B.3 Management & Operations

Upon authorization, the Founding Board will transition into the Governing Board. The Governing Board is the charter holder and is legally and ethically responsible for governance of SySTEM Phoenix. The Board will meet regularly with the purpose of monitoring student achievement and financial operations, ensuring their statutory obligation to provide school choice and increase student achievement.

While the Governing Board provides oversight and sets policies, it delegates all management and administrative duties to the Chief Officers of SySTEM Phoenix. The Chief Operations Officer and Chief Academic Officer will report to the Governing Board and will execute on SySTEM Phoenix's mission to provide a rigorous STEM education to prepare students to become the innovative leaders of tomorrow. The operational structure of SySTEM Phoenix clearly delineates core responsibilities of the Chief Officers to ensure efficient and effective management of the school. The Chief Operations Officer oversees all duties related to systems and operations and the Chief Academic Officer oversees all duties related to instruction. The Chief Officers collaborate on certain matters that affect both instruction and operations, each from the perspective of their core responsibilities. All hiring decisions and allocation of resources are driven by the mission of SySTEM Phoenix and conducted in a fiscally conservative manner to ensure long-term financial sustainability of the school. The Chief Officers, with approval from the Governing Body, will make adjustments to the organizational structure of the school as needed based on changes in revenue and enrollment, ensuring all decisions are in line with the mission and vision of the school.

A. Management Roles and Responsibilities

As stated above, two key administrative positions, Chief Operations Officer and Chief Academic Officer, oversee management of all school duties. Other administrative positions in Y1-Y3 report directly to one of the two Chief Officers, including an Office Manager (reports to the COO), Special Education teacher (reports to the CAO), and Dean of Students (Y3-reports to the COO). Below is a detailed job description of the duties of each position.

Chief Operations Officer

The Chief Operations Officer (COO) is a founder of the school and evaluated by the Governing Board of SySTEM Phoenix and oversees all aspects related to operations and business of the school. The COO is responsible for carrying out the mission and vision of the school and conservatively managing all resources, ensuring the school remains financially viable.

Responsibilities

- Carry out the mission and vision of SySTEM Phoenix through management of all school operations and business.
- Recruit and hire mission-aligned personnel (in collaboration with the Chief Academic Officer).
- Create school calendar and teacher and student schedules that carry out the mission of the school (in collaboration with the Chief Academic Officer).
- Ensure the school has necessary resources in order to carry out its mission and vision.

- Manage all financial systems of the school, including accounts payable, accounts receivable, purchase orders, payroll, and cash flow, ensuring all expenses are within budgetary restrictions and approved by the Governing Board. Submit annual budget and any necessary revisions, and prepare for and oversee annual audit and all financial or operational monitoring visits.
- Oversee and manage all marketing, fundraising and grant-writing efforts.
- Oversee, coordinate, and evaluate all business with contracted vendors (e.g. food service provider, contracted SPED services, accountant, etc.)
- Manage all compliance requirements of the school with outside agencies (i.e. Department of Education, Department of Economic Security, Arizona Corporation Commission, Internal Revenue Service, grant compliance, etc).
- Oversee and manage all grant writing and compliance (i.e. IDEA, Title I, AZCSP, etc).
- Serve as Testing Coordinator, overseeing PARCC, AZELLA and any other state or federally mandated assessments.
- Analyze and report all financial activities each month to the Governing Board and Finance Committee of the Governing Board.
- Manage and evaluate performance of the Office Manager and Dean of Students (Y3).
- Serve as the community liaison for the school regarding all school matters, speak to media and other public relations, and develop relationships with community members (in collaboration with Chief Academic Officer).
- Lead, in collaboration with the Governing Board, long-term strategic planning efforts to ensure financially sustainable growth of the organization.
- Oversee and manage all human resources requirements (i.e. benefits, Highly Qualified status, E-Verify, Fingerprint Clearance Cards, etc.).
- Manage technology plan and all campus technology (i.e. purchasing, programming, CIPA filter requirements, security, etc.).
- Create, implement, monitor effectiveness of, and evaluate school-wide safety plan and all operations as they relate to student safety (i.e. procedures for fire drill/lock down, student pick up/drop off, early release, field trips, and extracurricular events).
- Oversee and manage all facility acquisition, construction, and grounds maintenance.
- Plan new and returning teacher training and professional development to ensure compliance with all charter, state, federal, and grant requirements (in collaboration with the Chief Academic Officer).
- Manage parent and community volunteers who assist with operational aspects of the school.
- Serve as the Authorized Representative to the Arizona State Board for Charter Schools.
- Oversee and manage school culture through morning meetings, student discipline, and parent communication (in collaboration with Chief Academic Officer, and Dean of Students in Y3).
- Manage all operational aspects of extra-curricular activities (i.e. transportation, resources, scheduling, etc).
- Observe instruction and provide feedback to teachers on classroom systems and operations to ensure instructional time is maximized.

Chief Academic Officer

The Chief Academic Officer (CAO) oversees all aspects related to instruction within the school. The CAO manages all full-time and adjunct teaching staff and is responsible for carrying out the mission and vision of the school through monitoring and evaluating instruction. The CAO serves as the primary instructional leader, observing, coaching and evaluating teachers, as well as planning professional development.

Responsibilities

- Carry out the mission and vision of SySTEM Phoenix through creation, implementation, and evaluation of curriculum, instruction, assessment and professional development for teaching faculty.
- Recruit and hire mission-aligned personnel (in collaboration with the Chief Operations Officer).
- Create school calendar and teacher and student schedules that carry out the mission of the school (in collaboration with the Chief Operations Officer).
- Plan new and returning teacher training and professional development that increases teacher knowledge and capacity to implement high quality STEM instruction (in collaboration with the Chief Operations Officer).
- Serve as the community liaison for the school regarding all school matters, speak to media and other public relations, and develop relationships with community members (in collaboration with Chief Operations Officer).
- Analyze and report all student achievement data each month to the Governing Board and Academic Committee of the Governing Board.
- Oversee and manage English Language Learner programs to ensure students receive appropriate language instruction.
- Oversee Special Education instruction to ensure students receive appropriate modifications and accommodations.
- Provide instructional coaching to teachers, lead data analysis meetings, and oversee Response to Intervention program.
- Contribute to a positive school culture through morning meetings, student discipline, and parent communication (in collaboration with Chief Operations Officer).
- Oversee and manage all instructional aspects of extra-curricular activities (i.e. curriculum, alignment with school mission and vision, etc).

Office Manager

The Chief Operations Officer will recruit, hire, manage, and evaluate the Office Manager. The Office Manager will carry out the mission and vision of SySTEM Phoenix through daily management of office duties, including, but not limited to, phone calls, copying, filing, registering students, and managing the Student Information System and all student records.

Responsibilities

- Enthusiastically greet all stakeholders (via telephone, in person, by mail or email) and communicate in a friendly manner and with accurate grammar and spelling. Ensure all messages are communicated to relevant parties in a timely manner.

- Manage Student Information System and all student records, including attendance, discipline, immunization, and vision and hearing testing records. Perform and track records requests to ensure all student records are in compliance.
- Generate, review, and correct as necessary all monthly SAIS uploads.
- Manage, maintain, and inventory all instructional supplies, ensuring neat and orderly organization of all supplies necessary to implement effective instruction.
- Manage substitute request process, including all necessary paperwork.
- Manage and maintain all personnel files.
- Create and manage all supply orders.
- Coordinate all school mailings and written parent communication.
- Manage automated mass communication system.
- Manage Point of Sale for National School Lunch Program breakfast and lunch service, including all required paperwork.
- Make copies as necessary.
- Administer medication to students as necessary and hold CPR and First Aid Training.
- Coordinate annual vision and hearing testing.
- Post Governing Board meeting agendas and minutes.
- Manage school website, Facebook, and Twitter accounts to ensure timely updates of school events and notices.
- Complete other duties as requested by Chief Officers.

Special Education Teacher

The Chief Academic Officer will recruit, hire, manage, and evaluate a Special Education teacher to provide instruction to Special Education students, oversee implementation of the IEP process, and maintain all Special Education records. The Special Education teacher will carry out the mission and vision of SySTEM Phoenix through ensuring students with special needs receive appropriate accommodations and modifications and are provided high quality instruction. For special education services that require additional credentials (e.g. psychology services, Speech Language Pathology, etc.), the school will contract with an outside provider.

Responsibilities

- Create, implement, monitor, revise, and evaluate Individualized Education Plans for all Special Education Students, ensuring all federal accountability requirements are met in a timely manner.
- Provide instruction (pull out and/or push in as necessary) to students who qualify for Special Education, ensuring appropriate modifications and accommodations are provided at all times.
- Serve as AIMS-A Test Coordinator and ensure compliance with all state wide mandatory instruction, assessment, and reporting requirements.
- Provide training to staff on all issues related to Special Education instruction and/or assessment, differentiation, and other related topics.
- Provide academic tutoring and support to students before, during, or after school as necessary.
- Communicate regularly and proactively with families.

Dean of Students

The Dean of Students will manage school culture and all student discipline. The Dean of Students will work proactively create a positive school culture and robust extra curricular program. The Dean of Students will coordinate partnerships for college scholarships and assist students in actively researching and applying for scholarships in high school. The Dean of Students will collaborate closely with the Director of Community Engagement and Recruitment in year seven and beyond to increase STEM and community partnerships that contribute to the school's extra-curricular program. The Dean of Students reports to and is evaluated by the Chief Operations Officer.

Responsibilities

- Oversee and manage school culture through morning meetings, student discipline, and parent communication
- Proactively seek out community and STEM partnerships to engage students in extra-curricular activities (i.e. intramural sports, Robotics, etc.)
- Coordinate college scholarship programs and systems and processes for matching students with appropriate scholarship opportunities.

B. Operations Plan

All key administrative responsibilities will be managed and performed by the Chief Officers, an Office Manager, a Dean of Students, and/or a Special Education Teacher in Y1-Y3. The Dean of Students will be hired in the third year of operation to assist with student culture and discipline. ***Figure B.3.1*** shows the breakdown of administrative staff in each year of operation.

Figure B.3.1: Administrative Staff Y1-Y3

	Y1	Y2	Y3
Administrative Positions	1 Chief Operations Officer 1 Chief Academic Officer 1 Office Manager 1 SPED Teacher	1 Chief Operations Officer 1 Chief Academic Officer 1 Office Manager 1 SPED Teacher	1 Chief Operations Officer 1 Chief Academic Officer 1 Dean of Students 1 Office Manager 1 SPED Teacher

Additional operational staff will be hired to assist in recruitment and marketing efforts and office support by full build out in year seven of operation. The division of responsibilities is outlined by category below:

Category	Administrator Responsible and Oversight Responsibilities
Instruction	Chief Academic Officer • Recruit, hire, and evaluate all instructional staff. • Monitor and evaluate instruction, including specific instructional strategies (i.e. Problem-Based Learning, cooperative learning strategies, integrated instruction, etc.). • Provide instructional coaching to teachers. • Facilitate Professional Learning Community implementation and development.

	• Oversee SPED instruction and IEP process to ensure students receive appropriate modifications and accommodations. • Oversee and manage English Language Learner programs to ensure students receive appropriate language instruction. Chief Operations Officer • Ensure school, teacher, and student schedules are created that maximize instructional time. Special Education Teacher • Create, implement, monitor, revise, and evaluate Individualized Education Plans for all Special Education Students. • Provide instruction (pull out and/or push in as necessary) to students who qualify for Special Education, ensuring appropriate modifications and accommodations are provided at all times. • Provide academic tutoring and support to students before, during, or after school as necessary.
Curriculum & Assessment	Chief Academic Officer • Create, implement, and evaluate all curriculum and assessment practices. • Analyze and report all student achievement data each month to the Governing Board and Academic Committee of the Governing Board. • Facilitate data analysis meetings and oversee Response to Intervention program. Chief Operations Officer • Serve as Testing Coordinator, overseeing PARCC, AZELLA and any other state or federally mandated assessments. Special Education Teacher • Serve as AIMS-A Testing Coordinator and ensure compliance with all state wide mandatory instruction, assessment, and reporting requirements.
Staff Development	Chief Academic Officer • Plan new and returning teacher training and professional development that increases teacher knowledge and capacity to implement high quality STEM instruction (in collaboration with the Chief Operations Officer). Chief Operations Officer • Plan new and returning teacher training and professional development to ensure compliance with all charter, state, federal, and grant requirements (in collaboration with the Chief Academic Officer). Special Education Teacher • Provide training to staff on all issues related to SPED instruction and/or assessment, differentiation, and other related topics.
Financial Management	Chief Operations Officer • Manage all matters related to school operations and business. • Ensure the school has all necessary resources in order to carry out its mission and vision. • Manage all financial systems of the school, including accounts payable, accounts receivable, purchase orders, payroll, and cash flow, ensuring all

	expenses are within budgetary restrictions and approved by the Governing Board. • Submit annual budget and any necessary revisions, and prepare for and oversee annual audit and all financial or operational monitoring visits. • Oversee and manage all marketing, fundraising and grant-writing efforts. • Analyze and report all financial activities each month to the Governing Board and Finance Committee of the Governing Board. • Lead, in collaboration with the Governing Board, long-term strategic planning efforts to ensure financially sustainable growth of the organization. • Oversee and manage all facility acquisition, construction, and grounds maintenance.
Contracted Services	Chief Academic Officer • Oversee and manage all instructional aspects of extra-curricular activities (i.e. curriculum, alignment with school mission and vision, etc). • Oversee instructional elements of contracted Special Education services (i.e. IEP writing process, delivery of IEP services, etc). Chief Operations Officer • Oversee, coordinate, and evaluate all business with contracted vendors (i.e. food service provider, contracted Special Education services, accountant, technology support, etc). • Manage technology plan and all campus technology (i.e. purchasing, programming, CIPA filter requirements, security, etc). • Manage all operational aspects of extra-curricular activities (i.e. transportation, resources, scheduling, etc). Office Manager • Manage Point of Sale for National School Lunch Program breakfast and lunch service, including all required paperwork. Dean of Students • Proactively seek out community and STEM partnerships to engage students in extra-curricular activities (i.e. intramural sports, Robotics, etc.)
Personnel	Chief Academic Officer • Recruit, hire, and evaluate all instructional staff. Chief Operations Officer • Recruit, hire, and evaluate all operations staff. • Oversee and manage all human resources requirements (i.e. benefits, Highly Qualified status, E-Verify, Fingerprint Clearance Cards, etc.). • Manage parent and community volunteers who assist with operational aspects of the school. Office Manager • Manage and maintain all personnel files.
Grants Management	Chief Operations Officer • Manage all compliance requirements of the school with outside agencies (i.e. Department of Education, Arizona Department of Economic Security, Arizona Corporation Commission, Internal Revenue Service, grant compliance, etc).

	• Serve as the Authorized Representative to the Arizona State Board for Charter Schools. • Oversee and manage all grant writing and compliance (i.e. IDEA, Title I, AZCSP, etc).
Student Accountability Information System	Chief Operations Officer • Oversee compliance with SAIS and timely and accurate record keeping. Office Manager • Manage Student Information System and all student records, including attendance, discipline, immunization, and vision and hearing testing records. Perform and track records requests to ensure all student records are in compliance. • Generate, review, and correct as necessary all monthly SAIS uploads.

C. Critical Skills and Experiences for Administrative Roles

Chief Operations Officer Critical Skills and Experiences

- Strong commitment to, belief in, and alignment with the mission and vision of the school.
- Results-driven, self-motivated, reflective, and eager to grow in professional knowledge.
- Bachelor's Degree required, Master's Degree preferred.
- Experience in leadership and management of adults.
- Experience managing school finances and operations.
- Experience analyzing financial reports and managing cash flow and budgets.
- Knowledge of ADE, charter school, and grant compliance.
- Strong organizational skills and ability to multi-task.
- Proficient in Spanish.
- Technologically savvy and proficient in computer skills.
- Arizona Principal Certification preferred.
- Arizona Fingerprint Clearance Card required.

Angelica Cruz, the proposed Chief Operations Officer, has extensive experience in instruction, assessment, school operations and finance. Her bio is below:

Angelica Cruz graduated Magna Cum Laude from Tufts University with a double major in Child Development and Community Health. After graduation she joined Teach For America, working in some of Phoenix's most poverty-stricken neighborhoods, raising reading proficiency rates in her Kindergarten classroom from 30% to 100% passing the DIBELS Reading test. After six years as a classroom teacher, Angelica was honored as a Rodel Aspiring Principal and received an Excellence in Teaching award from the Creighton School District Governing Board for significantly raising student achievement in her school. During that time, Angelica completed a master's degree in Curriculum and Instruction. Teach For America also awarded Angelica a fellowship to complete a second Master's degree in Educational Administration. Although she began her journey toward educational leadership in a traditional district, she transitioned to the charter school system to turn around a failing high school as the Director of Assessment at Girls Leadership Academy of Arizona. While there, she led the school to raise proficiency rates on the AIMS Reading test from 34% to 94% and the AIMS Math from 18% to 82%. She also

spearheaded the creation of the second all-girls robotics team in Phoenix. In the 2012-2013 school year, Angelica served as the Business Operations Manager at Empower College Prep and was instrumental in establishing effective and efficient systems to ensure a successful first year of operation while also managing the $1.1 million budget for the school. Additionally, Angelica managed all contracted services, developed operational school-side systems, assisted in recruiting efforts, and managed all compliance aspects of the school. During the 2012-2013 school year Angelica was accepted into the first cohort of the Aspiring Leaders Fellowship, where she gained valuable insight into effective charter school operations through monthly meetings at the Arizona Charter Schools Association and visits to excellent charter schools across the country. She was also accepted into the Charter Starter Program in December 2012, where she gained additional support and professional development focused on effective charter school operations. Angelica is passionate about ensuring students have access to excellent STEM education that teaches critical thinking and problem solving skills to prepare students for active engagement in the 21st century workforce. She is bilingual in English and Spanish and holds an Arizona Principal Certificate. As Chief Operations Officer, Angelica will bring her knowledge of financial management, compliance, and creating effective and efficient systems to ensure SySTEM Phoenix has a strong operational and financial foundation.

Chief Academic Officer Critical Skills and Experiences

- Strong commitment to, belief in, and alignment with the mission and vision of the school.
- Results-driven, self-motivated, reflective, and eager to grow in professional knowledge.
- Bachelor's Degree required, Master's Degree preferred.
- Experience in leadership and management of adults.
- Experience managing curriculum, instruction, assessment, and professional development.
- Experience coaching teachers.
- Experience in a STEM discipline.
- Strong organizational skills and ability to multi-task.
- Proficient in Spanish
- Technologically savvy and proficient in computer skills.
- Arizona Principal Certification preferred
- Arizona Fingerprint Clearance Card required

Nicole Fernandez, the proposed Chief Academic Officer, has extensive experience in curriculum, instruction, assessment, and professional development and is National Board Certified Math teacher. Her bio is below:

Nicole Fernandez graduated from DePaul University with a double major in International Studies and Spanish. She joined Teach For America in 2005 and served as a middle school mathematics teacher in a low-income neighborhood in Central Phoenix for two years. She continued teaching as a high school mathematics teacher in the Phoenix Union High School District for an additional five years, where she redesigned traditional course structures to maximize student achievement. She spearheaded a program for her school's lowest performing math students to successfully complete Introduction to Algebra and Algebra in one year, transforming this group of struggling students into the highest performers on the Algebra final exam district-wide. Additionally, Nicole initiated a looping cycle from Algebra 2 to Pre-

Calculus, which created the first class of non-honors students in the school's history to receive credit for Pre-Calculus. Nicole is constantly improving her craft as an educator and assisting her colleagues to understand the relationship between ongoing professional development and student achievement. In her role as an academic coach at North High School, she effectively utilized cognitive coaching to transform teachers into classroom leaders and reflective learners. Over the past three years, she completed a Masters in Educational Administration at Arizona State University, was recognized as a National Board Certified Teacher, and served as Chair of the Mathematics Department at North High School. Nicole has spent the past year actively developing a comprehensive blueprint for SySTEM Phoenix through Arizona Charter School Association's Aspiring Leaders Fellowship and Charter Starter Program. Nicole is dedicated to establishing a STEM-based school that translates best practices in problem-based learning into a cohesive school model. She will bring her knowledge of quality instruction and professional development to SySTEM, as well as proficiency in Spanish and Arizona Principal Certification. As Chief Academic Officer, Nicole will utilize her expertise in the areas of curriculum and evaluation to ensure SySTEM Phoenix has an innovative, results-driven academic program.

Officer Manager Critical Skills and Experiences

- Strong commitment to, belief in, and alignment with the mission and vision of the school.
- Results-driven, self-motivated, reflective, and eager to grow in professional knowledge.
- Bachelor's Degree preferred.
- Experience in managing school office operations.
- Experience managing SAIS and student records.
- Experience coordinating vision and hearing testing and managing immunization records.
- Strong organizational skills and ability to multi-task.
- Proficient in Spanish preferred
- Technologically savvy and proficient in computer skills.
- Arizona Fingerprint Clearance Card required

Special Education Teacher Critical Skills and Experiences

- Strong commitment to, belief in, and alignment with the mission and vision of the school.
- Results-driven, self-motivated, reflective, and eager to grow in professional knowledge.
- Bachelor's Degree required, Master's Degree preferred.
- Highly Qualified in Special Education.
- Experience in leadership and management of adults.
- Experience managing curriculum, instruction, assessment, and professional development for Special Education.
- Experience collaborating with teachers on Special Education instruction.
- Experience in a STEM discipline.
- Strong organizational skills and ability to multi-task.
- Proficient in Spanish preferred but not required.
- Technologically savvy and proficient in computer skills.
- Arizona Fingerprint Clearance Card required.

Dean of Students Critical Skills and Experiences

- Strong commitment to, belief in, and alignment with the mission and vision of the school.

- Results-driven, self-motivated, reflective, and eager to grow in professional knowledge.
- Bachelor's Degree required, Master's Degree preferred.
- Experience in leadership and managing student discipline.
- Experience facilitating positive culture building activities and/or programs with youth.
- Excellent public speaking skills.
- Proficient in Spanish preferred but not required.
- Arizona Fingerprint Clearance Card required.