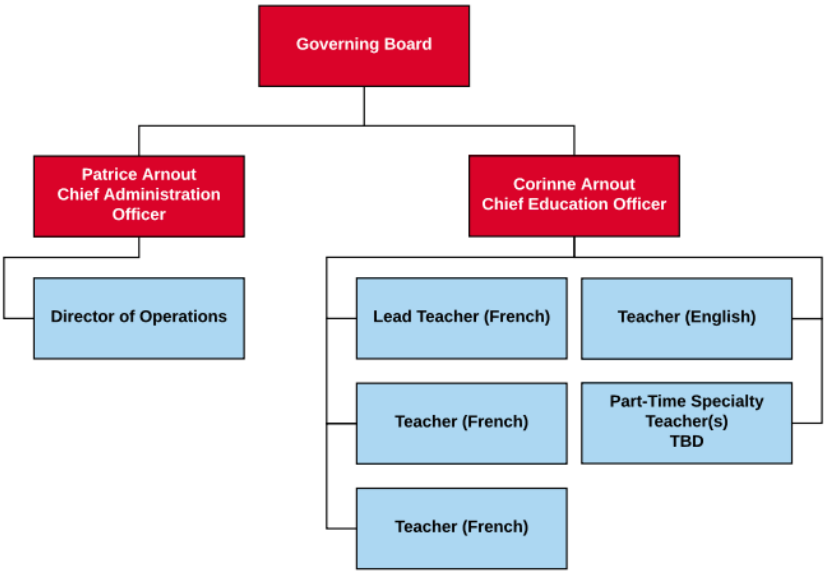
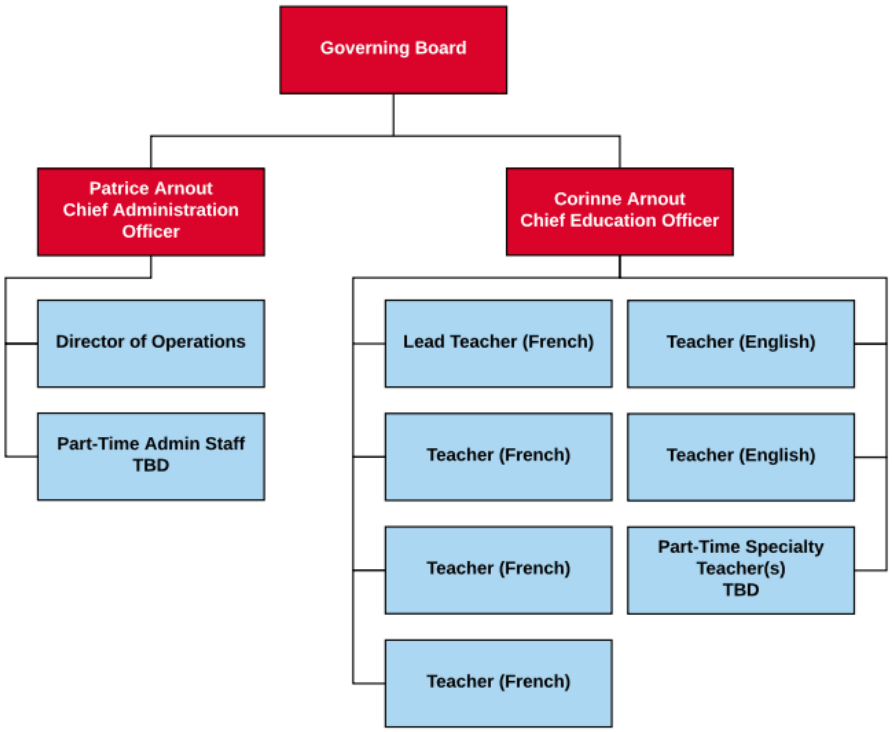
B.3 Management & Operation
The French American Academy of Arizona

A. Provide an organizational chart and clearly delineate the roles and responsibilities of each position on the chart as it pertains to administering the day-to-day operations of the school.

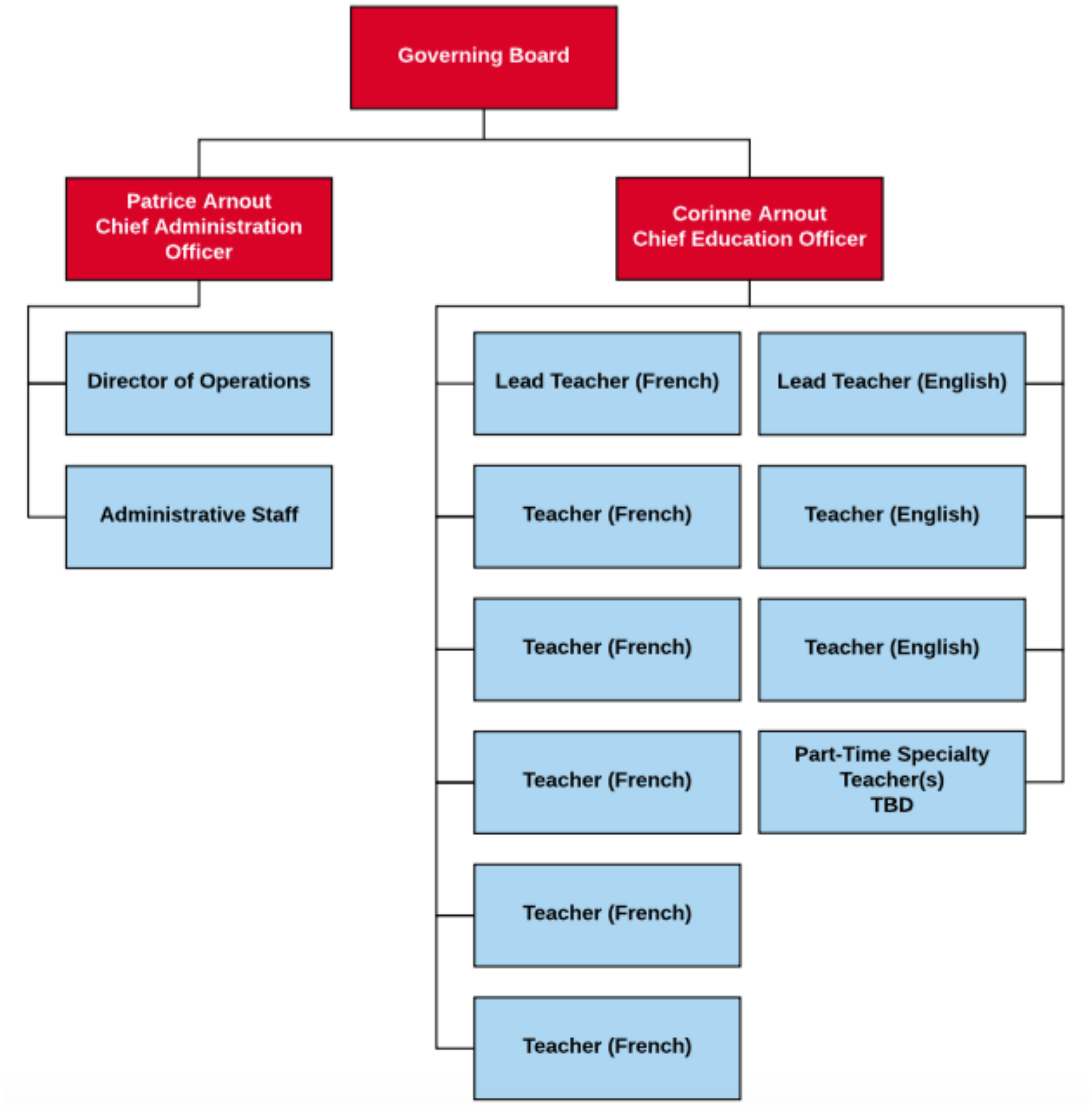
French American Academy of Arizona Organizational Chart, Year One



French American Academy of Arizona Organizational Chart, Year Two



French American Academy of Arizona Organizational Chart, Year Three



This narrative defines the roles and responsibilities for each position listed in the organizational charts above. All employees are expected to adhere to and model the mission, vision, and educational philosophy of the school.

Chief Administrative Officer

The Chief Administrative Officer oversees and has final authority over all administrative functions of the school, including:

- Facilities: acquisition, rental agreements, and oversight of maintenance
- Finance: strategic financial planning, budgeting, grants management, payroll, FACTS financial management system
- Contracted Administrative Services: selection, contract management, client relationship
- Student Information System (RenWeb): oversight of all administrative functions for

student registration and enrollment, and selection and management of the SIS (RenWeb school administration system)

- Administrative Policies and Procedures: State and Federal reporting and compliance, establishing school policies and administrative procedures including campus safety and security, emergency planning, student discipline, and environmental logistics
- General business operations: purchasing, administrative human resource management, training and professional development for administrative staff
- Oversight of parent-school administrative contact
- Professional development for administrative staff
- Any or all other administrative items not specifically related to student education

Director of Operations

The Director of Operations is responsible for administrative and office operations including, but not limited to:

- Strategic Planning
- Human resource management and administration
- Marketing and promotion, including student recruitment, fundraising, and grants
- Being the Brand Ambassador and single point of contact for media, cultural organizations, corporate contacts, and research partnerships
- Acting as the initial point of contact for parent administrative questions regarding school policies and procedures
- Developing office policies and procedures
- Training staff and teachers in policies, procedures, systems, and equipment
- Student registration and the Student Information System
- State and Federal reporting and compliance as may be requested by the CAO
- Liaising with contracted administrative services, including Club Day services
- General business operations not otherwise specified

Part-Time Administrative Staff (Year Two)

In year two, Part-Time Administrative staff may be hired to assist with administrative work as outlined above. Part-Time Administrative staff report to the Chief Administrative Officer and are responsible for assisting with work performed by the Director of Operations, general office operations, and other duties as assigned.

Administrative Staff (Year Three)

Administrative staff report to the Chief Administrative Officer or Director of Operations and are responsible for office operations including, but not limited to:

- Training staff and teachers in procedures, systems, and equipment
- Student registration and the Student Information System
- Contracted services
- Club Day services
- General office operations and other duties as assigned

Chief Education Officer

The Chief Education Officer position oversees and has final authority over all educational functions of the school, including:

- Curriculum: selecting, modifying and approving curriculum according to the Academic Systems Plan
- Instruction: establishing the Program of Instruction, training and monitoring instructional delivery according to the Academic Systems Plan
- Assessments: establishing baseline goals, development and modification of assessments for internal curriculum, selection of standardized tests, evaluation of test data according to the Academic Systems Plan
- Mastery and Promotion Criteria: establishing and monitoring standards, recommendations for remediation, according to the Program of Instruction and Academic Systems Plan
- Educational Staff Human Resources: recruiting, hiring, performance management, promotion, and termination
- Contracted Educational Services: selection, management, client relationship
- Student Information System: oversight of all academic functions for student enrollment, management of student achievement data, training of teachers on SIS (RenWeb)
- Educational Policies and Procedures: establishing school code of conduct and discipline policies and educational procedures
- Professional development: for educational staff

Lead Teacher (French or English)

The Lead Teacher has the duties of a French or English Teacher and with the direction of the CEO is responsible for assisting in the oversight of:

- Curriculum
- Instruction
- Assessments
- Gathering and reporting of student achievement data to the Student Information System
- Preparing teacher and administrative staff evaluations

French Teacher

French teachers are responsible for:

- Implementing and delivering curriculum defined by the French National Ministry of Education
- Supporting students in scholastic achievement through delivery of instruction in accordance with the Program of Instruction
- Recording student records and achievement data in the SIS (RenWeb)
- Assisting in the development, modification, of assessment of curriculum as needed and requested by the CEO or Lead Teacher, in accordance with the Academic Systems Plan
- Meeting and regularly communicating with parents and colleague teachers in accordance

with the Program of Instruction and Academic Systems Plan

English Teacher
English teachers are responsible for:

- Providing English-language instruction and delivering curriculum in alignment with Arizona Standards and the school's Program of Instruction
- Supporting students in scholastic achievement through delivery of instruction in accordance with the Program of Instruction
- Administering standardized testing and evaluating test results
- Recording student records and achievement data in the SIS (RenWeb)
- Assisting in the development, modification, of assessment of curriculum as needed and requested by the CEO or Lead Teacher, in accordance with the Academic Systems Plan
- Meeting and regularly communicating with parents and colleague teachers in accordance with the Program of Instruction and Academic Systems Plan

Part-Time Specialty Teacher
Part-Time French or English Specialty Teachers are responsible for:

- Providing instruction and delivering curriculum in alignment with the standards of the language being used (French or English) and the school's Program of Instruction
- Supporting students in scholastic achievement through delivery of instruction
- Recording student records and achievement data in the SIS (RenWeb)
- Meeting and regularly communicating with colleague teachers to share information relevant to student achievement or behavior

B. Present a comprehensive, viable, and adequate operational plan that includes oversight responsibilities related to instruction and operational services. Plan must identify the number of administrative personnel (each year for the first three years) and their oversight responsibilities related to the following areas:
    i. Instruction
    ii. Curriculum and Assessment (mandated State testing)
    iii. Staff Development
    iv. Financial Management
    v. Contracted Services
    vi. Personnel
    vii. Grants Management
    viii. Student Information System

Oversight responsibilities for the school will be as described in section A above, with responsibility for the specific categories listed as follows in this table:

Instruction and Operational Services Oversight

	Administrative Personnel[1]	**Education Personnel**
i. Instruction	Not applicable for Administrative Personnel	*Chief Education Officer* • establishes the Program of Instruction, trains and monitors instructional delivery according to the Academic Systems Plan *Lead Teacher (1 French Y1-3, 1 English Y3)* • Supports students in scholastic achievement through delivery of instruction in accordance with the Program of Instruction *Teacher (French, 2 Y1, 3 Y2, 5 Y3)* • Supports students in scholastic achievement through delivery of instruction in accordance with the Program of Instruction *Teacher (English, 1 Y1, 2 Y2, 2 Y3)* • Supports students in scholastic achievement through delivery of instruction in accordance with the Program of Instruction
ii. Curriculum and Assessment	Not applicable for Administrative Staff	*Chief Education Officer* • Selects, modifies and approves curriculum according to the Academic Systems Plan • Establishes achievement baselines and goals, develops and modifies assessments for internal curriculum, selects

[1] There shall be only one each Chief Administration Officer, Chief Educational Officer, Director of Operations, and Administrative Staff position in the first three years of operation of the school. All other staffing numbers are listed beside the position.

		standardized tests, evaluates test data according to the Academic Systems Plan • Establishes and monitors mastery and promotion standards according to the Program of Instruction and Academic Systems Plan *Lead Teacher (1 French Y1-3, 1 English Y3)* • Implements and delivers curriculum defined by the French National Ministry of Education • Assists the CEO in selecting, or modifying curriculum and/or assessments according to the Academic Systems Plan • Administers English-language standardized testing or end of year French National testing and evaluates test results *Teacher (French, 2 Y1, 3 Y2, 5 Y3)* • Implements and delivers curriculum defined by the French National Ministry of Education • Assists the CEO in selecting, or modifying curriculum according to the Academic Systems Plan • Administers French National end of year testing and evaluates test results *Teacher (English, 1 Y1, 2 Y2, 2 Y3)* • Delivers English-language curriculum in alignment with Arizona Standards and the school's Program of Instruction • Assists the CEO in selecting, or modifying curriculum

		and/or assessments according to the Academic Systems Plan • Administers English-language standardized testing and evaluates test results
iii. Staff Development	*Chief Administration Officer* • Selects and oversees professional development for administrative staff *Director of Operations* • Assists in the selection of and participates in professional development for administrative staff • Prepares individual development plans for self and administrative staff *Administrative Staff (.5 Y2, 1 Y3)* • Participates in professional development	*Chief Educational Officer* • Selects and oversees professional development for education staff *Lead Teacher (1 French Y1-3, 1 English Y3)* • Assists in the selection and participates in professional development for education staff *Teacher (French, 2 Y1, 3 Y2, 5 Y3)* • Participates in professional development *Teacher (English, 1 Y1, 2 Y2, 2 Y3)* • Participates in professional development
iv. Financial Management	*Chief Administration Officer* • Develops and monitors strategic financial planning and budgets, including facilities planning and expenditures • Oversees all aspects of FACTS financial management system; manages accounts payable and receivable • Sets salaries and compensation for administrative staff • Oversees payroll and compensation • Selects and manages relationship with financial services provider to ensure legally compliant financial reporting	*Chief Educational Officer* • Sets salaries and compensation for education staff

	Director of Operations • Assists in the development of financial planning and budgets • Ensures office expenditures and purchasing comply with budget requirements • Promotes and educates parent community on tax credits, donations, and *Administrative Staff (.5 Y2, 1 Y3)* • Assist with accounts payable/receivable in Y2, responsible for accounts payable/receivable in Y3	
v. Contracted Services	*Chief Administration Officer* • Contracts external Administrative Services, including selection of provider(s), execution of contracts, and management of client relationship *Director of Operations* • Day-to-day liaison with contracted administrative services until Y3 *Administrative Staff (.5 Y2, 1 Y3)* • Assist with day-to-day needs of contracted administrative services in Y2, become day-to-day liaison in Y3	*Chief Educational Officer* • Contracts external Special Education Services, including selection of provider(s), execution of contracts, and management of client relationship *Lead Teacher (1 French Y1-3, 1 English Y3)* • Communicates with contracted SPED service providers in accordance with Academic Systems Plan *Teacher (French, 2 Y1, 3 Y2, 5 Y3)* • Communicates with contracted SPED service providers in accordance with Academic Systems Plan *Teacher (English, 1 Y1, 2 Y2, 2 Y3)* • Communicates with contracted SPED service providers in accordance with Academic Systems Plan
vi. Personnel	*Chief Administration Officer* • Oversees administrative staff human resources,	*Chief Educational Officer* • Interviews and has final decision on candidates for

	including final decision on hiring and termination *Director of Operations* • Manages all human resource functions for administrative staff: recruiting, hiring, training, performance management, promotion, and termination • Assists in managing educational staff human resources: recruiting, hiring, general procedural and systems training	open educational staff positions • Trains all educational staff • Designs performance metrics for and manages performance of education staff *Lead Teacher (1 French Y1-3, 1 English Y3)* • Helps interviews candidates for open positions • Assists in training educational staff • Provides input into education staff performance evaluations *Teacher (French, 2 Y1, 3 Y2, 5 Y3)* • Provides input into peer performance evaluations *Teacher (English, 1 Y1, 2 Y2, 2 Y3)* • Provides input into peer performance evaluations
vii. Grants Management	*Chief Administration Officer* • Approves grant applications • Oversees grant funding and compliance with budgets and general financial management *Director of Operations* • Liaison to parent volunteer Grant Manager; assists with the preparation of grants *Administrative Staff (.5 Y2, 1 Y3)* • Assists with the preparation of grants, including pulling relevant necessary data from school records, general clerical assistance as needed	*Chief Educational Officer* • May approve or suggest grant applications • May assist in the preparation of grant applications *Lead Teacher (1 French Y1-3, 1 English Y3)* • May assist in the preparation of grant applications

viii. Student Information System	*Chief Administration Officer* • Selects and executes contracts with SIS (RenWeb) • Oversees all administrative functions for student registration and enrollment that run through RenWeb *Director of Operations* • Trains administrative and educational staff on use of SIS (RenWeb) • Acts as parent technical liaison for RenWeb • Is the school's liaison with RenWeb's Technical Services • May run assessment reports on behalf of educational staff in accordance with Academic Systems Plan *Administrative Staff (.5 Y2, 1 Y3)* • Runs assessment reports on behalf of educational staff in accordance with Academic Systems Plan	*Chief Educational Officer* • Ensures educational staff is using SIS (RenWeb) in accordance with Academic Systems Plan • Runs assessment reports in accordance with Academic Systems Plan *Lead Teacher (1 French Y1-3, 1 English Y3)* • Gathers and records student records and achievement data in the SIS (RenWeb) • Runs assessment reports and analyzes data in accordance with Academic Systems Plan *Teacher (French, 2 Y1, 3 Y2, 5 Y3)* • Records student records and achievement data in the SIS (RenWeb) • Runs assessment reports and analyzes data in accordance with Academic Systems Plan *Teacher (English, 1 Y1, 2 Y2, 2 Y3)* • Records student records and achievement data in the SIS (RenWeb) • Runs assessment reports and analyzes data in accordance with Academic Systems Plan

C. Identify critical skills or experience that will indicate the minimum qualification for fulfillment of those responsibilities.

Chief Administrative Officer

- Must be committed to the school's mission, vision, and educational philosophy of "Learning for Life"
- A minimum of seven years' experience in education, school finance, governance, management, and/or law or a combination of the above equaling at least seven years; a highly-qualified candidate will have a minimum of ten years' experience or the minimum experience in these fields in both French and English-speaking environments

- A minimum of five years' experience in leadership and management of both adults and children; a highly-qualified candidate will have a minimum of ten years' experience or the minimum experience in these fields in both French and English-speaking environments
- A minimum of seven years' experience in budgetary planning, accounting, and effective allocation of school resources; a highly-qualified candidate will have a minimum of ten years' experience or the minimum experience in these fields in both French and English-speaking environments
- Demonstrated ability to assess data, find trends, and use information to make strategic decisions
- 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
- Demonstrated ability to read, write, speak, and understand French at a fluent or near-fluent level; a highly-qualified candidate will be a native French speaker with English fluency
- Strong organizational skills and ability to multi-task
- Valid fingerprint clearance card required

Director of Operations

- Must be committed to the school's mission, vision, and educational philosophy of "Learning for Life"
- A minimum of five years' experience in operations, business management, human resource management, marketing, development, finance, strategic planning, education, and/or law, or any combination of the above equaling at least five years; a highly-qualified candidate will have a minimum of seven years' experience in these fields or the minimum experience in both French and English-speaking environments
- A minimum of five years' experience in leadership, management, and coaching of high-performing teams or any combination of the above equaling at least five years; a highly-qualified candidate will have a minimum of seven years' experience in these fields or the minimum experience in both French and English-speaking environments
- A minimum of three years' experience in budgetary planning, accounting, and effective allocation of resources or any combination of the above equaling at least three years; a highly-qualified candidate will have a minimum of five years' experience in these fields or the minimum experience in both French and English-speaking environments
- Demonstrated ability to assess data, find trends, and use information to make strategic decisions
- 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
- Exceptional verbal and written communication skills

- Demonstrated ability to read, write, speak, and understand French at a fluent or near-fluent level strongly desired; a highly-qualified candidate will demonstrate ability to read, write, speak, and understand French at a fluent level
- Strong organizational skills and ability to multi-task
- Valid fingerprint clearance card required

Administrative Staff

- Must be committed to the school's mission, vision, and educational philosophy of "Learning for Life"
- A minimum of three years of experience in operations, business administration, and/or finance or any combination of the above preferred; a highly-qualified candidate will have a minimum of five years' experience in these fields or the minimum experience in both French and English-speaking environments
- Demonstrated proficiency in Microsoft Excel and Access, Quick Books, Numbers, and other financial management and human resources software required; a highly-qualified candidate will be able to demonstrate advanced knowledge in these tools
- Demonstrated proficiency in Microsoft Word, Pages, and other document creation software required; a highly-qualified candidate will be able to demonstrate advanced knowledge in these tools
- Demonstrated knowledge of generally accepted accounting principles (GAAP)
- Excellent data management and reporting abilities
- Demonstrated ability to multitask effectively and prioritize strategically
- Strong attention to detail and timely completion of tasks
- 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
- Demonstrated ability to read, write, speak, and understand French desired; a highly-qualified candidate will be able to read, write, speak, and understand French at a fluent or near-fluent level
- Valid fingerprint clearance card required

Chief Education Officer

- Must be committed to the school's mission, vision, and educational philosophy of "Learning for Life"
- Must be fluent in French with exceptional verbal and written communication skills; a highly-qualified candidate will be a native French speaker
- A minimum of seven years' experience working in French language education required; a highly-qualified candidate will have a minimum of ten years' experience or the minimum experience gained via working in bilingual French-English language instruction
- A minimum of seven years' experience with the French National Ministry of Education protocols, standards, and curriculum; a highly-qualified candidate will have a minimum of

ten years' experience in this field, or the minimum experience gained via working in dual language French-English language instruction

- A minimum of three years' knowledge of Arizona Department of Education learning standards for all relevant subjects and grade levels; a highly-qualified candidate will have a minimum of five years' experience in this field, or the minimum experience gained via working in dual language French-English language instruction
- A minimum of seven years' experience in leadership and management of both instructional staff and elementary-aged students; a highly-qualified candidate will have a minimum of ten years' experience in this field, or the minimum experience gained via working in dual language French-English language instruction
- Ability to assess data, find trends, and use information to make strategic decisions
- 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
- Valid fingerprint clearance card (required)

Lead Teacher, English or French

- Must be committed to the school's mission, vision, and educational philosophy of "Learning for Life"
- French Lead Teachers must be native speakers of French and demonstrate exceptional verbal and written communication skills in the French language; they must also be able to communicate verbally in English
- English Lead Teachers must native speakers of English demonstrate exceptional verbal and written communication skills in the English language; they must also be able to communicate verbally in French
- Experience leading and managing educators preferred; a highly-qualified candidate will have a minimum of three years' experience leading and managing educators in this field, have worked in dual language French-English language instruction
- A minimum of two years' experience in adopting, assessing, and/or modifying curriculum; a highly-qualified candidate will have a minimum of three years' experience in curriculum assessment and development, or the minimum experience gained via working in dual language French-English language instruction
- A minimum of two years demonstrating knowledge of and proficiency in age and developmentally appropriate teaching methods, specifically instructor-led learning; a highly-qualified candidate will have a minimum of three years' experience in this field, or the minimum experience gained via working in dual language French-English language instruction
- A minimum of one year experience teaching in the assigned subject matter at related grade levels, in France or in the United States; a highly-qualified candidate will have a

minimum of five years' experience in this field, or the minimum experience gained via working in dual language French-English language instruction

- Experience teaching in a dual language immersion environment strongly desirable; a highly-qualified candidate will have a minimum of three years' experience working in dual language French-English language instruction
- Candidates should demonstrate flexibility in experience and teaching styles
- Must be computer literate and possess the ability to use education-related software and databases
- Demonstrated ability to multitask effectively and prioritize strategically
- 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
- Bachelor's degree or equivalent in education or related field; a highly-qualified candidate will have a Master's degree or equivalent
- Valid fingerprint clearance card required

Teacher, English or French

- Must be committed to the school's mission, vision, and educational philosophy of "Learning for Life"
- French Teachers must be native speakers of French and demonstrate exceptional verbal and written communication skills in the French language; they are not required to be bilingual
- English Teachers must be native speakers of English and demonstrate exceptional verbal and written communication skills in the English language; they are not required to be bilingual
- A minimum of one year experience in adopting, assessing, and/or modifying curriculum; a highly-qualified candidate will have a minimum of three years' experience in curriculum assessment and development, or the minimum experience gained via working in dual language French-English language instruction
- A minimum of one year demonstrating knowledge of and proficiency in age and developmentally appropriate teaching methods, specifically instructor-led learning; a highly-qualified candidate will have a minimum of three years' experience in this field, or the minimum experience gained via working in dual language French-English language instruction
- A minimum of one year experience teaching in the assigned subject matter at related grade levels, in France or in the United States; a highly-qualified candidate will have a minimum of three years' experience in this field, or the minimum experience gained via working in dual language French-English language instruction
- Experience teaching in a dual language immersion environment strongly desirable; a highly-qualified candidate will have a minimum of three years' experience working in dual language French-English language instruction
- Candidates should demonstrate flexibility in experience and teaching styles

- Must be computer literate and possess the ability to use education-related software and databases
- Demonstrated ability to multitask effectively and prioritize strategically
- 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
- Bachelor's degree or equivalent in education or related field; a highly-qualified candidate will have a Master's degree or equivalent
- Valid fingerprint clearance card required

Part-Time Specialty Teachers, English or French,

- Must be committed to the school's mission, vision, and educational philosophy of "Learning for Life"
- French Teachers must be native speakers of French and demonstrate exceptional verbal and written communication skills in the French language; they are not required to be bilingual
- English Teachers must be native speakers of English and demonstrate exceptional verbal and written communication skills in the English language; they are not required to be bilingual
- A minimum of one year experience in adopting, assessing, and/or modifying curriculum; a highly-qualified candidate will have a minimum of three years' experience in curriculum assessment and development, or the minimum experience gained via working in dual language French-English language instruction
- A minimum of one year demonstrating knowledge of and proficiency in age and developmentally appropriate teaching methods, specifically instructor-led learning; a highly-qualified candidate will have a minimum of three years' experience in this field, or the minimum experience gained via working in dual language French-English language instruction
- A minimum of one year experience teaching in the assigned subject matter at related grade levels, in France or in the United States; a highly-qualified candidate will have a minimum of three years' experience in this field, or the minimum experience gained via working in dual language French-English language instruction
- Experience teaching in a dual language immersion environment strongly desirable; a highly-qualified candidate will have a minimum of three years' experience working in dual language French-English language instruction
- Candidates should demonstrate flexibility in experience and teaching styles
- Demonstrated ability to multitask effectively and prioritize strategically
- 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

- Bachelor's degree or equivalent in education or related field; a highly-qualified candidate will have a Master's degree or equivalent
- Valid fingerprint clearance card required

D. Be consistent with all sections of the application package.

The information in section B.3 is consistent with all sections of the application package.