B.3 Management & Operations

The ultimate governance responsibilities of Western School of Science and Technology: A Challenge Foundation Academy ("Western Tech: CFA") lie with its Governing Board. The Governing Board's primary responsibility, aligned to Arizona state statutes, shall be to make policy decisions for the school. To oversee the day-to-day management of the school, the Governing Board shall hire and delegate responsibilities to a School Director. The School Director shall report directly to the Governing Board. This section further details the roles and responsibilities of the School Director and other key school leaders, including their critical skills and experiences, and the operations plan for the school.

A. Management Roles and Responsibilities

The School Director, Dean of Operations, Dean of Students/Counselor, Office Manager/Registrar, and Special Education Director/Teacher are the key school leaders and shall assist the School Director in his/her management responsibilities of Western Tech: CFA:

The section below details the roles and responsibilities of each of the above key school leaders, as well as the critical skills and experiences of each.

School Director

The School Director, as mentioned above, is recruited, selected, hired, and evaluated by the Governing Board to manage the day-to-day operations of Western Tech: CFA. In this capacity, the School Director is primarily responsible for working towards accomplishing the school's mission and actualizing the school's vision.

The following are the primary responsibilities of the School Director:

- Report academic progress to the Governing Board
- Hire all faculty/staff
- Monitor, coach, and evaluate the performance of faculty/staff
- Oversee curriculum development and implementation
- Facilitate the selection and purchasing of high-quality, aligned curricular materials
- Oversee mandatory assessments, including AZELLA, Stanford 10, and PARCC
- Oversee and manage school-wide academic data collection
- Monitor individual class and school wide academic achievement
- Lead data analysis meetings
- Oversee English Language Development programs
- Oversee Response to Intervention programs
- Create and submit academic calendar
- Create school schedules (student and teachers)
- Monitor compliance with FERPA and FMLA
- Plan staff orientation and summer professional development
- Oversee professional development for instructional staff

- Solicit and manages community partners
- Solicit and manages college partners
- Oversee/approve out-going communications
- Oversee and manage marketing efforts
- Speak to media and oversee public relations plan
- Oversee/evaluate contracted services
- Oversee and manage fundraising plan
- Long-term financial planning, including recommend budget
- Approve expenditures
- Post board meeting agendas and minutes
- Prepare board meeting packets/act as board clerk
- Compile and submit authorizer review and renewal requirements
- Communicate with authorizer

The responsibilities above will evolve as Western Tech: CFA grows and brings new key school leaders on board. Information regarding which of the above specific responsibilities will shift to other key school leaders can be found in the information relating to each of those positions further in this section.

The following are the critical skills and experiences requisite of an effective School Director at Western Tech: CFA:

- Strong and demonstrated commitment to the school's mission, vision, and core values
- Minimum of a Master's Degree in education or a related field
- Effective experience leading to growth in academic outcomes on the classroom and school-site level
- Proficiency in gathering and utilizing data and evidence to make instructional and operational decisions
- Excellent communication skills (written and spoken)
- Demonstrated experience in budgeting and finance
- Demonstrates taking personal ownership for both the school's success and his or her own development; growth mindset
- Valid fingerprint clearance card
- SEI endorsement
- Preference will be given to individuals who have experience working in the target community or in a demographically-similar community, have previous, successful Arizona charter school leadership experience, have previous school leadership in the TeamCFA organization, are or were Challenge Foundation Fellows, and live in the Phoenix Metropolitan Area.

The Challenge Foundation Fellowship program is the internal school leadership development pipeline for TeamCFA's new charter school leaders. The Fellows program provides practice-based learning opportunities for new leaders, as well as professional development sessions. Fellows emerge with the knowledge, skills, and mindsets requisite of new TeamCFA charter school leaders and would be ideal candidates for key school leadership positions at Western School.

Peter Boyle has been identified as the Founding School Director of Western Tech: CFA. A native of Baltimore, Maryland, Mr. Boyle first became involved in education in 2009 on the campus recruiting team for Teach For America at the University of North Carolina, where he helped Teach For America increase its applicant pool by over 50%. He then moved to Phoenix as a 2010 corps member with Teach For America, teaching 7th and 8th grade English at Pioneer Preparatory School: A Challenge Foundation Academy ("Pioneer Prep: CFA"), a charter school in Phoenix's underserved Maryvale neighborhood, during its start-up and growth phase. During his two years in the classroom at Pioneer Prep: CFA, he led his students to consecutive annual gains of two-plus years in students' reading levels and led the school's Data Committee, charged with successfully increasing educational outcomes at Pioneer Prep. Under his leadership of the Data Committee, Pioneer Prep: CFA moved from a D rating to a B rating in Arizona's A-F Accountability system in just one academic year. Mr. Boyle has transitioned to a new role in school administration as Challenge Foundation Fellow at Pioneer Prep: CFA as he prepares to lead the Challenge Foundation's next Arizona charter school. Mr. Boyle is currently the administrator directly responsible for data, discipline, public relations, and community partnerships at Pioneer Prep: CFA. Mr. Boyle was also an Aspiring Leaders Fellow at the Arizona Charter Schools Association and a member of the Arizona Department of Education's Academic Accountability Group and inaugural Arizona Instructional Rounds cohort. Mr. Boyle is a member of the Arizona Charter Schools Association Charter Starter Program and will be a School Director at the 2013 Teach For America Phoenix Institute. He holds a B.S. degree from the University of North Carolina in business administration with a concentration in entrepreneurship and an M.Ed. degree from Arizona State University in secondary education.

Mr. Boyle has successful experience both in the classroom and in school administration. He was involved in planning and implementing Pioneer Prep: CFA's initial middle school academic program and in creating and implementing the systems that led to and sustained Pioneer Prep: CFA's academic growth. He was the primary writer of Western Tech: CFA's successful application for the Arizona Charter School Incentive Program grant. Along with his background in entrepreneurship and management experiences through the School Director position at the Teach For America Phoenix Institute, these will be invaluable experiences as he leads the successful planning and implementation of Western Tech: CFA.

Dean of Operations

The Dean of Operations is recruited, selected, hired, and evaluated by and reports to the School Director as the key school leader responsible for overseeing the financial and operational systems and resources of Western Tech: CFA. The Dean of Operations maintains systems and documentation and ensures compliance with state and federal law. Additionally, the Dean of Operations manages federal and state funding sources and outside fundraising programs. Lastly, the Dean of Operations will prepare for the annual audit and work in tandem with the school's contracted business service providers.

The following are the primary responsibilities of the Dean of Operations:

- Report financials to Governing Board
- Submit budget and Annual Financial Report to Arizona Department of Education
- Prepare for and oversee audit
- Oversee facility acquisition, maintenance, and construction projects
- Monitor safety of facility

- Oversee student drop-off and pick-up procedures
- Conduct background checks and ensure adequate fingerprint clearance card status for all employees
- Maintain personnel files
- Check compliance with e-verify, I-9, and other personnel policies
- Manage health benefits
- Manage retirement benefits
- Initiate and monitor insurance coverage
- Calls for and manages substitutes
- Monitors teacher Highly Effective status or certifications
- Manage long term leases (e.g. copiers, other capital items)
- Purchase needed supplies
- Track and manage inventory
- Manage accounts payable
- Manage purchase order process and implementation
- Monitor procurement policies
- Oversee grants management and compliance
- Manage state and federal grants; submit applicable reports
- Oversees Title 1 programs
- Manage e-rate grant application and plan
- Manage technology and technology plan
- Record and report tax credit donations
- Coordinate special events (e.g. school picture day, student showcase, etc.)
- Manage IRS compliance
- Manage and evaluate the Office Manager/Registrar
- Assist the School Director in recruiting, selecting, monitoring, and evaluating contracted business service providers

The responsibilities above will evolve as Western Tech: CFA grows and brings new key school leaders on board. Information regarding which of the above specific responsibilities will shift to other key school leaders can be found in the information relating to each of those positions further in this section.

The following are the critical skills and experiences requisite of an effective Dean of Operations at Western Tech: CFA:

- Strong and demonstrated commitment to the school's mission, vision, and core values
- Minimum of a Bachelor's Degree
- Comprehensive financial knowledge and skills; experience managing budgets or grants highly preferred
- Proficiency in gathering and utilizing data and evidence to make operational decisions
- Excellent communication skills (written and spoken)
- Demonstrates taking personal ownership for both the school's operational success and his or her own development; growth mindset

- Excellent computer and organization skills
- Valid fingerprint clearance card
- Preference will be given to individuals who have experience working in the target community or in a demographically-similar community

The founding team has not yet identified an initial Dean of Operations, but it is the priority that such an individual will be brought on board as soon as possible to facilitate the successful planning of Western Tech: CFA's operational systems.

Dean of Students/Counselor

The Dean of Students/Counselor is recruited, selected, hired, and evaluated by and reports to the School Director. The Dean of Students/Counselor is primarily responsible for building a strong school culture among students, families, and staff, planning and implementing positive behavior support systems, and planning and implementing behavior consequence systems. The Dean is responsible for ensuring that Western Tech: CFA's students maintain the highest expectations in regard to behavior and conduct. The Dean of Students/Counselor maintains relationships with Western Tech: CFA's parents and addresses parent concerns. In addition, as counselor, the Dean of Students/Counselor will provide counseling services to Western Tech: CFA students and families.

The following are the primary responsibilities of the Dean of Students/Counselor:

- Plan family and student orientations
- Oversee character education program
- Manage discipline/incentive systems
- Meet with and manage disruptive students
- Process/document major student discipline incidences
- Communicate with parents
- Provide counseling services to students and families

The following are the critical skills and experiences requisite of an effective Dean of Students/Counselor at Western Tech: CFA:

- Strong and demonstrated commitment to the school's mission, vision, and core values
- Minimum of a Master's Degree in education, school counseling, or a related field
- Certification in school counseling
- Effective experience building a strong culture on the classroom, school-site, or organizational level
- Proficiency in gathering and utilizing data and evidence to make cultural decisions
- Excellent communication skills (written and spoken); proficiency in Spanish is preferred
- Demonstrates taking personal ownership for both the school's success and his or her own development; growth mindset
- Valid fingerprint clearance card
- Preference will be given to individuals who have experience working in the target community or in a demographically-similar community

Office Manager/Registrar

The Office Manager/Registrar is recruited, selected, and hired by the School Director. The Office Manager/Registrar is evaluated by and reports directly to the Dean of Operations. The primary responsibilities of the Office Manager/Registrar are to support the school's operations and maintain all school records. As such, the Office Manager/Registrar is the custodian of records for Western Tech: CFA.

The following are the primary responsibilities of the Office Manager/Registrar:

- Manage student information system and SAIS uploads
- Manage enrollment and attendance
- Process enrollment/withdrawal forms
- Submit estimated student counts
- Maintain student files and compliance with applicable statutes
- Greet visitors/answer general phone line

The following are the critical skills and experiences requisite of an effective Office Manager/Registrar at Western Tech: CFA:

- Strong and demonstrated commitment to the school's mission, vision, and core values
- Minimum of an Associate's Degree
- Excellent communication skills (written and spoken) in both English and Spanish
- Personable
- Demonstrates taking personal ownership for his or her own development; growth mindset
- Valid fingerprint clearance card
- Preference will be given to individuals who have experience working in the target community or in a demographically-similar community and prior experience in a similar role

The founding team has not yet identified an initial Office Manager/Registrar, but it is the priority that such an individual will be brought on board as soon as possible to facilitate the successful onboarding of Western Tech: CFA's first students.

Special Education Director/Teacher

The Special Education Director/Teacher is recruited, selected, hired, and evaluated by and reports to the School Director. The primary responsibilities of the Special Education Director/Teacher are to establish and maintain a highly-effective program of instruction for students receiving special education services, maintain compliance with applicable federal and state laws, and deliver services to students receiving special education services.

The following are the primary responsibilities of the Special Education Director/Teacher:

- Oversee instruction for students receiving special education services
- Lead and manage IEP process and compliance

- Lead and manage 504 process and compliance
- Ensure compliance with special education laws and regulations
- Track and/or administer special education testing for incoming students
- Deliver special education services
- Assist the School Director in recruiting, selecting, overseeing, and evaluating contracted special education service providers
- Assist the School Director in recruiting, selecting, overseeing, and evaluating special education teachers

It is important to note that while the Special Education Director/Teacher is a key school leader position responsible for establishing and maintaining a highly-effective program for students receiving special education services, the Special Education Director/Teacher will be responsible for delivering services to such students as well.

The following are the critical skills and experiences requisite of an effective Special Education Director/Teacher at Western Tech: CFA:

- Strong and demonstrated commitment to the school's mission, vision, and core values
- Minimum of a Bachelor's Degree in special education or a comparable field
- Excellent communication skills (written and spoken)
- Superior knowledge of special education laws and regulations
- Demonstrates taking personal ownership for his or her own development; growth mindset
- Valid fingerprint clearance card
- Valid teacher certification with special education and SEI endorsements
- Arizona Highly Effective teacher status
- Preference will be given to individuals who have experience working in the target community or in a demographically-similar community and prior experience in a similar role

This position will be filled before the other teacher positions in order to structure a highly-effective program of instruction for students receiving special education services and set up the systems necessary to execute such a program.

B. Operations Plan

As described above, the organizational structure of Western Tech: CFA will evolve as dictated by enrollment. The table below identifies the staffing plan for Years 1-3. FTE denotes a full-time employee; titles in bold denote administrative positions.

	Year 1 FTEs	Year 2 FTEs	Year 3 FTEs
School Director	1	1	1
Dean of Operations	1	1	1
Dean of Students/Counselor	1	1	1
Special Education Director/Teacher	1	1	1

Office Manager/Registrar	1	1	1
Instructional Coach	.5	.5	1
College Counselor	n/a	n/a	1
Special Education Teacher	n/a	1	1
Teacher	6.5	10.5	16
Instructional/Duty Aides	3	4	4
Receptionist	n/a	1	1
Food Service Manager	n/a	n/a	1
Nurse	n/a	1	1

Table B.3.1: Staffing Plan

The following table details which position is responsible for each critical instructional or operational service in each of the prescribed areas.

Area of Instructional or Operational Responsibility	Administrative Staff and Responsibilities
Instruction	*School Director* • Monitor, coach, and evaluate the performance of instructional faculty The School Director will be responsible for recruiting, selecting, hiring, monitoring, and evaluating instructional staff
Curriculum and Assessment (Mandated State Testing)	*School Director* • Report academic progress to the Governing Board • Oversee curriculum development and implementation • Facilitate the selection and purchasing of high-quality, aligned curricular materials • Oversee mandatory assessments, including AZELLA, Stanford 10, and PARCC • Oversee and manage school-wide academic data collection • Monitor individual class and school wide academic achievement • Lead data analysis meetings • Oversee English Language Development programs • Oversee Response to Intervention programs • Create and submit academic calendar • Create school schedules (student and teachers) The School Director will be responsible for recruiting, selecting, hiring, monitoring, and evaluating academic staff.
Special Education	*Special Education Director/Teacher* • Oversee instruction for students receiving special education services • Lead and manage IEP process and compliance • Lead and manage 504 process and compliance • Ensure compliance with special education laws and regulations • Track and/or administer special education testing for incoming students

	• Deliver special education services • Assist the School Director in recruiting, selecting, overseeing, and evaluating contracted special education service providers • Assist the School Director in recruiting, selecting, overseeing, and evaluating special education teachers
Staff Development	*School Director* • Plan staff orientation and summer professional development • Oversee professional development for instructional staff
Financial Management	*School Director* • Oversee and manage fundraising plan • Long-term financial planning, including recommend budget • Approve expenditures • Recruit, select, hire, monitor, and evaluate the Dean of Operations *Dean of Operations* • Report financials to Governing Board • Submit budget and Annual Financial Report to Arizona Department of Education • Prepare for and oversee audit • Manage accounts payable • Manage purchase order process and implementation • Monitor procurement policies • Record and report tax credit donations • Manage IRS compliance
Contracted Services	The School Director will primarily be responsible for recruiting, selecting, monitoring, and evaluating the performance of contracted services, including legal, accounting, payroll, and special education service providers (e.g. speech and language, occupational therapy, and physical therapy). The School Director will be assisted in the task by the Dean of Operations for contracted legal, accounting, and payroll services, and by the Special Education Director/Teacher for contracted special education service providers.
Personnel	The School Director will always be responsible for recruiting, selecting, and hiring personnel. However, the School Director will be assisted by the Dean of Operations and Special Education Director/Teacher in this responsibility starting in Year 1 for their respective reports and by the Office Manager/Registrar in Year 2 for his/her report (the Receptionist). In addition, the following general personnel responsibilities will fall under the purview of the Dean of Operations: • Conduct background checks and ensure adequate fingerprint clearance card status for all employees • Maintain personnel files • Check compliance with e-verify, I-9, and other personnel policies • Manage health benefits • Manage retirement benefits • Initiate and monitor insurance coverage • Call for and manages substitutes • Monitor teacher Highly Effective status or certifications

Grants Management	The Dean of Operations will be responsible for Grants Management, including researching, writing, applying, and managing federal, state, city, and local grants.
Student Accountability Information System (SAIS)	The Office Manager/Registrar will be responsible for managing the Student Accountability Information System (SAIS). The Office Manager/Registrar will be supported by and report to the Dean of Operations.

Table B.3.1: Instructional and Operational Responsibilities

C. Critical Skills and Experiences for Administrative Roles

Information on the critical skills and experiences for administrative roles is included in Section A above for each position.