B.3 Management and Operation

A. Management Roles and Responsibilities

Upon authorization the Founding Board will transition into the **Governing Board** for Vista College Preparatory ("Vista College Prep"). Any individual serving on the Board will be referred to as a Director in accordance with our Bylaws. All Directors will work to ensure Vista College Prep is effectively governed and each Director will fulfill all fiduciary responsibilities so that the management of Vista College Prep can lead an academically successful, organizationally sound, and fiscally responsible school.

The Governing Board is a policy-making body and delegates all management and administrative responsibilities to the **Executive Director** who will execute on Vista College Prep's mission to educate all K-5 students for success in middle school, achievement in high school, and graduation from college. Vista College Prep's organizational structure is lean but purposeful. Every hiring decision, and therefore, every allocation of resources is based on conservative budgetary projections and driven by the school's mission. The Executive Director, with approval from the Board, will adjust the organizational structure based on growth, changes in revenue, or as needed.

In addition to the recruitment and hiring of 13 teachers (over the course of the first three years of operation), the Executive Director will make four key hires in Y1-Y3 to aid in the administration of the school's day-to-day activities. The entire Vista College Prep staffing structure, including total number of FTEs, is outlined in **Figure B.3.2** (page 9). Complete organizational charts can be found in **Section B.1**.

Year One (2013-2014)	**Year Two (2014-2015)**	**Year Three (2015-2016)**
Mgr. of Business & Operations	(no administration hires)	Mgr. of Curriculum & Instruction
Office Assistant		SPED Coordinator

The Founding Board is led by Julia Meyerson who brings a broad range of professional experiences including education, fundraising, and policy. Ms. Meyerson is identified as the founding Executive Director for Vista College Prep. Currently, Ms. Meyerson is completing a Fellowship with Building Excellent Schools, a national organization that trains, coaches, mentors and supports individuals who seek to found, build, sustain and lead an urban public school of uncompromising excellence. Her resume is attached and a brief biography can be found in **Section B.1**. Below is a delineation of the roles and responsibilities for each identified management or administrative role that impacts the day-to-day activities of Vista College Prep. All instructional staff will be Highly Qualified as defined by No Child Left Behind.

Executive Director

The Executive Director is hired, evaluated by, and held accountable to the Governing Board in regard to all aspects of the school's academic program, financial management, and organizational health. The Executive Director is entrusted with advancing the school's mission, maintaining the organization's financial viability, and determining the school's future direction in accordance with the mission.

Responsibilities

- Recruit and hire mission-aligned and results-oriented individuals to fill the positions outlined in **Figure B.3.2** (page 9).
- Create, monitor and sustain culture of academic excellence through consistent implementation of systems and structures to maximize student learning.

- Train the Manager of Curriculum and Instruction (Y3) through the observation and practice of curriculum and assessment development, teacher coaching and support, delivery of professional development, and lesson plan feedback and review.
- Lead the development and adaption of a rigorous curriculum and the management of data-driven instruction designed to improve student achievement.
- Create clear and measurable Vista College Prep internal standards aligned to ADE 2010 Standards (CCSA), and influenced by other rigorous state standards.
- Manage and oversee Manager of Business and Operations, Office Assistant, as well as all other staff including representatives of all outsourced business functions.
- Lead all student community meetings (i.e. morning motivation).
- Identify and purchase high quality, research-based curriculum.
- Lead all staff development and administrative meetings (in Y3 the Executive Director will lead all staff development for the first six months and then slowly transition the Manager of Curriculum and Instruction into leading applicable instructional staff development).
- Manage and direct recruitment, hiring, and retention of all staff members, including salary, contract, and benefit orientations; involve other leadership positions when applicable.
- Observe all teachers weekly and twice-weekly for new teachers, as well as daily "drop in" observations (observations are done with Manager of Curriculum and Instruction in Y3).
- Draft and provide evaluations of all staff members (working with the Manager of Curriculum and Instruction, Y3, or the Manager of Business and Operations when evaluating positions that also fall under their management).
- Conduct all teacher observations (with Manager of Curriculum and Instruction in Y3).
- Coordinate lottery, admissions, enrollment, and waitlist procedures for the school.
- Control orientation and training of all staff members.
- Coordinate and manage administration of all standardized student assessments and evaluations, including state assessments, interim assessments, and nationally normed assessments.
- Implement all personnel policies.
- Implement all student discipline, code of conduct, and behavior standards in conjunction with other administrative and teaching staff.
- Review all student report cards before disbursement to families, or delegate to appropriate staff upon school growth.
- Serve as primary spokesperson for school to both internal and external constituents including media, community members, parents, political leaders and representatives, and visitors.
- Support and work with all Board committees as well as provide information, data, reports, and context necessary to assist in effective governance of the school.
- Manage and allocate school resources, including financial resources, in alignment with values of school; work with Manager of Business and Operations to evaluate the accuracy of all financial documents.
- Supervise and monitor daily inputs and outputs of school including accounts payable and receivable, cash receipts and disbursements, payroll/benefits, taxes, staff, and school supplies
- Work with Manager of Business and Operations to first prepare or oversee, and then submit required reports, evaluations, and data to all external (or funding) sources.
- Ensure compliance with state-mandated instruction, assessment, and reporting, including requirements for English Language Learners.
- Hire and supervise personnel who provide contracted serviced (e.g. speech therapy).
- Work with all school stakeholders, specifically with Manager of Business and Operations and Governing Board, to acquire and collect resources, both financial and in-kind, for instructional, extracurricular, and enrichment needs.
- Develop marketing plan and strategy for recruiting students.
- Supervise teacher communication to parents and ensure all parents are fully informed of student progress.

- Develop financial plan for Vista College Prep's capital needs in order to secure a permanent facility.
- Inspire staff and student body to remain focused and determined in work of fulfilling the mission of school.
- Supervise and direct culture of school by monitoring academic program and implementation of school's discipline code to ensure safe, and focused school environment.
- Develop and communicate strategic plan for the school.
- Manage and share responsibilities of Special Education Coordinator position with Special Education Teachers in Y1 and Y2 (one teacher in Y1, two teachers in Y2, and one teacher in Y3)[1], until full-time Special Education Coordinator is hired in Y3.

Critical Skills and Experience

- Strong commitment to, belief in, and alignment with school's mission and vision
- Experience in leadership and management of both adults and students
- Ability to assess data, find trends, and use information to make strategic decisions
- Minimum of a Master's, Advanced Degree preferred, with all accompanying verification provided as part of the personnel file
- Knowledge of, or experience in education, school finance, governance, management, or law
- Experience in budgetary planning, accounting, and effective allocation of school resources
- Exceptional verbal and written communication skills
- Strong organizational skills and ability to multi-task
- Ability to approach situations with optimism and perseverance, willingness to take personal responsibility, open to and interested in feedback on performance, eagerness to continue to improve in effectiveness, and steady determination to pursue excellence regardless of the situation
- Proficient in Spanish
- SEI endorsed
- Valid fingerprint clearance card (required)

Julia Meyerson's experience and background fulfill the qualifications identified for Executive Director. Her experience and success as a teacher and Corps Member Advisor with Teach For America combined with her background as a Deputy Finance Director for Policy and Policy Director for the Democratic Governors Association, her participation in the Arizona Charter Schools Association Charter Starter Program, and her leadership training with Building Excellent Schools bring her to design, found and lead a high performing, no excuses charter elementary school—Vista College Prep.

Manager of Curriculum and Instruction (Y3)

The Manager of Curriculum and Instruction is hired, supervised, evaluated by and held accountable to the Executive Director. Evaluation is primarily based on student achievement, quality of curriculum development, and his/her growth in supporting teacher performance and development. The Manager of Curriculum and Instruction is entrusted with advancing the mission of the school through the management and development of a standards-aligned curriculum; participation in the evaluation, support, and development of teaching staff; and collaboration with the Executive Director on areas of instructional and/or curricular need at the school.

[1] Based on our small class-size, and anticipated 11% SPED student population, we do not believe we need a Special Education Coordinator until year three, therefore the Executive Director will manage the role of Special Education Coordinator with the Special Education teachers helping throughout the year.

Responsibilities

- Embody mission, vision, core beliefs and strategic direction of the school.
- In consultation with Executive Director, help to develop and monitor a curriculum (scope and sequence, planning, etc.) that maximizes and enhances student learning in all core subjects.
- Observe facilitation of staff professional development, and begin to deliver staff professional development beginning in month six of Y3. Help coordinate professional development sessions from outside resources.
- In conjunction with the Executive Director, serve as one of the instructional coaches for the faculty through regular observations, feedback, meetings, and additional metrics of support in order to provide a quality instructional program to students within the context of a disciplined school culture.
- Research and develop best practices to be implemented and supported in school.
- Analyze student achievement data as well as teacher performance data on variety of metrics, both quantitative and qualitative, and use information to collaborate with Executive Director on strategic plan and short- and long-term vision for school.
- In consultation with Executive Director, coordinate and manage administration of all standardized student assessments and evaluations, including state assessments, interim assessments, and nationally normed assessments.
- Review report cards for every student and provide feedback to teachers before review by Executive Director.
- Co-manage assigned aspects of school-wide routines such as lunch procedures and before and after-school plans.

Critical Skills and Experience

- Strong commitment to, belief in, and alignment with mission and vision of school
- Experience working in urban education with history of significant gains in student performance and/or growth
- Bachelor's Degree Required, Master's Degree preferred, with all accompanying verification provided as part of the personnel file
- Experience in leadership and management of both adults and students
- Ability to assess data, find trends, and use information to make strategic decisions
- Strong knowledge of the Common Core Standards as adopted by Arizona in all relevant grades and subjects
- Exceptional verbal and written communication skills
- Strong organizational skills and ability to multi-task
- Ability to approach situations with optimism and perseverance, willingness to take personal responsibility, open to and interested in feedback on performance, eagerness to continue to improve in effectiveness, and steady determination to pursue excellence regardless of the situation
- Proficient in Spanish
- SEI endorsed
- Highly Qualified as defined by No Child Left Behind
- Valid fingerprint clearance card (required)

Manager of Business and Operations

The Manager of Business and Operations is hired, supervised, evaluated by, and held accountable to the Executive Director. Evaluation is primarily based on his/her performance and growth, organization, and business and internally created operations and performance measures. The Manager of Business and Operations is entrusted with advancing the mission of the school through assisting in the creation and

implementation of a budget, coordination of external and internal operations, and fundraising and grant writing. Each of these responsibilities will be done in collaboration with the Executive Director.

Responsibilities

- Create and maintain high standards of financial management and oversight with regard to budgets, cash flow statements, expenditures and revenues.
- Ensure compliance with generally accepted accounting principles as well as all other requirements, federal, state, and local (Vista College Prep will receive additional pro-bono GAAP training from a Certified Public Accountant).
- Provide regular feedback to Executive Director on tools and resources that may strategically improve financial management.
- Working closely with contracted vendor, supervise daily accounting of school including accounts payable and receivable, cash receipts, payroll and benefits, general ledger, taxes, and allocation of non-financial resources in collaboration with the Executive Director.
- Research and apply to grants in accordance with general school guidelines, and manage disbursement and reporting of activities in collaboration with Executive Director.
- Prepare all relevant reports, evaluations, and data to both internal and external agencies, funding sources, and parties for review by Executive Director.
- Report to and collaborate with Executive Director throughout budgetary process including establishment of priorities and maintenance of financial outputs on daily and/or weekly basis.
- Coordinate food service bids and contract for all student meals and snacks in conjunction with vendor selected and with Executive Director.
- Coordinate and implement strategy for teacher and student recruitment in collaboration with Executive Director.
- Oversee resources provided to all staff, including classroom resources, copy services
- Provide verbal and written financial report at all Governing Board Finance Committee meetings, and at full Board meetings as needed, in coordination with Executive Director.
- Monitor student attendance.
- Manage the Student Accountability Information System (SAIS).

Critical Skills and Experience

- Strong commitment to, belief in, and alignment with mission and vision of school
- Bachelor's Degree required with all accompanying verification provided as part of the personnel file
- Three-five years of experience in operations and finance preferred
- Proficiency or advanced knowledge in Microsoft Excel and Access, Quick Books and other financial management and human resources software (required)
- Knowledge of school finance, budgetary planning, and generally accepted accounting principles (GAAP)
- Excellent data management and reporting abilities
- Demonstrated ability to multitask effectively and prioritize strategically
- Prior leadership roles with demonstrated strong results
- Ability to approach situations with optimism and perseverance, willingness to take personal responsibility, open to and interested in feedback on performance, eagerness to continue to improve in effectiveness, and steady determination to pursue excellence regardless of the situation
- Proficient in Spanish (preferred)
- Valid fingerprint clearance card (required)

Special Education Coordinator

The Special Education Coordinator is hired, supervised, evaluated by, and held accountable to the Executive Director. Evaluation is based on performance and growth, student achievement, and quality of curriculum. All Special Education staff members are entrusted with advancing the mission of the school through the development of a rigorous, standards-aligned curriculum, responsiveness to feedback provided and collaboration with the Manager of Curriculum and Instruction (Y3) on areas of instructional and/or curricular need at the school, especially in relation to those students with special needs.

Responsibilities

- Draft and revise IEPs as necessary to ensure that needs of special education students are being served.
- Deliver instruction using variety of targeted learning modalities in order to develop necessary skills (motor, language, cognitive, memory) using methods to enhance student achievement.
- Maintain detailed, meticulous student IEP and 504 records according to state and federal guidelines.
- Working with the Executive Director, prepares, budgets, and solicits funds to provide financial support for programs and equipment.
- Prepares and submits documentation to secure funding through IDEA and the state of Arizona.
- Provides on-going training to staff and school administrators on special education compliance and best practices.
- Ensures compliance with all state-mandated instruction, assessment and reporting.
- Hire and supervise contracted vendors who provide services like speech therapy, in coordination with Executive Director.
- Embody mission and vision of school.
- Create standards-aligned curriculum including scope and sequence, annual plan, unit plans, and lesson plans; develop interim, midterm, and final assessments as needed.
- Develop and implement ambitious and standards-aligned lesson plans with the end goal of student performance at or above grade level.
- Teach and enforce school-wide systems, rules and consequences, disciplinary codes, and rewards at all times.
- Provide engaging, motivating, rigorous instruction in both whole-class and individual settings.
- Provide academic support and tutoring to small groups or individual students as needed/scheduled
- Analyze student achievement data in collaboration with Manager of Curriculum and Instruction (Y3) and Executive Director.
- Implement data tracking system and use data to inform instructional development and delivery
- Communicate regularly and proactively with students and families.
- Draft student report cards and revise as required.
- Collaborate with other staff members and actively participate in all professional development and learning activities.
- Work to continuously improve effectiveness in all instructional practices, using school's teacher performance rubric as a guide.
- Use feedback to make productive changes in performance.
- Complete all administrative requirements before given deadlines.
- Participate in additional activities including field trips, intensive academic support sessions, and other required programs as needed throughout the year.

Critical Skills and Experience

- Strong commitment to, belief in, and alignment with mission and vision of the school.
- Minimum of a Bachelor's degree, Master's Degree in the area of special education or a disability specialist preferred

- Special Education Certified in Arizona
- Experience in urban education with a history of significant gains in student performance and/or growth
- Experience in writing excellent Individual Education Plans (IEPs) and communicating the contents in an accessible way to multiple audiences
- In-depth knowledge of disabilities and the educational implication of disabling conditions, experience in special education legal issues
- Experience compiling and managing special education reporting data
- Excellent verbal and written skills
- Ability to effectively communicate information and train others working with special needs students
- Experience or familiarity analyzing data and using data to inform decisions and/or instruction
- Strong organizational skills
- Openness to feedback, desire to continue development as professional, and willingness to take responsibility for student outcomes and achievement
- Proficient in Spanish (preferred)
- SEI endorsed
- Highly Qualified as defined by No Child Left Behind
- Valid fingerprint clearance card (required)

Office Assistant

The Executive Director will hire and delegate supervision of the Office Assistant to the Manager of Business and Operations. The Office Assistant will primarily be supervised and held accountable to the Manager of Business and Operations. Evaluation will be primarily based on performance and growth and completed by Executive Director and Manager of Business and Operations. The Office Assistant is entrusted with advancing the mission of the school through the organization and running of all administrative tasks including phone calls, copies, translation, newsletter drafts, filing, and record-keeping.

Responsibilities

- Strong commitment to, belief in, and alignment with mission and vision of school.
- Maintain accurate, complete, neat, and organized files for every student.
- Collect, enter, and maintain school data in administrative database.
- Create purchase orders, track shipments, and follows-up on administrative needs with vendors, including ordering, receipt and maintenance of supplies.
- Work with Manager of Business and Operations to maintain accurate attendance records and follows-up with families when students are not present at school.
- Coordinate all school mailings.
- Ensures strict confidentiality of personal student and staff records and data.
- Make copies as needed.
- Support Manager of Business and Operations in operational duties, including lunch distribution, recess and inventory and distribution of supplies.
- Maintain enthusiastic greetings of all school stakeholders (in person, by phone, through email, and through mail) and provides information and directs communication thoughtfully.
- Communicate to all school stakeholders in thoughtful, calm, and knowledgeable way.
- Remain familiar with school policies, procedures, and operations.
- Draft, edit and translate documents, as needed.
- Complete other responsibilities as requested by Executive Director.

Critical Skills and Experience

- College degree preferred but may be substituted for relevant experience
- Three or more years of customer service or administrative experience
- Spanish fluency preferred
- Strong organizational abilities
- Detail-oriented
- Experience in clear, respectful communication with both adults and children
- Preferred experience working in urban settings
- Knowledge of office equipment and services including printers, copiers, fax machines, and phones
- Familiarity with Microsoft Office, especially Word, Excel, and PowerPoint
- Open to feedback, willingness to take personal responsibility

In addition to the job descriptions outlined above, we have assembled a decision tree to ensure a clear delineation of the roles and responsibilities for administering the day-to-day activities of the school. **Figure B.3.1** outlines a sample internal decision tree for common school occurrences and operations. Note abbreviations: Manager of Curriculum and Instruction (MCI), Executive Director (ED). Often there is only one individual that should be notified with a question or concern—that is identified as not-applicable (n/a).

Figure B.3.1: Sample Internal Decision Tree for Common Day-to-Day Activities

Responsibility/Question/Concern	First line	Second line
Supplies	Office Assistant	Manager of Business and Ops
Teacher duties: lunch, uniform	Manager of Business and Ops	Executive Director
Payroll – logistics	Manager of Business and Ops	Executive Director
Payroll – salary	Executive Director	n/a
Benefits	Manager of Business and Ops	Executive Director
Reimbursements	Manager of Business and Ops	Executive Director
Curriculum	Executive Director/ Y3: MCI	Executive Director
Classroom instruction delivery	Executive Director/ Y3: MCI	n/a
Instructional resources - academic	Manager of Business and Ops	Executive Director
Grading policies/procedures	Executive Director/ Y3: MCI	Executive Director
Benchmarking	Executive Director/ Y3: MCI	n/a
Scope and sequence	Executive Director/ Y3: MCI	n/a
Test prep implementation	Executive Director/ Y3: MCI	n/a
Questions about Lesson Plans	Executive Director/ Y3: MCI	Executive Director
Testing	Executive Director/ Y3: MCI	Executive Director
Schedules	Executive Director/ Y3: MCI	Executive Director
Tests, assessments, analyzing data	Executive Director/ Y3: MCI	Executive Director
Progress report distribution	Executive Director/ Y3: MCI	Executive Director
Alternate scheduling	Executive Director	n/a
Certification	Executive Director	n/a
Purchasing approval requests	Executive Director	n/a

Personal issues with students	Executive Director	n/a
Difficult parent phone calls	Executive Director	n/a
Teachers and students dress code	Executive Director	n/a
Purchasing/Budgets	Manager of Business and Ops	Executive Director
Tardy or Absence – Teachers	Executive Director	n/a
Operations – food, facility	Office Assistant	Manager of Business and Ops
Maintenance of staff room	Office Assistant	Manager of Business and Ops
Technological issues	Office Assistant	Manager of Business and Ops
Internet problems	Office Assistant	Manager of Business and Ops
Google documents – disc database	Manager of Business and Ops	Manager of Business and Ops
Student Academic Difficulties	Executive Director/ Y3: SPED Coordinator/MCI	n/a
Student Attendance	Manager of Business and Ops	Executive Director

B. Operational Plan

The organizational structure of the school will develop and expand as Vista College Prep's enrollment increases. **Figure B.3.2** identifies the staffing structure for Y1-Y3. Any position that is italicized represents an administrative role. Each position is described in further detail in the above section on management roles and responsibilities. **Figure B.3.3** outlines eight overarching instructional and operational services, the responsible administrative personnel and further explanation of their oversight responsibilities.

Figure B.3.2: Vista College Prep Staffing Structure (Y1-Y3)

Position	Y1 FTEs	Y2 FTEs	Y3 FTEs
Executive Director	1	1	1
Manager of Curriculum and Instruction	n/a	n/a	1
Manager of Business and Operations	1	1	1
Teachers	6	9	13
Teacher – Special Education Certified	1	2	1
Special Education Coordinator	n/a	n/a	1
Office Assistant	1	1	1
Total Personnel	**10**	**14**	**19**

Figure B.3.3: Administrative Personnel and Oversight Responsibilities[2]

Instruction & Operational Services		Admin. Person Responsible and Oversight Responsibilities
i.	**Instruction**	**Executive Director** • Recruit and hire mission-aligned and results-oriented individuals to fill the positions outlined in **Figure B.3.2** (page 9). • Create, monitor and sustain culture of academic excellence through consistent implementation of systems and structures to maximize student

[2] For additional detail on responsibilities please see job descriptions in the section on Management Roles and Responsibilities.

		learning. • Train the Manager of Curriculum and Instruction (Y3) through the observation and practice of curriculum and assessment development, teacher coaching and support, delivery of professional development, and lesson plan feedback and review. • Lead all staff development and administrative meetings (in coordination with the Manager of Curriculum and Instruction in Y3) • Manage and direct recruitment, hiring, and retention of all staff members, including salary, contract, and benefit orientations; involve other leadership positions when applicable. • Observe all teachers weekly and twice-weekly for new teachers, as well as daily "drop in" observations (observations are done with Manager of Curriculum and Instruction in Y3). • Draft and provide evaluations of all staff members (working with the Manager of Curriculum and Instruction, Y3, or the Manager of Business and Operations when evaluating positions that also fall under their management). • Conduct all teacher observations (with Manager of Curriculum and Instruction in Y3). • Control orientation and training of all staff members. • Review all student report cards before disbursement to families, or delegate to appropriate staff upon school growth. • Manage and allocate school resources, including financial resources, in alignment with values of school; work with Manager of Business and Operations to evaluate the accuracy of all financial documents. • Ensure compliance with state-mandated instruction, assessment, and reporting, including requirements for English Language Learners. • Inspire staff and student body to remain focused and determined in work of fulfilling the mission of school. • Supervise and direct culture of school by monitoring academic program and implementation of school's discipline code to ensure safe, and focused school environment. **Manager of Curriculum and Instruction (Y3)** • In consultation with Executive Director, help to develop and monitor a curriculum (scope and sequence, planning, etc.) that maximizes and enhances student learning in all core subjects. • Observe facilitation of staff professional development, and begin to deliver staff professional development beginning in month six of Y3. Help coordinate professional development sessions from outside resources. • In conjunction with the Executive Director, serve as one of the instructional coaches for the faculty through regular observations, feedback, meetings, and additional metrics of support in order to provide a quality instructional program to students within the context of a disciplined school culture. • Research and develop best practices to be implemented and supported in school. • Analyze student achievement data as well as teacher performance data on variety of metrics, both quantitative and qualitative, and use information to collaborate with Executive Director on strategic plan and short- and long-

		term vision for school. • In consultation with Executive Director, coordinate and manage administration of all standardized student assessments and evaluations, including state assessments, interim assessments, and nationally normed assessments. • Review report cards for every student and provide feedback to teachers before review by Executive Director.
ii.	**Curriculum & Assessment (mandated State testing)**	**Executive Director** • Lead the development and adaption of a rigorous curriculum and the management of data-driven instruction designed to improve student achievement. • Create clear and measurable Vista College Prep internal standards aligned to ADE 2010 Standards (CCSA), and influenced by other challenging state standards. • Identify and purchase high quality, research-based curriculum. • Coordinate and manage administration of all standardized student assessments and evaluations, including state assessments, interim assessments, and nationally normed assessments. • Train the Manager of Curriculum and Instruction (Y3) through the observation and practice of curriculum and assessment development, teacher coaching and support, delivery of professional development, and lesson plan feedback and review. • Ensure compliance with state-mandated instruction, assessment, and reporting, including requirements for English Language Learners. • Hire and supervise personnel who provide contracted serviced (e.g. speech therapy). • Manage and share responsibilities of Special Education Coordinator position with Special Education Teachers in Y1 and Y2 (one teacher in Y1, two teachers in Y2, and one teacher in Y3)[3], until full-time Special Education Coordinator is hired in Y3.[4] **Manager of Curriculum and Instruction (Y3)** • In consultation with Executive Director, help to develop and monitor a curriculum (scope and sequence, planning, etc.) that maximizes and enhances student learning in all core subjects. • In consultation with Executive Director, coordinate and manage administration of all standardized student assessments and evaluations, including state assessments, interim assessments, and nationally normed assessments.
iii.	**Staff Development**	**Executive Director** • Recruit and hire mission-aligned and results-oriented individuals to fill the positions outlined in **Figure B.3.2** (page 9). • Create, monitor and sustain culture of academic excellence through consistent implementation of systems and structures to maximize student learning. • Train the Manager of Curriculum and Instruction (Y3) through the

[3] Based on our small class-size, and anticipated 11% SPED student population, we do not believe we need a Special Education Coordinator until year three, therefore the Executive Director will manage the role of Special Education Coordinator with the Special Education teachers helping throughout the year.
[4] Ibid.

		observation and practice of curriculum and assessment development, teacher coaching and support, delivery of professional development, and lesson plan feedback and review. • Manage and oversee Manager of Business and Operations, Office Assistant, as well as all other staff including representatives of all outsourced business functions. • Lead all staff development and administrative meetings in coordination (with the Manager of Curriculum and Instruction in Y3 - the Executive Director will lead all staff development for the first six months of Y3, and slowly transition the Manager of Curriculum and Instruction into leading applicable instructional staff development). • Manage and direct recruitment, hiring, and retention of all staff members, including salary, contract, and benefit orientations; involve other leadership positions when applicable. • Observe all teachers weekly and twice-weekly for new teachers, as well as daily "drop in" observations (observations are done with Manager of Curriculum and Instruction in Y3). • Draft and provide evaluations of all staff members (working with the Manager of Curriculum and Instruction, Y3, or the Manager of Business and Operations when evaluating positions that also fall under their management). • Conduct all teacher observations (with Manager of Curriculum and Instruction in Y3). • Control orientation and training of all staff members. • Implement all personnel policies. • Hire and supervise personnel who provide contracted serviced (e.g. speech therapy). • Work with all school stakeholders, specifically with Manager of Business and Operations and Governing Board, to acquire and collect resources, both financial and in-kind, for instructional, extracurricular, and enrichment needs • Inspire staff and student body to remain focused and determined in work of fulfilling the mission of school. • Manage and share responsibilities of Special Education Coordinator position with Special Education Teachers in Y1 and Y2 (one teacher in Y1, two teachers in Y2, and one teacher in Y3)[5], until full-time Special Education Coordinator is hired in Y3).[6] **Manager of Curriculum and Instruction (Y3)** • Observe facilitation of staff professional development, and begin to deliver staff professional development beginning in month six of Y3. Help coordinate professional development sessions from outside resources. • In conjunction with the Executive Director, serve as one of the instructional coaches for the faculty through regular observations, feedback, meetings, and additional metrics of support in order to provide a quality instructional program to students within the context of a disciplined

[5] Based on our small class-size, and anticipated 11% SPED student population, we do not believe we need a Special Education Coordinator until year three, therefore the Executive Director will manage the role of Special Education Coordinator with the Special Education teachers helping throughout the year.
[6] Ibid.

		school culture. • Analyze student achievement data as well as teacher performance data on variety of metrics, both quantitative and qualitative, and use information to collaborate with Executive Director on strategic plan and short- and long-term vision for school.
iv.	**Financial Management**	**Executive Director** • Manage and oversee Manager of Business and Operations, Office Assistant, as well as all other staff including representatives of all outsourced business functions. • Manage and direct recruitment, hiring, and retention of all staff members, including salary, contract, and benefit orientations; involve other leadership positions when applicable. • Support and work with all Board committees as well as provide information, data, reports, and context necessary to assist in effective governance of the school. • Manage and allocate school resources, including financial resources, in alignment with values of school; work with Manager of Business and Operations to evaluate the accuracy of all financial documents. • Supervise and monitor daily inputs and outputs of school including accounts payable and receivable, cash receipts and disbursements, payroll/benefits, taxes, staff, and school supplies. • Work with Manager of Business and Operations to first prepare or oversee, and then submit required reports, evaluations, and data to all external (or funding) sources. • Ensure compliance with state-mandated instruction, assessment, and reporting, including requirements for English Language Learners. • Hire and supervise personnel who provide contracted serviced (e.g. speech therapy). • Work with all school stakeholders, specifically with Manager of Business and Operations and Governing Board, to acquire and collect resources, both financial and in-kind, for instructional, extracurricular, and enrichment needs. • Develop marketing plan and strategy for recruiting students. • Develop financial plan for Vista College Prep's capital needs in order to secure a permanent facility. **Manager of Business and Operations** • Create and maintain high standards of financial management and oversight with regard to budgets, cash flow statements, expenditures and revenues. • Ensure compliance with generally accepted accounting principles as well as all other requirements, federal, state, local (Vista College Prep will receive additional pro-bono GAAP training from a Certified Public Accountant). • Provide regular feedback to Executive Director on tools and resources that may strategically improve financial management. • Working closely with contracted vendor, supervise daily accounting of school including accounts payable and receivable, cash receipts, payroll and benefits, general ledger, taxes, and allocation of non-financial resources in collaboration with the Executive Director.

		• Research and apply to grants in accordance with general school guidelines, and manage disbursement and reporting of activities in collaboration with Executive Director. • Prepare all relevant reports, evaluations, and data to both internal and external agencies, funding sources, and parties for review by Executive Director. • Report to and collaborate with Executive Director throughout budgetary process including establishment of priorities and maintenance of financial outputs on daily and/or weekly basis. • Coordinate food service bids and contract for all student meals and snacks in conjunction with vendor selected and with Executive Director. • Coordinate and implement strategy for teacher and student recruitment in collaboration with Executive Director. • Oversee resources provided to all staff, including classroom resources and copy services. • Provide verbal and written financial report at all Governing Board Finance Committee meetings, and at full Board meetings as needed, in coordination with Executive Director. • Monitor student attendance. • Manage the Student Accountability Information System (SAIS).
v.	**Contracted Services**	**Executive Director** • Manage and oversee Manager of Business and Operations, Office Assistant, as well as all other staff including representatives of all outsourced business functions. • Ensure compliance with state-mandated instruction, assessment, and reporting, including requirements for English Language Learners. • Hire and supervise personnel who provide contracted serviced (e.g. speech therapy). • Work with all school stakeholders, specifically with Manager of Business and Operations and Governing Board, to acquire and collect resources, both financial and in-kind, for instructional, extracurricular, and enrichment needs. • Develop marketing plan and strategy for recruiting students. • Develop financial plan for Vista College Prep's capital needs in order to secure a permanent facility. • Develop and communicate strategic plan for the school. • Manage and share responsibilities of Special Education Coordinator position with Special Education Teachers in Y1 and Y2 (one teacher in Y1, two teachers in Y2, and one teacher in Y3)[7], until full-time Special Education Coordinator is hired in Y3.[8] **Manager of Business and Operations** • Create and maintain high standards of financial management and oversight with regard to budgets, cash flow statements, expenditures and revenues. • Ensure compliance with generally accepted accounting principles as well as all other requirements, federal, state, local (Vista College Prep will

[7] Based on our small class-size, and anticipated 11% SPED student population, we do not believe we need a Special Education Coordinator until year three, therefore the Executive Director will manage the role of Special Education Coordinator with the Special Education teachers helping throughout the year.
[8] Ibid.

		receive additional pro-bono GAAP training from a Certified Public Accountant). • Provide regular feedback to Executive Director on tools and resources that may strategically improve financial management. • Working closely with contracted vendor, supervise daily accounting of school including accounts payable and receivable, cash receipts, payroll and benefits, general ledger, taxes, and allocation of non-financial resources in collaboration with the Executive Director. • Prepare all relevant reports, evaluations, and data to both internal and external agencies, funding sources, and parties for review by Executive Director. • Coordinate food service bids and contract for all student meals and snacks in conjunction with vendor selected and with Executive Director. • Oversee resources provided to all staff, including classroom resources and copy services. • Manage the Student Accountability Information System (SAIS). **SPED Coordinator (Y3)** • Draft and revise IEPs as necessary to ensure that needs of special education students are being served. • Deliver instruction using variety of targeted learning modalities in order to develop necessary skills (motor, language, cognitive, memory) using methods to enhance student achievement. • Maintain detailed, meticulous student IEP and 504 records according to state and federal guidelines. • Working with the Executive Director, prepare, budget, and solicit funds to provide financial support for programs and equipment. • Provide on-going training to staff and school administrators on special education compliance and best practices. • Ensure compliance with all state-mandated instruction, assessment and reporting. • Hire and supervise contracted vendors who provide services like speech therapy, in coordination with Executive Director. • Teach and enforce school-wide systems, rules and consequences, disciplinary codes, and rewards at all times. • Analyze student achievement data in collaboration with Manager of Curriculum and Instruction (Y3) and Executive Director. • Implement data tracking system and use data to inform instructional development and delivery. • Communicate regularly and proactively with students and families. • Use feedback to make productive changes in performance.
vi.	**Personnel**	**Executive Director** • Recruit and hire mission-aligned and results-oriented individuals to fill the positions outlined in **Figure B.3.2** (page 9). • Manage and oversee Manager of Business and Operations, Office Assistant, as well as all other staff including representatives of all outsourced business functions. • Manage and direct recruitment, hiring, and retention of all staff members, including salary, contract, and benefit orientations; involve other leadership positions when applicable.

		• Draft and provide evaluations of all staff members (working with the Manager of Curriculum and Instruction, Y3, or the Manager of Business and Operations when evaluating positions that also fall under their management). • Control orientation and training of all staff members. • Implement all personnel policies. • Support and work with all Board committees as well as provide information, data, reports, and context necessary to assist in effective governance of the school. • Manage and allocate school resources, including financial resources, in alignment with values of school; work with Manager of Business and Operations to evaluate the accuracy of all financial documents. • Supervise and monitor daily inputs and outputs of school including accounts payable and receivable, cash receipts and disbursements, payroll/benefits, taxes, staff, and school supplies. • Inspire staff and student body to remain focused and determined in work of fulfilling the mission of school.
viii.	**Grants Management**	**Manager of Business and Operations** • Create and maintain high standards of financial management and oversight with regard to budgets, cash flow statements, expenditures and revenues. • Ensure compliance with generally accepted accounting principles as well as all other requirements, federal, state, local (Vista College Prep will receive additional pro-bono GAAP training from a Certified Public Accountant). • Research and apply to grants in accordance with general school guidelines, and manage disbursement and reporting of activities in collaboration with Executive Director. • Prepare all relevant reports, evaluations, and data to both internal and external agencies, funding sources, and parties for review by Executive Director. • Report to and collaborate with Executive Director throughout budgetary process including establishment of priorities and maintenance of financial outputs on daily and/or weekly basis. • Provide verbal and written financial report at all Governing Board Finance Committee meetings, and at full Board meetings as needed, in coordination with Executive Director.
viii.	**Student Accountability Information System (SAIS)**	**Manager of Business and Operations** • Create and maintain high standards of financial management and oversight with regard to budgets, cash flow statements, expenditures and revenues • Provide regular feedback to Executive Director on tools and resources that may strategically improve financial management. • Working closely with contracted vendor, supervise daily accounting of school including accounts payable and receivable, cash receipts, payroll and benefits, general ledger, taxes, and allocation of non-financial resources in collaboration with the Executive Director. • Report to and collaborate with Executive Director throughout budgetary process including establishment of priorities and maintenance of financial outputs on daily and/or weekly basis.

		• Coordinate and implement strategy for teacher and student recruitment in collaboration with Executive Director. • Monitor student attendance. • Manage the Student Accountability Information System (SAIS).

C. Critical Skills and Experience for Administrative Personnel

All critical skills and experience are listed under each job description in **Section A** of this document.