B.3 Management & Operations

As a charter school that has been in operation since 2000, Tucson Country Day School has the benefit of an administrative team that is experienced, knowledgeable and dedicated.

A. Division of Responsibilities

When it comes to day to day operations, Tucson Country Day School is run by the CEO, COO and the principal – a three person team. The CEO provides oversight for all areas and has the ability to step in and give direction as needed. The CEO generally is not responsible for day to day activities such as classroom operations, student discipline and such. The CEO serves more in a mentor role to the COO and principal, sharing his many years of knowledge and expertise.

The Chief Operations Officer is a hands-on leader. The COO is on campus every day and is actively involved in the details of running Tucson Country Day School. The COO oversees many areas on campus including the Business Office (financial management), contracted services, grants management, the Maintenance section, Before and After Care, the summer camp and summer prep programs, and many of the technological programs used by the school including SAIS, the online grading system, the parent communication system and benchmarking software. The COO is the go to person for any issue that is not directly related to curriculum and curriculum development, and state testing.

The Principal is the instructional leader on campus and is responsible for overseeing the development and delivery of curriculum. The principal insures that all standards are being met, that all teachers are following the expected norms for teaching and classroom management, and that schoolwide expectations for instructional strategies and methods are being implemented in the classroom. The principal is responsible for teacher evaluations and the design and implementation of the evaluation process. The principal is responsible for the administration and oversight of State mandated testing and takes the lead in identifying and creating effective staff development programs.

The COO and the principal share responsibilities for handling parent concerns and student discipline. They plan together for schoolwide trainings and events. They work closely to ensure the mission statement and beliefs of Tucson Country Day School are being carried out in all classrooms and all areas of the campus.

The CEO has been functioning in the current role since the school opened in 1968 and has a wealth of knowledge and experience. Under the CEO's guidance, the charter school has grown from 43students and four teachers in 2000 to 670 students and 44 teachers plus 66 support staff in 2014. The CEO has a proven track record of success.

The COO has served the school in one capacity or another since 2000. The COO is intimately familiar with all aspects of school operations, has a reputation for getting things done and has a thorough understanding of how to work with budgets, personnel and programs. The COO's prior experience includes serving as the deputy director of the Arizona Department of Revenue and the Deputy Chief of Staff of the Arizona House of Representatives, positions that required extensive knowledge about leading people, moving projects along, managing large budgets and oversight of multiple projects.

The principal has extensive experience as a teacher, assistant principal and now a principal. The principal has served in his current position since 2008 and has successfully led the school through the implementation of the common core standards and the implementation of the new teacher/staff evaluation system. The principal is a forward thinker and stays on the cutting edge of the academic world.

B. Operations and Oversight Plan

Tucson Country Day School's operational plan insures that all aspects of running a school are accounted for. The three-person administrative team works closely with the school guidance counselor and the office staff to keep things focused and on the right path.

Tucson Country Day School has three administrators who are responsible for the school's operational plan. The plan is structured to provide smooth operations as well as oversight for the entire campus and all of it staff and students.

The principal/instructional leader is responsible for instruction, curriculum and assessment.

The principal and COO share responsibility for staff development and personnel.

The COO is responsible for financial management, contracted services, grants management and the student accountability information system (SAIS).

C. Critical Skills and Experiences for Administrative Roles

As a currently operating charter school, the positions of CEO, COO and principal are already filled. Each of the individuals currently holding one of these positions has been doing so for a number of years and does their job well. Administrators wear many hats, and Tucson Country Day School is not object.

D. Enrollment Process

Since Tucson Country Day Charter School has been in existence for the last 14 plus years, the school believes that all currently enrolled students would be given priority enrollment when the school is given a new charter, just as they would if the school were simply being given an extension to its existing charter. Other than the charter itself, nothing substantive is changing at the school including the location, facilities, teaching staff, or administration.

Once existing students enroll, all other applicants would be considered through the open enrollment lottery process. At the time of enrollment, parents would be asked to complete the following for their enrollment packet to be considered complete:

- A completed registration form
- Primary Home Language Other Than English Home Language Survey
- Authorization for Release of Student Records (for sending school)

- Arizona Department of Education Arizona Residency Documentation Form
- Immunization Records
- Official Birth Certificate
- IEP or 504 Plan Records, if applicable
- Attendance Records
- Current Report Card

When all items are turned in, a student's enrollment application is considered complete and the student is eligible for the lottery system. Once per week, the school's registrar will randomly select from students in each grade level, the number of students for which there are spaces in the grade level. Students who are randomly selected will be offered a place at Tucson Country Day School. A letter of intent to enroll will be sent to the student and the student will be asked to return the letter of intent to the school to confirm their enrollment.

Once a student is enrolled at Tucson Country Day School, any siblings of the student who are waiting for enrollment will move to a priority enrollment status.

The enrollment priority for Tucson Country Day School is:

- Currently enrolled students
- Siblings of currently enrolled students and children of staff or school board members
- Students who are new to the school

Tucson Country Day School's enrollment policies are designed to follow the Arizona State Statute regarding open enrollment. When Tucson Country Day School receives a new charter, if it is determined that currently enrolled students do not receive enrollment priority, then Tucson Country Day School will proceed as if all students to the school –both new and returning – will be treated the same for enrollment purposes.

Tucson Country Day School does not keep a waiting list. All students turning in a completed registration form are be placed in the lottery. If they are not chosen for placement in a class at the next drawing, they are automatically continued in the drawing unless otherwise requested by their parent or guardian. Student entering the lottery at anytime during the year have an equal chance of being selected.