits all staff positions
- Ensures that all employees have appropriate evaluation, meeting all timelines and compliance of content
- Develops and implements employee recognition program
- Assists, as needed, on challenging and sensitive personnel matters so that resolutions are in accordance with MCLC policies and procedures

- Designs, implements classification, wage and salary plans and and ensures employees are at the appropriate salary level according to MCLC schedules, policies and procedures.
- Verifies licensing and certification
- Develops, communicates and implements policy that is in compliance with Governing Board direction and Federal and State regulations
- Maintains personnel records in compliance with policies and laws
- Develops and maintains up-to-date job descriptions
- Directs and administers employee fringe benefit program
- Communicates with and informs the Governing Board of pertinent human resource department developments including periodic and annual reports

II. StrengthBuilding Training and Coaching

- Development of an employee-oriented school culture that emphasizes quality, continuous improvement, and high performance.
- Assuring provision of initial orientation to the MCLC for all members of the learning community (staff, students, families, community partners and Governing Board)
- Assuring provision of StrengthBuilding Training and on-going StrengthBuilding Coaching for all members of the learning community
- Assuring that the foundation and systems of the school culture remains imbedded in StrengthBuilding and the ideals of excellence of academic growth

III. Public Relations and Community Partnership Development

- Outreach and development of relationships with community resources
- Creating partnerships with community resources to foster and grow their involvement, support and commitment to the success of the IMCLC
- Development of communication systems to share within and around the community the information of who the MCLC is and their impact to and with the community

IV. General management of business-related records

- Acts as custodian of such records and of all contracts, documents, securities, title papers, books, and other papers of the Governing Board.

V. Family Mentoring Program

- Creating and developing the design of the program that will facilitate the engagement of families into the operations of the MCLC

VI. Supervision of ASU School of Social Work Team of Students

- Outreach, interaction with Coordinator of Field Education, Screening potential interns, supervision of student interns

VII. Financial Growth and Management

- Prepares annual operating budget recommendations based on guidelines set by the Governing Board. Works with the Governing Board to develop the final budget. Implements the approved budget.
- Provides Oversight of contracted financial management professional
- Provides general management of business-related records for the schools, including financial accounts, business and property records,
- Provides oversight of financial operations for effective and efficient financial compliance and growth, including operations of the business office
- Provides continuous investigation and pursuit of financial opportunities through grant-seeking and other fundraising activities.

VIII. Facilities, Ancillary Services and Operations

- Responsible for facilities acquisition and maintenance as well as other ancillary services including but limited to: food service (when introduced into MCLC), transportation, safety and crisis management
- Determines, with the Governing Board, short and long-range building needs and oversees implementation of construction, operation and maintenance programs.

IX. Legal

- Informs Governing Board of and ensure compliance with all federal and state legislation.

- § Assures compliance with all requirements to maintain continuing charter status
- § Assure compliance with all Arizona and school procurement regulations
- § Assures compliance with all legal requirements for contracting outside services
- § Provides for Contracted Services

Operational Plan: Administrative Personnel and Oversight Responsibilities in the following Areas:

i. **Instruction: (One administrator for the first three years):** The Arizona Common Core Standards will serve as the foundation for MCLC Instruction. From Start-Up through at least the end of the third year of operations, the Academic Leader (AL) is responsible for the processes related to instruction, including all state and federal mandates as well as the Common Core Standards. She oversees entire development and evaluation of instruction. She conducts all teacher observation, supervision and evaluation. The AL is also responsible for the development of position descriptions for all school instructional staff assuring that all meet full qualification as designated by the Arizona Department of Education

ii. **Curriculum and Assessment (mandated State testing)(One administrator for the first three years):**

The Arizona Common Core Standards will serve as the foundation for MCLC Curriculum and Assessment. The Academic Leader (AL) assumes responsibility for being informed of these standards as well as current curricular and educational thoughts, trends, practices, and any proposed legislation impacting the schools. She oversees curriculum implementation, development and evaluation. The AL is also responsible for overseeing the MCLC's testing plan and administration of all state mandated tests, as well as college preparatory national tests. She is also responsible for the development and implementation of the design team who, in conjunction with the AL will create and design the curriculum for the MCLC. The design team will include teachers in partnership with business and community resources and families so there is a direct connection with real-world experiences which is especially important in project based curricula. Although the design team will become instrumental in the development of curriculum, the AL will continue to be the responsible administrator for the curriculum as well as assessment throughout the first three years, possibly longer.

iii. **Staff Development (Two administrators for the first three years):**

The responsibility for Staff Development will be a team effort by the Academic Leader (AL) and the Community StrengthBuilding Leader (CSBL).

The AL is responsible for the creation and implementation of a professional development program which fosters continuous growth and learning in the area of instructional development for all members of the learning community. She provides leadership for the MCLC staff in the development of the professional learning community (PLC). A PLC "requires the school staff to focus on learning rather than teaching, work collaboratively on matters related to learning, and hold itself accountable for the kind of results that fuel continual improvement."[i] The PLC, then, in holding itself accountable, designs a staff development program that will provide them with the knowledge and resources needed to maximize the improvement in the MCLC.

The CSBL is responsible for assuring the provision of assuring the provision of the initial StrengthBuilding orientation to the MCLC for all members of the learning community (staff, students, families, community partners and Governing Board). She will also facilitate

StrengthBuilding Training and on-going StrengthBuilding Coaching for all members of the learning community as well as ensure that the foundation and systems of the school culture remains imbedded in StrengthBuilding and the ideals of excellence of academic growth.

iv. Financial Management (One Administrator and a contractual agreement for first three years)

The Community StrengthBuilding Leader (CSBL) will carry the responsibility for the financial management of the MCLC for the first three years. She will be responsible for certifying the MCLC's compliance with state and federal reporting requirements. The CSBL will prepare the annual operating budget recommendations based on guidelines set by the Governing Board and works with the Board to develop the final budget. She will implement the approved budget. She will provide general management of business-related records for the schools, including financial accounts, business and property records. The oversight of financial operations for effective and efficient financial compliance and growth, including operations of the business office will also rest under her guidance. It is planned for the MCLC to contract with an organization to provide all the services related to the day-to-day financial operations of the MCLC. The CSBL will be responsible for the guidance, direction and oversight of this organization as it relates to the MCLC.

v. Contracted Services (Three Administrators for the first three years)

The Academic Leader (AL) and the Community StrengthBuilding Leader (CSBL) will share responsibility for contracted services. They will split this responsibility based upon the services that the contractor will be providing. All contracted services that are academic/student related will fall under the purview of the AL. These services include: educational psychologist, a speech-language therapist, a physical therapist and possibly an occupational therapist.

The CSBL will maintain responsibility of all the contracted services that are business related. These include: the finance management, legal, technology, and accounting services.

The Office Manager/Registrar is responsible for the organization and coordination of office operations and procedures. (S)he will maintain office services, supervise office staff, maintain office records and efficiency. As the registrar, (s)he will assist students with enrollment and withdrawal of classes. (S)he maintains student records, test scores, works with school counselors and handles other various administrative and clerical tasks as needed. This position will be responsible for the contracted custodial services

vi. Personnel (Three Administrators for the first three years):

Although the Academic Leader (AL) and the Community StrengthBuilding Leader (CSBL) will work as a unified team while guiding and interacting with all personnel, they will each be specifically responsible for the personnel who work within the various domains as identified for each of these administrators.

The AL will primarily oversee the academic staff such as the lead teachers, teachers, the registrar, and the contracted specialized professionals. The Office Manager/Registrar will also fall under the AL as the duties of this position are intimately related to the academics of the MCLC. In addition to traditional duties, this position is responsible for SAIS In year two and three, there will be an additional staff who will be the College Preparatory Counselor whose duties the AL will also guide and oversee.

The Office Manager/Registrar will be responsible for the front office clerical worker as well as the contracted custodian.

The CSBL, on the other hand will hold the day-to-day responsibility for the team of MSW/BSW student interns, the volunteer community partners as well as the contracted business service providers (except for custodial) in year one. In years two and three, a Family Mentoring Coordinator will join the MCLC team and the CSBL will provide oversight to this employee as well.

vii. Grants Management (One administrator and a contracted financial management service provider for first three years)

The Community StrengthBuilding Leader (CSBL) will hold responsibility for grants management for the first three years of the operation of the MCLC. This responsibility will include the investigation and application for grants outside on the entitlement grants as well as managing the operations of any grant that is awarded to the MCLC. The grants management service provider will write any entitlement grant applications that the Governing Board and administrators decide would be appropriate for the MCLC to seek.

This provider would also monitor and manage the entitlement grants that are successfully awarded to the MCLC.

viii. Student Accountability Information System (SAIS) (One Administrator and a contracted financial management service provider for the first three years)

The Academic Leader will hold ultimate responsibility for the management of SAIS and monitor it compliance to all regulations as required by the state. She will hold this responsibility for the first three years.

The Office/Registrar will be responsible for gathering and entering all student data into the Student Management System, preparing it for the contracted financial management service provider.

Contracted financial management service provider is responsible for the following:

- Entering the estimated counts
- Updating these counts as needed
- Uploading data from the Student Management system to the state at a minimum of 20 days or as required by state
- Verifying submission of SAIS data prior to the aggregation by ADE
- Reconciling submission of SAIS data after aggregation by ADE
- Monitoring and verifying the 40th and 100th day of submission
- Review and verify the MCLC's end of year upload, summer withdrawals and end of year SAIS date

ix. Community/Family/Parent Engagement (Two Administrators for three years and one administrator for two years)

Community Partners are integral to the design of a community school as well as to the design of many of the projects in project-based learning. Both the Academic Leader (AL) and the Community StrengthBuilding Leader (CSBL) will hold responsibility in outreach, community and partnership development. They will both also be responsible for the outreach and recruitment of families and students as partners and to be enrolled into the MCLC.

The CSBL will be responsible for the development of the Family Mentoring Program through which the MCLC will increase family engagement.

After the first year of operation, a coordinator of the Family Mentoring Program will be hired and will take on many of the day-to-day operations of the Family Mentoring Program, although the CSBL will maintain ultimate responsibility for the continued growth and development of the program through the close of the third year of the MCLC operations.

As part of the community engagement with partners, the CSBL will supervise a team of BSW.MSW student interns from Arizona State University (ASU) School of Social Work-Tucson Component. She will be responsible to ASU and the team of interns for the first three years of the MCLC.

Critical Skills or experience indicating sufficient qualifications for fulfilling these responsibilities

Academic Leader: Being responsible for all the academic components of the MCLC requires a highly experienced and educated professional who is committed to the mission of the MCLC and to the students it serves. She should have the following skills and experience to demonstrate appropriate qualifications to perform these varied and critical roles and responsibilities:

- 15+ years of experience as a school administrator
- Working knowledge and experience with Arizona State Standards, Mandated State Assessments, national assessments (PSAT, SAT, etc.), SAIS
- Ability to develop a strengthbuilding and creative learning environment that fuels a passion for learning and commitment to creating a better world
- Capable of creating a true professional learning community
- Able to implement a project-based, integrated language arts/humanities and math/science curriculum that is rich in technology
- Able to lead through collaboration and accountability
- Is passionate about each child's potential and engage a culturally diverse population of students & families who choose to strive to attain that potential
- Able to forge and nurture collaborations with partners from business, higher education, families, communities and ignite their desire to provide a truly inclusive learning environment
- Excellent verbal and written communication skills
- Working knowledge and experience with data management and analysis in order to use data to fuel new ways to improve student achievement and teacher performance

- Committed to the use of technology in all aspects of operations of MCLC including academics

Community StrengthBuilding Leader: This position requires a mixed assortment of skills and experience including but not limited to:

- Extensive and deep knowledge of StrengthBuilding
- Experience in training and coaching varied groups of people of different ages
- Ability to forge research collaborations and joint projects with universities and professionals in various fields and industries as well as participate in writing articles and making public presentations
- Excellent verbal and written communication skills
- Working knowledge and experience in human resources and federal and state guidelines
- Experience in budgeting, accounting and other financial management systems
- Experience in working with a culturally and economically diverse community of students, staff, families and community
- Experience in program development
- Experience with family engagement and mentoring
- Able to lead through collaboration and accountability
- Experience and expertise in developing and managing contracts
- Experience in seeking sources of funding, grant writing and management, and fundraising

Office Manager/Registrar: This position requires some prior experience and skills including but not limited to:

- Experience with data entry
- Ability to be highly organized and detail oriented
- Ability to work in a culturally and economically diverse community of students, staff, families and community
- Ability to work well with others
- Proficient in computer based word processing; spreadsheet and data base management

- Ability to solve problems
- Ability to plan and organize work activities
- Ability to work independently and as a team player
- Ability to take direction
- Ability to give direction
- Maintain and utilize the computerized student information system
- Knowledge of SAIS

Family Mentoring Coordinator: This position requires skills in human relations and organization. The critical skills necessary to perform this position include:

- Excellent verbal and written communication skills
- Ability to work in a culturally and economically diverse community of students, staff, families and community
- Knowledge and ability to foster mutual aide among groups
- Experience and knowledge with mentoring programs
- Strong organizational skills and ability to maintain appropriate records
- Understating and respect for confidentiality
- Ability to work independently and as a team player
- Ability to take direction

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