HUMAN CAPITAL

School Executive Administrators

School Executive Director

The Executive Director will be an extraordinary individual that is ready to lead the school, oversee the implementation of its vision, build a rich heritage of education, and prepare the organization for the future. The Executive Director is a full time compensated position that reports directly to the Board of Governors. The Executive Director will directly manage a team of academic, operations, programs, and community engagement professionals and is ultimately responsible for the school's staff. It is anticipated that the Executive Director will also assume the role of President of the organization and have all of the rights and responsibilities associated with that office as specified in the Bylaws.[1]

The Executive Director is responsible for the entire operation of the school and serves as the key external representative on behalf of the school to the school community, the communities in the Morgantown MSA, and the Monongalia County and Preston County School Districts. This individual will be a proven leader with a commitment to West Virginia Academy's mission and vision of providing a well-rounded education composed of academic excellence, character, leadership and community awareness. They will also be an exceptional manager, motivating leader, and strong relationship builder, ideally with demonstrated success in a similarly-situated school or organization.

The Executive Director will work with the West Virginia Academy Board of Governors, Primary School Director, Secondary School Director, teachers, Advisory Committee of Families (ACF), and community leaders in the following specific areas:

1. Executive Leadership - As the school's President and Chief Executive Officer, key responsibilities include:
    - Embody, advocate for, and execute the mission, vision and strategic direction of West Virginia Academy;
    - Support the Board's strategic planning process by proposing relevant priorities and implementing key annual action plans that align with the school's multi-year strategic plan;
    - Support and supervise the primary and secondary director, and, by extension, indirectly supervise and support all educational and support staff;
    - Foster a positive atmosphere within the school by creating a trusting, collaborative, open, and respectful feeling amongst staff generally and professional relationships between individual staff members;

[1] See Addendum 4, Part B, Section 4.07.

    - Serve as the staff's primary liaison to the Board of Governors bringing updates, concerns, recommendations, resource requirements, and major issues to the board's attention in a timely manner; and
    - Reinforce the Board's governance and fiduciary responsibilities by participating in monthly board meetings; preparing monthly administrative reports; and developing recommendations for board consideration that combine the best interests of students and the needs of WVA with the focus and direction the Board desires.
2. Operations - The Executive Director will supervise key operational staff directly and develop and oversee all administrative and organizational support activities including:
    - Human Resource policies and procedures;
    - Technology (including planning, support, and all other administrative aspects);
    - Facilities including custodial, maintenance, and cafeteria operations;
    - Vendor management including physical supplies and required services;
    - Coordination and development of balanced calendar; and,
    - Community outreach and routine fundraising activities.
3. Financial Management - The Executive Director will manage the day-to-day finances of the organization including the following specific responsibilities:
    - Develop an annual budget for board approval;
    - Manage an annual operations budget ensuring fiscal stewardship and sustainability for the organization including timely accounts payable;
    - Facilitate, prepare for, and attend annual audits and implement any audit findings;
    - Provide financial reports to the Board of Governors, Monongalia County School District, and other agencies as mandated by law and relevant policies;
    - Inform the Board of Governors of general fundraising needs and requirements;
4. Compliance - The Executive Director is directly responsible for ensuring that the school is in compliance with all federal, state, and district laws and policies as well as adhering to best practices in matters of risk management. Specific Compliance duties include:
    - Ensuring all legal and contractual obligations are met;
    - Filing all necessary reports, claims, and forms to Monongalia County School District, West Virginia Department of Education, and other governing bodies;
    - Ensuring the school's facilities meet health and safety requirements;
    - Protecting the school, employees, and board by ensuring all prudent insurance policies are in place at sufficient levels;
    - Developing and following safety and risk management best practices (including volunteer risk management, cybersecurity, and all other building safety risks); and,
    - Assisting the Board in preparing for formal board approval all relevant and prudent school policies and related procedures.
5. External Relations - The Executive Director is the school's key spokesperson and primary public face to both the extended school community and external stakeholders. As such, key responsibilities include:
    - Provide regular communications with families and other stakeholders;

- Attend various school and community events;
- Nurture positive relationships with all community leaders including donors, elected officials, business owners, and residents of Morgantown;
- Maintain positive relationships with and explain and clarify information received from various agencies including Monongalia County School District, West Virginia Department of Education, and other trade and governing bodies;
- Work with the Board of Governors to establish fundraising goals, cultivate donors, and secure charitable contributions.
- Oversee the organization's website, electronic communications, and social media properties to present and protect the school's brand; and,
- Implement such marketing and communications plans as may be necessary to continue attracting a diverse and sufficient student population to the school and supporting all necessary development efforts.

Assistant Director

The School Executive Director will benefit from the leadership of an assistant director. This individual will be considered Managing Directors and work directly under the direction of the Executive Director in advocating for the education of children attending the school and executing the mission, vision, and strategic direction of West Virginia Academy This inspiring leaders will help to foster a positive atmosphere by creating a trusting collaborative, open, and respectful feeling amongst staff generally and professional relationships between individual staff members. This position may likely also serve as officers of the organization, as determined by the Board of Governors.[2]

Key responsibilities include:

- Help to cultivate leadership in other faculty and staff by hosting and setting the agenda for staff meetings; as well as moderate the team meetings and communicate with administration regarding team discussions and decisions and sure that minutes of meetings are kept and distributed to team members and administration;
- Oversee the before school and after school programs, scheduling, enrollment and organization;
- Responsible for the term break programs, including monitoring, scheduling, enrollment, and building usage;
- Assist in the coordination and development of the school calendars and primary/secondary school scheduling;
- Monitor student achievement; assist in hiring and evaluating school staff and faculty;
- Assist primary/secondary teachers in school management by overseeing and advising on the CHAMP curriculum.
- Act as the building level coordinator and will make sure all WV-MAP assessments and international assessments, pilot tests, or field tests are sanctioned by the WVDE.
- Responsibility for reviewing, signing, and returning the *WVBE Building Level Coordinator's Secure Materials and Test Procedures Agreement.*

[2] See Addendum 4, Part B, Article IV..

- Serve on the Advisory Council for the School Counseling Comprehensive Program; assist in Career Development domain;
- Note: the Secondary Director will also oversee the International Baccalaureate Programs and work with the curriculum specialist in training and recognizing student achievements within the program.

Business and Account Manager

The Business and Accounting Manager will work under the direction of the Executive Director in performing a variety of technical, complex, specialized accounting and analytical duties in the areas of budgetary analysis and development, accounting and financial management, payroll and other business functions including student accounts, tax reporting, and attendance accounting. The Business and Account Manager will serve as the Treasurer for the organization with the powers and responsibilities as set forth in the organization's Bylaws.[3]

Key Responsibilities include:

- Oversee the updates and distribution of human resource policies and procedures;
- Assisting the Executive Director in developing an annual budget for board approval, then assisting and ensuring sustainability for the organization fiscal responsibilities;
- Assist in the facilitation and preparation of the annual audits;
- Aid in providing financial resorts to the Board of Governors, Monongalia County School District, and other agencies as mandated by law and relevant policies;
- Assisting in protecting the school, employees, and board by ensuring all insurance policies are in place and at sufficient levels.

In order to ensure proper internal controls with respect to the Business and Account Manager's functions, another qualified staff member shall be trained in all accounting functions and shall perform all the duties of the Business and Account Manager during time off and intermittently throughout the year to assist with reporting duties at busier periods.

Student Services Manager

The Student Services Manager will be certified according to WVBE Policy 5202 and act as the school counselor; being ultimately responsible in implementing and overseeing the Comprehensive School Counseling Program as explained in WVBE Policy 2315. This individual will also be trained in special education policy and laws from the county board[4] to ensure that

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[3] See Addendum 4, Part B, Section 4.10.

[4] W. Va. Code §18-20-2 (c) states: The county board shall provide a four-clock-hour program of training for any teacher aide employed to assist teachers in providing services to exceptional children under this article prior to the assignment. The program shall consist of training in areas specifically related to the education of exceptional children, pursuant to rules of the state board. The training shall occur during normal working hours and an opportunity to be trained shall be provided to a service person prior to filling a vacancy in accordance with the provisions of section eight-b, article four, chapter eighteen-a of this code. And (d) The county board annually shall make available during normal working hours to all regularly employed teachers' aides twelve hours of training that satisfies the continuing education requirements for the aides.

the students receiving special education services and Section 504 accommodations achieve academic success, across all subjects, as measured by achievement of IEP goals, benchmark assessments and grades, and state exams. This person will report directly to the Primary and Secondary School Managers.

Key responsibilities include:

- Drive student achievement for students receiving special education services;
- Advise and counsel students regarding academic, educational, and short-term social and emotional problems;
- Responsible for ensuring school is in compliance with all state and federal law governing special education compliance;
- Consults, facilitates, and maintains communication with parents, teachers, administrators, and pertinent agents on specific student and parent academic and educational matters including academic modifications and/or accommodations;
- Develop effective IEPs and Section 504 Service Agreements that translate into measurable results for students;
- Develop Functional Behavior Assessments (FBAs);
- Develop, implement, and monitor Positive Behavior Support Plans (PBSPs);
- Ensure special education documents are implemented with fidelity across all settings;
- Mentor and coach students on self-regulation and organization skills;
- Provide ongoing communication with teachers and administrators that strengthens the support systems for students receiving special education services;
- Manage relationship with related service partners (Psychologist, Speech, Occupational Therapist, Physical Therapist) and therapeutic support staff (TSS, STS, BSC);

Information Technology (IT) Specialist

The Information Technology Specialist will report directly to the school's Executive Director. They will be responsible for creating a media center which is the hub of learning in the school, developing a school library media program which emphasizes the integrated use of technology, and instructing students and staff in effective use of the media center, information and technology literacy skills, and use of equipment while providing leadership and guidance for effectively integrating technologies with instruction.

Key responsibilities include:

1. Develop a school library media program that addresses 21st century skills, including learning and innovation, and information, media, and technology literacy;
2. Oversee and Maintain the Online Component (OC) system to ensure it is up to date and working properly;
3. Assist the Executive Director in planning, supporting, and other administrative aspects of technology in the school and classroom;
4. Maintain and assist in technology in the school and classroom; including teaching secondary students digital literacy and design courses;

5. Maintain frequent and timely communication with stakeholders through an effective online school library media program presence and other formats such as presentations, e-mail, newsletters, reports, and articles;
6. Prepare a program budget that supports the school library media program goals;
7. Collect and analyze data to periodically evaluate the school library media program for continuous improvement against measurable goals and communicate program results with administrators, staff, and the community;
8. Implement and maintain automated catalog, circulation system, and textbook check-out services, including student obligations and responsibilities for material.
9. Lead colleagues through staff development programs that incorporate best practices in the use of information resources, multimedia technology applications, and online learning.
10. Work as an instructional partner by collaborating with teaching staff in preparing and delivering lessons that incorporate effective use of information resources and build information literacy and reading skills.
11. Establish annual and long-term measurable goals for the school library media program that are aligned with the district and school mission and objectives.
12. Develop policies and procedures that ensure maximum accessibility, efficient operation, effective services and facility use. This includes policies and procedures for physical access, electronic access, selection, acquisition, circulation, resource sharing, and materials challenges.
13. Cooperate and network with other libraries, librarians, and agencies to provide expanded access to resources for students and teachers.
14. Instruct students and staff in information and technology literacy skills, including reading for understanding, the research process, engaging inquiry, collaboration, critical thinking, developing multiple literacies, and understanding copyright, fair use, and licensing of intellectual property.
15. Create and maintain a school library center that provides a teaching and learning environment that is inviting, safe, readily accessible, and conducive to student learning.

Operations Manager

The Operations Manager is a non-credentialed position on the administration team. The Operations Manager will be responsible for ensuring the effective and efficient school site operations. They will ensure that the school's families and visitors experience a high-quality customer experience with every interaction and in line with our values and mission. The Operations Manager will report to the Executive Director, they will be the non-instructional leader of the school.

The Operations Manager will oversee child nutrition, facilities, field trips, and safety. They will also support key compliance projects and manage school operations team members, including front office staff, School Nurse, Facilities Coordinator, and the Transportation and Food Services Manager. This position requires a results-driven, systems-oriented leader with interpersonal and project management skills.

Key Responsibilities include:

1. Oversee all office operations and ensure all students, families, staff and visitors are treated in a manner that reflects the values of West Virginia Academy
2. Oversee the Front Office Manager and ensure regular attendance reports are submitted to WVEIS on time, accurately and in compliance.
3. Oversee implementation and compliance of the attendance and truancy protocols.
4. Support the student recruitment efforts.
5. Oversee the staff member responsible for the cumulative records. Ensure accuracy and compliance in the handling of all school records in accordance with FERPA for both entering and exiting students.
6. Oversee the volunteer procedures at the site. Ensure staff are trained and follow the procedures.
7. Ensure that site is safe and secure and in compliance, including management of site safety plan (100% emergency drills completed on time, safety plan updated annually, and annual safety inspection passed) to include the coordination of site emergency drills. Liaise with local emergency response departments as needed.
8. In the absence of the School Nurse, coordinate site health services.
9. Oversee the Athletics/Activities Coordinator to ensure processes are being followed and planning is occurring in a timely manner.
10. Oversee all facilities related tasks including acting as the liaison with the landlord, city officials and other entities as required for school operations; traffic flow and procedures; coordination of on-site events; etc.
11. In conjunction with the Lead Custodian, establish cleanliness guidelines and schedules and ensure they are implemented and continued on a regular basis.
12. Ensure that field trips are safe, compliant, and coordinated. Oversee Transportation and Food Services Manager in transportation management for field trips and other school activities.
13. Assist in hiring transportation operators that meet all the standards laid out in policy 126-92-17;
14. Manage the Food Services Manager. Ensure NSLP policies and procedures are being followed.
15. Responsible for updating the Parent/Student Handbook in preparation of each new school year.
16. Oversee distribution of interim report cards and end of year transcripts.
17. Support planning, preparation and administration for standardized tests
18. Participate with administration in the design of the school master schedule.
19. Other duties as assigned.

School Counselor

The School Counselor will be responsible for supporting the development, implementation, and management of the school's health program, including activities related to COVID-19

preparedness and response. General responsibilities include program management, nursing services, collaboration, health education, and professional practice.

Key responsibilities include:

- Maintain a school health program consistent with the West Virginia guidelines, regulations and statutes governing nursing and school health, and West Virginia Academy's policies;
- Assist with protocols and policies related to West Virginia Academy's response to COVID-19;
- Provide direct care utilizing professional assessment skills, the nursing process, and established school health protocols;
- Support COVID-19 efforts on-campus, including implementation of safety protocols and tracking of staff and students with symptoms of COVID-19;
- Collaborate with other professionals, team members and community providers in assessing, planning, implementing, and evaluating programs and other school health activities;
- Using the nursing process, collaborate with the parent/guardian and student, where appropriate, to develop and implement an individualized health care plan for the student;
- Assist students and families to achieve optimal levels of wellness through health education and promotion;
- Apply appropriate nursing theory as the basis for decision-making in the school setting while expanding knowledge and skills in response to the student health needs and participating in research; and
- Perform other duties as assigned.

Marketing and Development

The Marketing and Development Manager will be an experienced, entrepreneurial and proven marketing professional with excellent written, verbal and project management skills. This individual will report to the Executive Director and will play a critical role in planning, developing and delivering marketing content that will generate greater brand awareness, increase digital traffic and enrollment, and financial support.

Key responsibilities include:

- Develop communication plans, strategies and campaigns for a variety of internal and external stakeholders including staff, media, families, board of directors and donors
- Define the tone, messages and voice for each of West Virginia Academy's audiences
- Steward the brand internally and externally
- Serve as the main contact for all media inquiries, and pitch exciting and timely stories to the media

- Create a plan for collecting and disseminating regional stories of impact including: Helping staff identify powerful stories; calendarize and track events that will be interesting to press and external audiences; create a repository for stories to use in social content, WVA blog, and other external and internal communications; and create a public relations plan that tells these stories to key audiences
- Maintain and optimize WVA's owned media including: WVA website & blog; WVA social media channels including Facebook, Instagram, LinkedIn, Twitter and YouTube
- Lead production of WVA's media assets including photos, video and multimedia
- Partner with digital marketing agency on advertising initiatives, including google advertising, Facebook advertising, landing page creation, and email marketing
- Develop, produce and update internal and external WVA marketing collateral in print and electronic form, including newsletter, brochures, flyers, billboards, banners, etc.
- Manage other creative consultants and vendors as needed
- Engage staff on the Facebook Private Facebook group with stories, celebrations and announcements
- Perform other duties as assigned.

Nursery School Director

Our Nursery School Director will oversee the daily operations and administration of the preschool. This individual will be experienced in the field of early childhood development and lead management of the school. The preschool director's responsibilities include recruitment of staff, property maintenance, developing curriculum, financial management, and communication with role players.

Operations Capacity

The Operations Manager will have a team of individuals to help them oversee the operations of West Virginia Academy. These individuals include:

Facilities Coordinator

The Facilities Coordinator will be responsible for coordinating or direct services, maintaining assigned facilities for West Virginia Academy. Priorities include ensuring the facilities, equipment, and vehicles are well-maintained, safe, secure, clean, and properly branded; assisting with event preparation; and soliciting the use of WVA facilities for revenue and achieving earned income objectives, while overseeing all aspects of this process. They will also be responsible to maintain and clean the school property.

Key Responsibilities include the following:

- Oversee vendor relations for assigned facilities to include ongoing monitoring of service and contract compliance (i.e., cleaning, security, lawn care, etc..), responsible for

building vendor relations and communication, recognition of vendors for their service, and strengthening vendor affiliation to the organization.
- Coordinate and ensure that preventive maintenance is executed including direct services and vendor services (HVAC, lawn/grounds, lawn equipment, and other equipment, etc). Audit facilities to identify needed improvements. Fill in gaps for vendors as needed.
- Turf management of lawn, fields, surrounding grounds as assigned. Ensure any other facilities' grounds are maintained via direct or contracted services.
- Oversee building and equipment safety and security for assigned facilities. Includes coordination of alarm management; management of key distribution and key inventory, alarm codes, and collecting keys from departing employees or earned income users; and ensuring accurate and compliant emergency evacuation routes are developed, posted, and communicated to staff.
- Will be the first recipient of building alarm notifications for assigned facilities and will ensure staff are properly trained on assigned facilities alarm usage.
- Maintain vehicular maintenance on any assigned vehicles. Coordinate preventive maintenance schedule or repairs.
- Consult with the Operations Manager for needed support in facilities areas.
- Ensure facility signage, vehicle signage, and sponsorship signage is well-maintained and represents the Emerald brand. Communicate with supervisor and Director of Communications on any identified needs and coordinate communication to determine what repairs or replacement is needed and ensure improvements are made.
- Parking coordination
- Lead and assist with facility preparation for various events, including sports tournaments, meetings, earned income rentals, and other events. Including set up, breakdown, field preparation such as striping fields, clean-up, etc.
- Develop and manage a hospitality work crew for sporting and other events as needed. Including setup and cleanup of events. Responsible for concession operations and staff. Will ensure appropriate staff is identified and operate the concessions as needed, inventory is maintained, and earned income is accounted for and deposited per organizational policy.
- Procurement for facility related supplies, materials, equipment, and inventory management, while maintaining budget expectations.
- Develop and maintain sports facility open/close schedule and identify individuals for opening and closing of sports facilities as needed.
- Maintain and oversee cleaning of the building.
- Other duties as assigned.

Front Office Administrator

The Front Office Administrator will play a central role in ensuring that both students and families have a wonderful experience at West Virginia Academy and have everything they need to succeed. In addition to serving as the coordinator of school administrative systems and routines, the Office Manager functions as the primary contact for all of the school's constituents and the first impression for those entering the building. In this role, the Office Manager must be able to

communicate effectively with students, teachers, families, trustees, donors, and visitors. The Front Office Administrator reports to the Operations Manager.

Key responsibilities include:

- Greet and check-in all West Virginia Academy visitors in the front office, and help ensure safety of students and staff.
- Ensure that the Front Office is kept tidy and professional.
- Answer the main school phone line and direct calls/take messages as needed.
- Draft and distribute all school-related communication, including mailings, electronic communication, and phone/robo-calls to students, families, and staff.
- Collect and record all cash receipts for the locker deposits, uniform payments, student lunch payments and other fees and extracurricular fundraising and submit weekly to the finance office
- Support the Operations Manager in implementation and operationalization of school systems.
- Copy and distribute bathroom passes to Lead Teachers
- Create lists of awards (Honor Roll, Attendance Awards, Class Awards, and Advisory Awards), create awards, and import awards into the Student Information System (SIS) each term.
- Order and track all front office supplies, including all storage and closets, and receive/distribute all incoming mail and packages
- Execute other administrative duties as assigned by the Operations Manager or other member of the School Executive Administration.
- Serve as school attendance coordinator: make daily phone calls to families when students are absent, including following up with families of students who have been absent on consecutive absences, and manage student attendance records. Ensure adherence to network wide attendance policies and compliance with student attendance regulations
- Collaborate with School Officers to ensure smooth enrollment and un-enrollment of students
- Input all student data and collaborate with the Operations Manager to manage record requests

School Nurse

The School Nurse works under the Operations Director to provide services for effective health programming for all students attending West Virginia Academy. The School Nurse will assist parents and professionals in meeting the health needs of children and youth with an awareness of all district requirements and West Virginia State Board of Education policies. The School Nurse will work with the Curriculum Specialist in developing prevention programs such as drug awareness and pregnancy prevention. They will work with the School Counselor and Special Education Manager to develop IEPs and 504 plans. The School Nurse must have at least a Bachelor’s Degree in Nursing (BSN) and a Certification in School Nursing (CSN).

Key responsibilities include:

- Serve as an advocate for all children and youth.
- Consult and collaborate with educators, parents, children, and other professionals or agencies to improve student outcomes.
- Provide direct professional nursing services, illness, and emergency care to students and staff in response to the nursing assessment and in accordance with professional standards, school policy, and procedures and state law regarding nurse practice.
- Maintains confidentiality regarding all school and health-related issues.
- Evaluates the health status of students by means of maintaining school health and immunization records.
- Follow-up and enforce established West Virginia Department of Public Health immunization requirements.
- Assess the health needs and accommodations of students with regard to their individual health issues.
- Develop, implement, and evaluate Individual Health Plans and Individual Emergency Plans as necessary.
- Maintain and distribute health alerts to those with a need to know and to build crisis folders.
- Acts as a resource person for parents and students to secure needed medical, vision, dental, or other treatment information using appropriate follow-up measures.
- Interpret and act as a liaison between local schools and representatives of the medical profession, between parents, and school personnel regarding health-related issues.
- Coordinate activities for emergency care for illness and/or injury for the prevention of communicable diseases.
- Protect students and staff by attention to environmental health factors.
- Perform parent interviews regarding student's health and complete Health History summaries for students with Individual Education Plans and Section 504 Plans.
- Supervise the students' self administration of necessary medications at school per physician orders and school policies.
- Participate in the formulation, yearly review, and revision of the total school health program.
- Teach secondary education health classes.
- Serve on the Advisory Council for the School Counseling Comprehensive Program; assist in Social/Emotional Development domain.
- Establish, monitor, and assess records to ensure that the goals of the health program have been met.
- Implement federal, state, and county health-related mandates.
- Maintain confidentiality following all federal, state, and local laws, including, but not limited to HIPAA and FERPA.
- Plan and perform vision and hearing screenings as followed up health care as required by state guidelines.
- Complete required yearly federal, state, and county health reports.
- Act in concert with legal requirements and ethical codes of the profession.
- Report all violations of rules and regulations to the Operations Manager.

- Engage in professional growth including continuous inquiry, professional development practices, application, and sharing of research-based practices.
- Demonstrate cultural competence and behaviors consistent with the core values, visions, and mission of West Virginia Academy.

Foods and Transportation Director

West Virginia Academy's Foods and Transportation Director has two major responsibilities: Transportation Supervisor and Food Service Coordination. The Foods and Transportation Manager will have a background in nutrition, food, and/or food service management or completed the WVDE-approved training as provided by the OCN. They will also have completed the USDA Food Safety Training. The Foods and Transportation Director will report to the Operations Manager.

As a Transportation Director key responsibilities include:

- Ensuring the implementation of Policy 4336;
- Hiring transportation operators that meet all the standards laid out in policy 126-92-17;
- Track and record appropriate licenses and training required for all operators, including first aid/CPR training as well as all other training as required in Policy 2422.7; and subsequent follow-up training.
- As all operators of the buses will be in charge of any passengers riding the bus. The manager will train and verify understanding of all operators on W. Va. 126CSR99, Policy 4373, Expected Behavior in Safe and Supportive Schools (Policy 4373) in providing proper discipline on buses.
- Confirm student participation in emergency evacuation drills at least twice a year, with the first drill completed by October 31st and the second by April 30th.
- Assist in the transportation of West Virginia Academy Students with disabilities that live within the primary recruitment area.
- Follow up with operator bus inspections to verify the safety of all passengers transported on the school buses and check the list provided in §126-92-24 is completed in a timely manner.

As the Food Services Manager, key responsibilities include:

- Overseeing the nutritional needs of the students at West Virginia Academy by administering, planning, directing, assessing, implementing, and evaluating the child nutrition program;
- Verification that the child nutrition program meets the nutritional and educational needs of students;
- Collaborate with the health and physical education faculty to implement a wellness policy according to the federal requirements. Making sure this policy will includes: promotion of student wellness, prevention and reduction of childhood obesity, specific goals for nutrition promotion and education, physical activity, and other school-based activities, and description of public involvement, public updates, policy leadership and evaluation plan;

- Check and verify that school meals and other foods and beverages available at West Virginia Academy during the day are consistent with federal and state standards;
- Create and enforce policies for food and beverage marketing that allow marketing and advertising of those foods and beverages that meet federal nutrition standards;

Other Administrators

Curriculum Specialist

The Curriculum Specialist will be an inspiring educator with a passion for systems and instruction. This individual will report to the Assistant Director. The Curriculum Specialist will be responsible for maintaining the curriculum knowledge management systems, and leading the development, editing, quality control, and implementation of high quality curricula and associated professional development. The ideal candidate will have an unwavering commitment to ensure that students receive quality instruction, make accelerated educational progress, and reach or exceed their academic goals.

Key Responsibilities include:

- Curriculum Development and Implementation of the Core Knowledge Curriculum and the International Baccalaureate Curriculum.
- Be trained in and a trainer of the Direct Instruction Method.
- Maintain 180 day curricular plans for each class and ensure instructional material is consistent with Common Core State Standards (CCSS) and provide individualized instruction in order to adapt the curriculum to the needs of students.
- Use data, CCSS knowledge, and internal reviews to make recommendations for how to develop curricular goals.
- Improve and edit curricula on an annual basis to ensure the program is meeting intended objectives.
- Develop and maintain a collection of resources appropriate to the curriculum, students, and teaching and learning styles inherent within the school community;
- Observe and offer training and support to all teaching staff.
- Serve on the Advisory Council for the School Counseling Comprehensive Program; assist in Academic Development domain.
- Actively pursue opportunities to continue to learn best practices in academic content through research, professional development, and other learning opportunities
- Curriculum Professional Development by planning and executing preservice teacher training.
- Provide content knowledge support to school leaders through professional development.
- Train school leaders, when appropriate, on academic program practices tied to our curriculum.

Food Service Coordinators

The Food Service Coordinators will be responsible for cleaning the food preparation area and maintaining a safe environment for heating and serving the food items. The machines, equipment and utensils used in the food preparation should be inspected each time they are used to determine whether additional cleaning or maintenance is required. The food service coordinators should have a knowledge of how certain machines are torn down, thoroughly cleaned and put back together so the units function properly. These individuals ensure the temperature of the food is appropriate. Health codes dictate the temperature at which certain foods must be kept. If the food falls out of these safe temperature ranges, it must be removed and replaced with other food. The food service coordinators must know how to properly store fresh, frozen and leftover food items. It is their duty to put away any leftover foods before the risk of bacteria develops. This duty must be performed in a safe and practical manner. Containers should be sealed and placed in the appropriate storage area, whether it is the refrigerator, freezer or stock room. These coordinators will record how many meals were served and what was left over.

Bus Operators

Bus Operators' responsibility is to transport students to and from school and other sites within designated route(s) and to ensure the safety of the student passengers while in a school vehicle. Employees in this classification receive general supervision within a framework of standard policies and procedures. This job class is responsible for the safe operation of a school bus and for ensuring the safety of student passengers while meeting established bus schedules. Drivers may be assigned to drive wheelchair buses.

Head Janitor

The Head Janitor will be responsible for keeping our educational facilities clean and safe. They work both inside the building and outside of it doing tasks that make the school look nice and operate smoothly.

Faculty Committees

Faculty Senate

All permanent, full-time professional educators employed at West Virginia Academy will be members of the WVA Faculty Senate. During the pre-service training at the beginning of each year the Executive Director will conduct a meeting to elect a chair, vice chair, and secretary of the Faculty Senate for that school year. These individuals will serve on the Local School Improvement Council to help support continuous improvement. The Faculty Senate President serves as a School Administrator while they are in office. The Faculty Senate President is appointed by election by the Faculty Senate and serves a term of up to three years. The Faculty Senate President will report directly to the Executive Director. The Faculty Senate will operate and follow the duties outlined in §18-5A-5.

Local School Improvement Council (LSIC)

The ACF will serve as the LSIC for West Virginia Academy. The ACF President will serve as the chair of the LSIC. Once a year the LSIC will conduct a public meeting to discuss West Virginia Academy's academic progress and performance. Other items to discuss in the meeting are outlined in §126-12-11.

Service Providers

1. National Institute for Direct Instruction
2. Core Knowledge Foundation
3. International Baccalaureate organization
4. BeGlad- ELL strategies
5. CHAMPs Safe and Civil schools - At risk, behavioral
6. Destination Imagination - Gifted and Talented
7. Science Olympiad - Gifted and Talented
8. Schoology for grading
9. School Cafe - food service program
10. Canvas for the OC
11. Mobymax
12. Mystery Science
13. BrainPop, Jr, ELL

Staffing Plans, Hiring, Management, and Evaluations

Employment Agreements

Employment by West Virginia Academy is at-will, meaning any procedure or practice, whether set forth herein, or not, is employed at the discretion of the Governing Board and its designee(s). Either party may terminate employment at any time, with or without cause, warning, or notice.

Employment at West Virginia Academy requires access to information that is confidential or otherwise considered by the federal government, state government, school, community, parents, guardians or students to be privileged and confidential. Confidential information may be received and maintained by staff under a promise of confidentiality to perform many job duties while employed at the school. Maintaining the confidentiality of such information is primarily the responsibility of the user of the information. Staff members who access confidential information undertake this responsibility as a condition of employment. This Agreement shall govern the conditions of disclosure by the school of certain "Confidential Information" including but not limited to student names, student information, Individualized Education Plans (IEP's),

school records, staff information, staff records, financial information, data, trade secrets and any and all intellectual property relating to the school, its operations, staff and student body.

School employees enjoy days off and vacations according to the school calendar throughout the school year. West Virginia Academy Employment Agreements outline 180 instructional days per year during which staff need to be in attendance at school. If West Virginia Academy is to reach its goals and achieve its mission, it is critically important that the staff consistently attend school on scheduled school days. Vacations and days off for recreational purposes should be scheduled during school term breaks and holidays. We believe that as a rule, educators should attend school every day school is in session unless sickness prohibits attendance.

Background Checks

All applicants are asked in the employment application to disclose any criminal history they have. A licensed or non-licensed educator who is arrested, cited or charged with any offense must report the arrest, citation, or charge within 48 hours or as soon as possible to the licensed educator's supervisor and Executive Director. The Executive Director or designee shall report conviction, arrest, or offense information received from a licensed educator to the state Superintendent within 48 hours of receipt of information from the educator.

Employees who are not currently certified as teachers are required to provide their fingerprints electronically within two (2) weeks of accepting an offer of employment for a criminal background check. The West Virginia State Board of Education requires a background check for all school employees when they begin employment with the school. Fingerprints are taken at an authorized site. The Business Manager will be responsible to provide authorized site information. Personal information and fingerprints may be retained for ongoing monitoring and comparison against future submissions to the state, regional or federal database and latent fingerprint inquiries.

An employee may request to review any results of this inquiry, however, W. Va. Code § 33-12-37 does permit West Virginia Academy to provide a copy of those results. Before a determination is made, an employee will be afforded a reasonable amount of time to challenge the completeness and accuracy of the record through the procedures established by West Virginia Academy as well as contacting the WV State Police Criminal Investigation Bureau (CIB), the State Identification Bureau (SIB) associated with any results that are outside of West Virginia, or the Federal Bureau of Investigation (Nationwide Criminal History Response Information).

Until the completion of the background check, employees will be denied unsupervised access to minors. Employees will provide a list of all criminal convictions which contains a description of the crimes and the particulars of the convictions and employment is contingent upon the criminal background check not identifying any undisclosed crimes.

Staff Evaluations and Continuous Improvement

West Virginia Academy educators will receive coaching several times throughout the year, which may include written and/or verbal feedback from the Curriculum Specialist or another member of the executive team. Evaluations may occur at any time during the year with or without notice.

All teaching staff will be evaluated at least annually using the West Virginia Academy Teacher Evaluation for their corresponding level. These evaluations will generally occur during the last term of the school year and will be performed by the School Primary Director or the School Secondary Director, depending on the teacher's responsibilities.

Evaluations will include assessments in four categories as follows:

- **WVA Teacher Evaluation(s):** An overall score between 1-5 based upon the teacher evaluation document will be assigned to each employee by the School Primary or Secondary Director.
- **Academic Achievement:** Each teacher will earn a score related to student academic achievement. Student achievement data including WVGSA results, Core Knowledge Assessment scores (grades 2-5), IB MYP scores (grades 6-10), and SAT (gain scores) will be used to calculate an overall student achievement score. The score will be between 2-5, with 5 representing outstanding student gains of more than 1 year's progress in 1 year's time for 50% of students or more, 4 representing excellent student gains of 1 year's progress in 1 year's time for 90% of students of more, 3 representing satisfactory student gains of 1 year's progress in 1 year's time for 80% of students, 2 representing any other level of student achievement.
- **Professionalism:** All teachers will be given a score related to professionalism and compliance with school policies and procedures. Attendance at meetings and training including punctuality will be considered in this score. Scores will be between 3-5 with 5 representing outstanding professional conduct meaning attendance which meets or exceeds school goals, 95+% on-time arrivals to school, copies and other expenses within budget, and general compliance with staff policies and procedures. A score of 3 will be given to all staff members who do not fit in either of the preceding categories (4 or 5).
- **Parent Satisfaction:** Each teacher will be given a score based upon the parent satisfaction survey. Score will range from 3-5, with 5 representing teachers whose average score for overall satisfaction was 90-100%, 4 representing teachers whose average score for overall satisfaction was 80-89%, and 3 representing teachers whose average score for overall satisfaction was 70-79%

The scores identified in these different categories of teacher evaluations will be used to calculate merit pay and incentive raises.

Merit Pay

One of the important differentiating features of public charter schools is the possibility of innovating with respect to teacher incentives. Teacher pay in public schools is tied almost exclusively to the teacher's education level and years of teaching. However, foundational principles of effective management indicate that "you get what you measure" and so thinking critically about the measuring stick applied to teacher incentives is an important process for optimizing student outcomes.

For West Virginia public educators, pay incentives are based almost exclusively on their education level and their time in the job and, while experience and education are important predictors of success, neither of these factors tie directly to student outcomes nor do either of these measures demand accountability on the part of teachers in general. Outstanding teachers will arise in any system as many teachers are intrinsically motivated to such an extent that the incentive structure is immaterial to their output, but extrinsically motivated individuals tend to flourish primarily when the incentives are aligned with organizational goals. Even very intrinsically motivated individuals will tend to perform a little better when the extrinsic incentives are aligned with the desired outcomes of their organization and so incentive structures matter. Thus, in order to maximize the effectiveness of any organization it is very important to align the incentive structures with the desired outcomes, but there are virtually no means of implementing incentives that can promote effective teaching and administration within the public education system in West Virginia.

West Virginia Academy intends to implement merit pay that more closely aligns with student outcomes and organizational goals. Merit pay will be based initially on a combination of (i) instructional quality as measured by teacher evaluations by administration, (ii) student academic achievement as measured by outcomes on standardized and other assessments, (iii) professionalism, cordiality, and service as determined by attendance at meetings, engagement as a member of teams, and participation in teacher training as measured or aggregated by the curriculum specialist and business manager, and (iv) parent satisfaction as measured by the parents of students instructed by the teacher. These factors will be quantified annually into a Merit Pay Score that will be used for disbursing incentive raises and merit pay bonuses.

We will continue to think critically about how our teacher's spend their time to maximize student achievement and ensure that incentive structures are aligned with optimal performance. Education level and time in teaching will set the initial salary level for our teachers, but then all incentive raises and bonuses will be based on the teacher’s annual Merit Pay Score. Additionally, other incentives may be tied to work related to extra-curricular activities or term breaks. Effort and cordiality among our faculty are factors that measure into overall teacher performance. Teachers that under-perform in our system will be supported with opportunities for improvement and our base pay will be competitive with neighboring states to attract top talent and motivate all of our teachers to continuously improve. We plan to place more funding in teacher salaries and classrooms by maintaining a flatter organizational structure, but we will also seek external sources of funding in support of these goals. We believe such a structure will

improve teacher job satisfaction as the expectations will be clearly stated up front and teachers will be supported to achieve higher expectations.

Merit Pay Policy:

1. All full-time instructional staff members are eligible to receive merit pay.
2. Part-time teachers may receive merit pay as the Governing Board directs.
3. The amount of incentive raises that each employee receives will be calculated and included in the October payroll check.
4. Employees will be eligible for merit bonus pay based upon the performance of their work during the prior school year.
5. The amount of merit bonus pay each employee receives will be kept confidential.
6. The factors considered in determining merit pay are: WVA Teacher Evaluation, student achievement, business office score, and parent satisfaction survey results.
7. Any staff member who does not return to their position, or another full-time position at WVA the following year may not receive merit pay, subject to the discretion of the Governing Board.
8. Support staff and administration may receive bonus pay annually, as determined by the Governing Board. The support staff bonus schedule will be recommended by the School Director and approved by the Governing Board.

Merit Pay Scores are based on end-of-year evaluations. Scores will be weighted as follows:

- WVA Teacher Evaluation—25%
- Academic Achievement of Students—30%
- Professionalism—20%
- Parent Satisfaction—25%

1. The School Executive Director and Business Manager will determine the Merit Pay dollar levels/Merit Pay Score correspondence, with at least three levels established. Additional tiers within levels may be established.
2. Each teacher will receive merit pay based upon his/her tier and level. Because there is a set pool of funds that are utilized for Merit Pay, there are several variables that will determine the exact amount of Merit Pay teachers will receive, including the number of eligible teachers who qualify each year and the amounts of the Administrative and Support Staff bonuses, which are drawn from the same pool. Merit Pay amounts cannot be set until the scoring is completed and the administration knows which teachers will be returning for the following year. Although the exact amounts are not set until that time and are based in part on funding and the budget, Merit Pay Bonuses for teachers will not be less than $1000 for the lowest tier/level. In the first year of teaching where an evaluation has not been performed, teachers will receive a standard merit pay bonus of $500.

Teacher Recruitment

There is a tremendous benefit to establishing a charter school in Morgantown, WV due to the access of recent college graduates from the surrounding universities. In the 2018-2019 school year alone, the College of Education at West Virginia University had 112 students take the exams to become certified teachers. We plan on drawing from the local graduates as much as possible by attending WVU Career and Internship Fairs. We also plan to partner with Fairmont State University and collaborate with their Professional Development School (PDS) Partnership to host student teachers in our school, successful candidates may then be offered future positions.

Just four hours away from Morgantown is the University of Virginia (Curry). Currently their Educational Administration and Supervision Program is ranked 6th in the Nation. We plan to recruit heavily for our top administration positions from this school. They have an Educators Expo and Interview Fair every February where we will attend, interview and recruit graduates from this program.

As an IB School, we will also be joining the Mid-Atlantic Association of IB World Schools. This Association not only helps with training and collaboration among teachers, it also hosts a job network site where qualified individuals from all over the world can see and apply for open positions.

As a charter school we also have access to the National Alliance for Public Charter Schools. This Alliance has a large job board site for all charter schools around the United States. Teachers interested in specifically working at a charter school will be able to apply for open positions at our school.

Professional Learning

West Virginia Academy recognizes the education and training involved in becoming a certified teacher in the state of West Virginia. These programs provide teachers with the coursework and training to meet general state requirements. West Virginia Academy also recognizes the unique perspective an individual has after studying a specific area and working to gain real-world experience. Both have added benefits for the students that attend WVA.

West Virginia Academy has adopted the policy that in the West Virginia Academy Secondary Program we will hire teachers that are not certified and licensed as long as such teachers have at least a bachelor’s degree in the content area in which they are teaching. Hired instructors that fall under this category will comprise no more than 35% of the teachers at the school. They will have three years to complete an alternative program to gain their alternative educator license by following the requirements outlined in the West Virginia Alternative Certification (AC) and West Virginia Policy 5901.

Educators teaching in the West Virginia Academy Primary School will be required to have a valid teacher license. If an educator is hired and participates in the West Virginia AC program. They will act as an instructor and work under a certified teacher until their license is completed and valid. There can only be one instructor per grade.

Required Training

West Virginia Academy offers two weeks of training prior to the start of every school year. All of the teaching staff are required to be certified each year in the following areas:

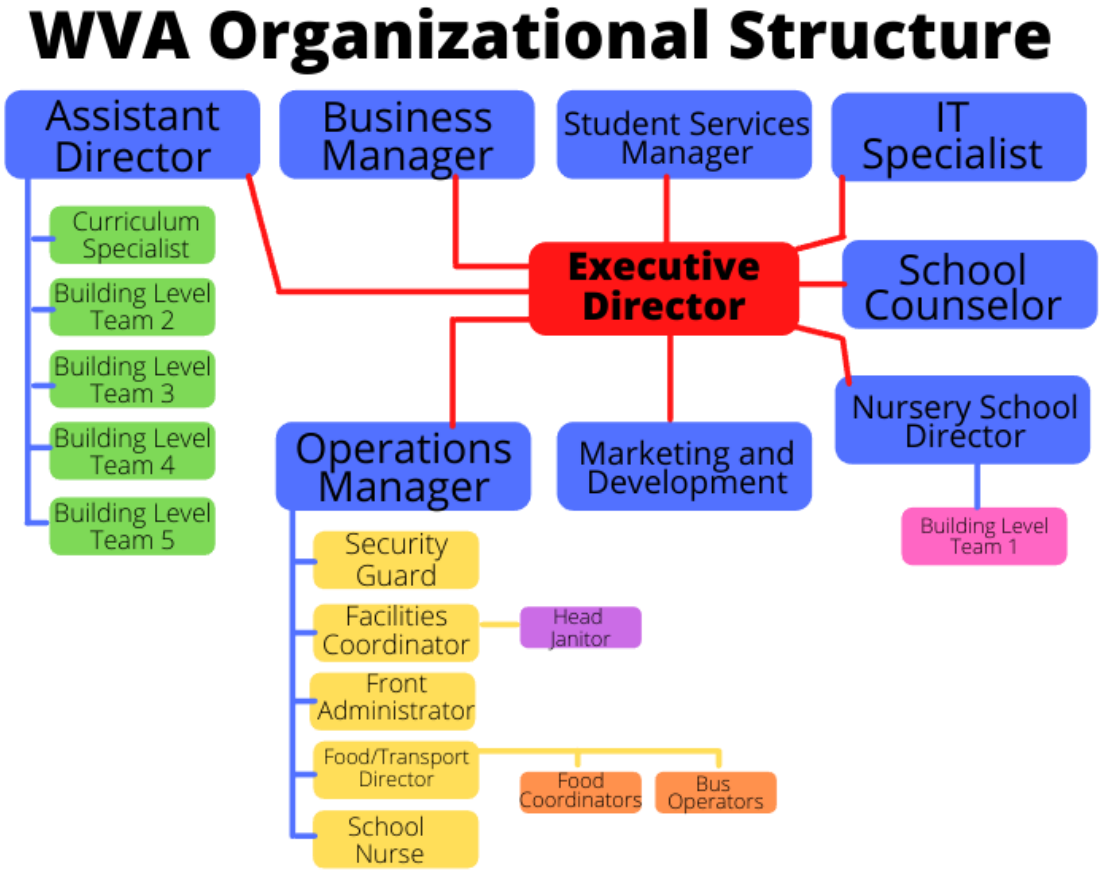
1. Direct Instruction programs (primary level)
2. IB MYP programs (secondary level)
3. IB DP/CP programs (secondary level)
4. CHAMPs classroom management
5. WVA Transitions and Procedures
6. Data Collection and Reporting

Classroom teachers must also be certified in the following areas:

1. Core Knowledge subjects (primary levels)
2. IB MYP subjects (secondary levels)
3. IB DP subjects (secondary levels)
4. IB CP subjects (secondary levels)
5. Direct Instruction methods
6. CHAMPs Classroom Management
7. State and National testing ethics
8. State required trainings (compliance)

OC Trainings

Faculty and Staff at West Virginia Academy will be able to access training available (at no cost to the employee) on the OC during term breaks. Certificates in the above areas are available. It is the teacher's responsibility to ensure they complete the certificates needed each year. Upon completion, certifications will be emailed to the employee for their records and a copy in the employee's file for West Virginia Academy's reference.

Alternative Training: Any teaching employee who would like additional training in a specific area may attend certification training held by other state or national organizations. These training must be approved by the School Executive Director and will be subject to available funding and assessed need.

Organization Structure