

120108 TBR Position Examples CMOs

Org Type	Charter Management Organization
Functional Area	Academics; Teaching and Learning
Proposed Title and Role Description	<p>Director of College Advancement</p> <ul style="list-style-type: none"> - <u>College counselor support:</u> The Director of College Advancement will work closely with the college counselors and directors (principals) of the four existing CICS high school campuses to better understand their roles and responsibilities. With these site-based individuals, the Director of College Advancement will create a working group that meets monthly to share best practices. - <u>College/university outreach:</u> The Director of College Advancement will identify at least four “school clusters” nationwide. The Director of College Advancement will work with the admissions officers of those schools to create a “pipeline” between CICS High Schools and the colleges/universities. The first cluster has been created. Under the direction of the CICS Director of External Relations, CICS has developed a relationship with a cluster of colleges in central Pennsylvania. In the spring, those colleges will host a “bus tour” of their campuses for CICS students and their families. <p>This role will require quite a bit of travel to college campuses and networking with other public, private, and charter public schools who have already built strong college readiness programs.</p> <ul style="list-style-type: none"> - <u>Host a CICS college fair:</u> The Director of College Advancement will plan, execute, and host at least one college fair during the 2011-2012 school year for colleges and universities interested in enrolling students at the four CICS high school campuses. In later years at least 2 college fairs should be planned and executed. - <u>Oversee the implementation of the University of Chicago’s Urban Education Institute’s 6to16 program or similar advisory curricula across the four CICS high school campuses and the 10 CICS campuses that currently educate middle schools students:</u> Currently, CICS does not have a “stand alone” advisory program across the network. During the 2011-2012 school year, one will be piloted in the 6th and 9th grades. During the 2012-2013 school year, this program should be used for all middle and high school students.

	<ul style="list-style-type: none"> - <u>Track the success of CICS high school graduates in college:</u> The Director of College Advancement will be responsible for monitoring the success of CICS high school graduates using the appropriate software and outreach programs. The development of a codified process for ongoing tracking of CICS graduates would be a short-term project for this position. - <u>Manage the CICS Commitment to College initiative:</u> With support from the External Relations cluster of the CICS central office staff, the Director of College Advancement will be responsible for the final design, yearly implementation, and oversight of the network-wide CICS Commitment to College Initiative. Responsibilities in this area will include marketing of the program within the network, project management of the initiative, and fundraising for the initiative (with support from the Development Director).
Position Milestones	<p>There are some milestones and deliverables that have firm dates for delivery, others will be developed.</p> <ul style="list-style-type: none"> - <u>Advisory Curriculum:</u> The chosen curriculum to be delivered to the campus directors in July for August professional development. Although much of the early work will be done prior to the resident joining the team, it is expected that (s)he will take responsibility for that project as soon as joining the team. - <u>Tracking CICS HS graduates:</u> During the first quarter of employment, the Director of College Advancement would identify the appropriate software. During Q2, the network counselors would be trained in its use, during Q3 the system would be up and running. - <u>College Fair:</u> A College Fair should be held in the Spring of 2012 for the CICS HS Juniors - <u>College Cluster:</u> By Q3 the Director of College Advancement will have established an Illinois Cluster of Colleges and developed a relationship with them similar to that developed with the Central Pennsylvania Cluster. By Q4 a 3rd cluster of college will have been identified outside of Illinois.

Org Type	Charter Management Organization
Functional Area	Academics; Teaching and Learning
Proposed Title and Role Description	<p>Managing Director of Academics</p> <p>The MDA is responsible for ensuring that our growing network of schools maintains vertical and horizontal alignment and working with the KPS School Leaders to make certain that all of our teachers are teaching all of our students in the most effective manner.</p> <p><i>Programmatic Leadership</i></p> <ul style="list-style-type: none"> • Facilitate sharing of resources and coordinate professional development for all KPS staff members <ul style="list-style-type: none"> o Establish time/space for face-to-face sharing and collaboration horizontally and vertically o Identify shared professional development opportunities for staff at different schools and coordinate all related logistics o Present professional development at school sites at school leader request • Maintain communication with colleges, universities, school district, agencies, and other individuals (i.e., curriculum developers, assessment specialists) to develop partnerships and share and receive information on effective programs and practices • Assist School Leaders with on-boarding of new teachers • Assist School Leaders in monitoring and evaluating the effectiveness of instructional programs • Serve on the regional leadership team and exercise proactive leadership in promoting the vision and mission of KPS <p><i>Curricular and Instructional Management</i></p> <ul style="list-style-type: none"> • Collaborate with School Leaders to ensure that curricula, rigor, methods and language are horizontally and vertically aligned within our schools and within our network • Ensure that School Leaders and teachers are using data to inform instructional decisions <ul style="list-style-type: none"> o Create protocol for administration of all KPS-wide assessments (4Sight, Trimester Assessments, MAP) and state assessment (PSSA) o Identify and implement a learning management system (i.e: Performance Tracker from Sungard) for network-wide organization of student achievement data (DRA, STEP, MAP, 4Sight, PSSA, SAT, locally-created assessments, etc.) o Establish time/space for shared data analysis across middle schools following each 4Sight benchmark

	<p>and/or trimester assessment</p> <ul style="list-style-type: none"> • Collaborate with the Director of Data to ensure that data is easily accessible to all School Leaders and teachers, and provide professional development on meaningful data analysis • Ensure that all curriculum and instructional initiatives are student-focused and aligned with state standards, KIPP standards, and KPS core values • Consult with School Leaders and CEO regarding the allocation of human, financial, and material resources to effectively support KPS programs and curriculum <p><i>Supervision and Personnel Management</i></p> <ul style="list-style-type: none"> • Manage a team of 1-5 individuals • Assist direct reports in development of their annual goals and monitor progress throughout year • Collaborate with School Leaders on hiring of school-based staff • Consult with CEO and School Leaders on creation of individual development plans for teachers and School Leaders across the region • Oversee KIPP through College program
<p>Position Milestones</p>	<p>The Managing Director of Academics would work closely with the CEO to create goals with specific milestones and deliverables at the beginning of his/her tenure. Progress towards these goals would be assessed on a monthly basis.</p>

Org Type	Charter Management Organization
Functional Area	External Relations/Development and Marketing
Proposed Title and Role Description	<p>Director of Communications</p> <p>The resident will structure, build and manage both internal and external communications systems for the organization. This role will be Aspire’s first dedicated full time communications role in its 12 year history. Core responsibilities will include:</p> <p>External responsibilities</p> <ul style="list-style-type: none"> - PR firm management: strategy, review of press releases, media strategy - External stakeholder communication strategy and execution: distributing news and media to our supporter groups - External brand and presence: manage website content and external partner, brand image, social media/networking outlets - Collateral: develop materials to be used for recruiting, marketing, and other Aspire events <p>Internal responsibilities</p> <ul style="list-style-type: none"> - Strategic communications: develop systems and processes to ensure teammates understand key organizational initiatives, issues, events, positive media, etc. - Communication efficiency: develop thoughtful systems to improve transmission of information to teammates – i.e. not everything over email, bundled messaging, more targeted, etc. - Management team communications: draft and edit speeches, talking points, presentations for Aspire executives - Team support: collaborate with peers to support improved communications and departmental strategies

Org Type	Charter Management Organization
Functional Area	Finance
Proposed Title and Role Description	<p data-bbox="428 363 926 391">Director of Facilities and Procurement</p> <p data-bbox="428 448 1839 805">We are looking to bring on a senior-level strategic partner who will serve as our Director of Facilities and Procurement. As a new charter management organization, we have undertaken the unique challenge and responsibility of bringing three individual schools together into one nationally recognized CMO. We created our CMO for two primary reasons: to improve the sustainability of our existing schools, and to create a platform for growth in order to open new schools and serve more children. The Director of Facilities and Procurement will have a major role impacting both of these fundamental objectives. First, s/he will work with senior leadership to find ways to drive down our cost per student while delivering improved services to our schools. Second, s/he will be primarily responsible for developing the physical platform for growth required to expand our network of schools. This person will have a major opportunity to ensure our network is sustainable, both in the short-term and in the long-term.</p> <p data-bbox="428 850 1829 987">In this role, our Broad Resident will be responsible for three critical projects: overseeing new school replication (including creating a new school opening playbook); developing network-wide facilities management disciplines and processes; and, strategically and systematically identifying operational synergies across our growing network of schools.</p> <p data-bbox="428 1104 1839 1390">1) Tackling our First Replication: In Fall 2011, we will be opening two new schools for the first time. Our Director of Facilities and Procurement will be responsible for working with our CEO and Facilities Committee to ensure two successful new school openings. Our Director of Facilities and Procurement will have three major objectives: update and prepare our two new school buildings for occupancy; manage the purchasing and installation of all furnishings, supplies, equipment, and technology; and, develop a “new school opening playbook” for future school openings. These three major work streams will have our Broad Resident working closely with our COO, CFO, School Model Leaders, New School Building Leaders, and New School Operations Managers, as well as outside contractors.</p>

	<p>2) Develop Network-Wide Facilities Management Disciplines and Processes: With the opening of two new schools, we will have six schools in operation, with several additional schools opening the following year. We will look to our Director of Facilities and Procurement to establish sound network-wide operating disciplines and processes around facilities management, building maintenance, and service contracts in order to manage costs while providing outstanding learning environments for our students.</p> <p>3) Identifying & Improving Operational Synergies: As part of our merger integration, the opportunity to identify and take advantage of network-wide operational synergies is enormous. While we have spent significant time on the “people” side of our merger integration, we have barely scratched the surface of available opportunities to drive down our cost-per student while delivering improved services and products. The range of opportunity spans from procuring nutritious school meals to buying bulk school supplies to creative educational software purchasing, all of which can have a positive, major impact on our overall cost-per-student. For years, each of our schools existed in a silo. We would look to our Director of Facilities and Procurement to lead a strategic and systematic review of the wide range of opportunities that now exist because through the combined purchasing power of all our schools. The objective is to drive down costs while simultaneously improving the service and capabilities of our schools.</p> <p>We need a dedicated, mission-driven, smart, talented Director of Facilities to lead us toward network-wide sustainability. Working thoughtfully with all leadership through these challenges and opportunities will be critical, and will ensure we meet our new school opening and long-term sustainability goals, ultimately serving 7,000 students across Cleveland’s under-served neighborhoods.</p>
<p>Position Milestones</p>	<p>Specific goals and milestones will be developed closer to the start date, but they will track the key initiatives described above.</p>

Org Type	Charter Management Organization
Functional Area	Finance
Proposed Title and Role Description	<p>Director of Finance</p> <p>The Director of Finance will be responsible for maintaining and enhancing the financial processes and infrastructure that will allow KPS to fulfill its vision. The Director of Finance will have the following duties and responsibilities:</p> <p>Organization Level</p> <ul style="list-style-type: none"> • Work with the leadership team and Finance Committee on strategic financial planning, analysis and business modeling • Manage the development of an annual budget, budget projections for strategic planning, as well as separate budgets for each campus and the Regional Office • Deliver financial management reports to the CEO, School Leaders, Board of Trustees Finance Committee, charter authorizer, and other agencies • Maintain and update fiscal calendar for all reporting deadlines including, but not limited to audit schedule, tax reporting, initiation of annual budget process, monthly close dates • Oversee real estate financing • Maintain comprehensive understanding of KPS annual reports, including operating budget, capital expenditures, and annual payroll • Work with Managing Director of Operations to hire finance staff as appropriate • Strategize ways in which KPS can improve fiscally efficiency and effectiveness, including researching and implementing technology upgrades to better support budget management <p>School Level</p> <ul style="list-style-type: none"> • Support school-based staff to ensure all financial and accounting functions are completed in a timely and accurate manner: <ul style="list-style-type: none"> ○ Month-end close (credit cards, bank statements, payroll) ○ Payroll, benefits, pension administration ○ Purchasing and vendors ○ Weekly bank balance updates ○ Cash management

	<ul style="list-style-type: none"> ○ Accounts receivable, accounts payable, bank reconciliations, other bookkeeping tasks ○ Monthly financial reports ● Review and analyze monthly income statement, balance sheet, cash flow, and budget vs. actual variance report for all schools ● Lead and support School Leaders through budgeting processes ● Manage and execute year-end audits for all schools, and work with external auditor to ensure clean financial audits <p>The Director of Finance will be able to take advantage of a robust catalogue of professional development offerings by the KIPP Foundation.</p>
<p>Position Milestones</p>	<p>The Director of Finance would work closely with the Managing Director of Operations to create goals with specific milestones and deliverables at the beginning of his/her tenure. Progress towards these goals would be assessed on a monthly basis.</p>

Org Type	Charter Management Organization
Functional Area	Human Capital
Proposed Title and Role Description	<p>Director of Human Resources</p> <ul style="list-style-type: none"> • Develop and manage process for staff satisfaction surveys • Work closely with talent director to implement and annually update compensation strategy; conduct job analyses to establish specific requirements of individual jobs and create job descriptions as necessary; conduct annual market analysis and develop salary structures and salary budget • Manage salary benchmarking process and employee classifications; advise hiring managers on market rate increases and salary offers • Design and coordinate performance evaluation process and employee salary adjustments • Coordinate all teacher credentialing efforts • Partner with Director of Talent to develop, implement and oversee a creative and cost-effective approach for recruiting high-quality employees <p>Systems Development</p> <ul style="list-style-type: none"> • Work closely with Talent and Operations teams to establish scalable systems that improve efficiency, customer service, data accuracy, actionable reporting, and sustainability of HR processes • Select and manage the Human Resources Information System, providing timely reports to management to assist on key Human Resource dimensions <p>Payroll and Benefits</p> <ul style="list-style-type: none"> • Work with the finance team ensure benefit plans that are competitive and cost effective for the organization Supervise all payroll processes to ensure efficiency, compliance & accuracy; provide back-up payroll processing in the absence of a business operations manager • Oversee personnel record keeping and ensure all employee records are up to date and accurate • Develop and maintain compensation, merit and performance management systems for all staff

- Serve as primary point person for all staff benefits questions
- Respond to, address, and/or facilitate all employee benefits and payroll questions

Employment and Labor

- Ensure KNOS's compliance with federal, state and local employment laws.
- Update personnel policies and staff handbook and ensure that they reflect legal requirements, as well as KNOS culture and values.
- Manage employee benefit programs including medical, dental, vision, life and disability insurance, worker's compensation, pension and retirement.
- Evaluate and further develop systems for absences, sick leave, terminations, extending job offers, setting salary structures, and maximizing retention of high-performing employees.
- Coordinate with teachers and principals on all teacher credentialing efforts to ensure KIPP New Orleans Schools maintains proper certification requirement.
- Set expectations for employer support throughout the organization, and ensure appropriate and timely resolution of all Employee Relations issues. Address escalations as needed
- Handle employee relations counseling; advise management regarding all employee terminations; and oversee all aspects of terminations including exit interviews, and outplacement counseling

Org Type	Charter Management Organization
Functional Area	Human Capital
Proposed Title and Role Description	<p>The Managing Director of Leadership Development</p> <p>The Managing Director of Leadership Development is responsible for managing every element of the organization’s human capital pipeline across the entire Public Prep network—developing effective systems for talent recruitment, selection, on-boarding, ongoing leadership development, retention, promotion, performance improvement and termination. The Managing Director of Leadership Development will also oversee all traditional human resource related initiatives across the network, including performance management and evaluation systems, employee relations issues and compensation and benefits strategies.</p> <p>Working with and receiving supportive supervision from the CEO, the Managing Director of Academic Achievement, and the Managing Director of Finance and Operations, the Managing Director of Leadership Development will have made visible progress within the first 12 months of employment in establishing:</p> <ol style="list-style-type: none"> 1) A network-wide culture of continuous learning 2) Programs for leadership development and training 3) Consistent and explicit processes for the recruitment, selection, retention and attrition of Public Prep staff. <p>The Managing Director of Leadership Development will make progress in these areas by:</p> <ol style="list-style-type: none"> 1) Developing systems that support the creation of a culture of continuous learning for all members of the Public Prep Network. The Director of Leadership Development will ensure each employee within the Public Prep Network regularly engages in a clear process for improving his or her own performance by: <ul style="list-style-type: none"> • Allowing for systematic and supportive supervision throughout the cycles of Planning, Executing, Assessing and Reflecting • Allowing for setting and measuring progress towards SMART goals (strategic, measurable, action-oriented, realistic and time bound) • Prioritizing observation and coaching of all individuals and teams and connecting them with resources and training required in order to meet SMART goals • Developing an organization-wide learning environment characterized by experimentation and collaboration • Linking job blueprints for each position to coaching and evaluation.

	<p>The Managing Director of Leadership Development will regularly consult with Principals and members of the senior management team at Public Prep to ensure these processes are implemented throughout the network with fidelity and accurately recorded in a performance management system. The Managing Director of Leadership Development will also continuously improve his or her own practice through structured professional development, frequent feedback from the CEO, and engagement in personal reflection.</p> <p>2) Developing leadership opportunities and programs for professional development at the network and school levels based on needs identified through the analysis of the performance management system. The Managing Director of Leadership Development will consult with Principals and other school leaders to create staff trainings that align with absolute standards of excellence and the school’s SMART goals. The Managing Director of Leadership Development will work with Public Prep staff and Principals to launch leadership development programs, including capacity-building initiatives such as a Curriculum Development Team or a Data Analysis Team that allow staff to work towards stipends on projects and initiatives.</p> <p>3) Developing clear processes for recruitment and selection, termination and promotion, mid-year and end of year evaluation, employee relations, and compensation and benefits. The Managing Director of Leadership Development will create a transparent, internally consistent, and externally competitive compensation system that rewards exceptional performance at the individual, school and network wide levels. The Managing Director of Leadership Development will provide supportive supervision for the Director of Recruitment, assisting in the creation of selection criteria and application processes and ensuring there is a deep, diverse, and talented pool of candidates for all positions with the aptitude and abilities necessary to succeed within the Public Prep Network.</p>
<p>Position Milestones</p>	<p>Meet with Principals alongside CEO to discuss strengths and challenges for the implementation of new leadership development, coaching and evaluation structures in July</p> <ul style="list-style-type: none"> - Develop strategy with Principals and create SMART goals in July and August - Assist in developing network-wide training in July and August - Assist in developing summer institute at the school levels in July and August - Ensure evaluations take place with fidelity mid-year - Ensure evaluations take place with fidelity at the end of the year - Determine additional milestones for the 2011-2012 school year in collaboration with the CEO and other members of the senior management team within the first three months of employment.

Org Type	Charter Management Organization
Functional Area	Operations
Proposed Title and Role Description	<p>Director of Facilities and Procurement</p> <p>We are looking to bring on a senior-level strategic partner who will serve as our Director of Facilities and Procurement. As a new charter management organization, we have undertaken the unique challenge and responsibility of bringing three individual schools together into one nationally recognized CMO. We created our CMO for two primary reasons: to improve the sustainability of our existing schools, and to create a platform for growth in order to open new schools and serve more children. The Director of Facilities and Procurement will have a major role impacting both of these fundamental objectives. First, s/he will work with senior leadership to find ways to drive down our cost per student while delivering improved services to our schools. Second, s/he will be primarily responsible for developing the physical platform for growth required to expand our network of schools. This person will have a major opportunity to ensure our network is sustainable, both in the short-term and in the long-term.</p> <p>In this role, our Broad Resident will be responsible for three critical projects: overseeing new school replication (including creating a new school opening playbook); developing network-wide facilities management disciplines and processes; and, strategically and systematically identifying operational synergies across our growing network of schools.</p> <p>1) Tackling our First Replication: In Fall 2011, we will be opening two new schools for the first time. Our Director of Facilities and Procurement will be responsible for working with our CEO and Facilities Committee to ensure two successful new school openings. Our Director of Facilities and Procurement will have three major objectives: update and prepare our two new school buildings for occupancy; manage the purchasing and installation of all furnishings, supplies, equipment, and technology; and, develop a “new school opening playbook” for future school openings. These three major work streams will have our Broad Resident working closely with our COO, CFO, School Model Leaders, New School Building Leaders, and New School Operations Managers, as well as outside contractors.</p> <p>2) Develop Network-Wide Facilities Management Disciplines and Processes: With the opening of two new</p>

	<p>schools, we will have six schools in operation, with several additional schools opening the following year. We will look to our Director of Facilities and Procurement to establish sound network-wide operating disciplines and processes around facilities management, building maintenance, and service contracts in order to manage costs while providing outstanding learning environments for our students.</p> <p>3) Identifying & Improving Operational Synergies: As part of our merger integration, the opportunity to identify and take advantage of network-wide operational synergies is enormous. While we have spent significant time on the “people” side of our merger integration, we have barely scratched the surface of available opportunities to drive down our cost-per student while delivering improved services and products. The range of opportunity spans from procuring nutritious school meals to buying bulk school supplies to creative educational software purchasing, all of which can have a positive, major impact on our overall cost-per-student. For years, each of our schools existed in a silo. We would look to our Director of Facilities and Procurement to lead a strategic and systematic review of the wide range of opportunities that now exist because through the combined purchasing power of all our schools. The objective is to drive down costs while simultaneously improving the service and capabilities of our schools.</p> <p>We need a dedicated, mission-driven, smart, talented Director of Facilities to lead us toward network-wide sustainability. Working thoughtfully with all leadership through these challenges and opportunities will be critical, and will ensure we meet our new school opening and long-term sustainability goals, ultimately serving 7,000 students across Cleveland’s under-served neighborhoods.</p>
<p>Position Milestones</p>	<p>Specific goals and milestones will be developed closer to the start date, but they will track the key initiatives described above.</p>

Org Type	Charter Management Organization
Functional Area	Operations
Proposed Title and Role Description	<p>Chief Operating Officer</p> <p>As Chief Operating Officer, the Broad Fellow will be responsible for the management of the Operations team and the department’s efforts in the areas of food services, facilities maintenance, procurement and inventory, health and safety, human resources, and performance management. The COO will work closely with the Operations Managers on Uplift’s 7 physical campuses that serve 4,700 students. The COO will also work directly with the CEO on the following critical initiatives:</p> <p>Human Resources*:</p> <ul style="list-style-type: none"> • Work with the HR team to continuously improve processes related to employee relations and benefits and compensation • Develop an annual process to review and update salary and stipend bands • Manage Upliftwide incentive pay program <p>Facilities/operations:</p> <ul style="list-style-type: none"> • Develop a common set of responsibilities and processes for Campus Operations Managers • Coordinate efforts of Campus Operations Managers to ensure alignment, effectiveness, and efficiency • Work directly with Construction Project Manager on new school projects and expansion of existing facilities • Support New Schools team on operations activities related to opening new schools • Manage Uplift internal facilities staff to support minor maintenance on campuses • Perform compliance/safety reviews of facilities to ensure that required safety measures (AEDs, fire extinguishers, emergency lights, exit signs, etc.) are in place and functional <p>Food service:</p> <ul style="list-style-type: none"> • Develop processes to effectively support full-service kitchen operations on campuses • Ensure compliance with federal child nutrition guidelines for free and reduced lunch program • Assist school in obtaining and evaluating bids from Food Service Management Companies • Ensure the receipt and processing by school of Applications for Free and Reduced Meals

	<p>Procurement and inventory:</p> <ul style="list-style-type: none"> • Maintain the furniture model for new and existing campuses • Provide assistance in procuring furniture, equipment, and curriculum materials <p>Health and Safety:</p> <ul style="list-style-type: none"> • Coordinate activities of nurses on campuses • Help develop and monitor School Safety Plan for each campus <p>Performance management</p> <ul style="list-style-type: none"> • Produce and manage the Uplift balanced scorecard for the overall Central Management Office • Lead the performance management process that measures and evaluates progress against the goals of the organization <p>Administer staff satisfaction survey</p>
<p>Position Milestones</p>	<p>Uplift’s strategic plan outlines building out the COO role and advancing the organization’s core processes to support 14,000 students by 2016</p>

Org Type	Charter Management Organization
Functional Area	Organizational Strategy
Proposed Title and Role Description	<p>Director of Strategic Initiatives</p> <p>The Director of Strategic Initiatives is a key part of the operational leadership team and will be responsible for the organization’s execution of strategic priorities. This includes the design and implementation of strategic initiatives such as innovative growth approaches, new service delivery concepts, and analyzing data which impacts our big goal of 1000 college graduates by 2022. Other responsibilities include but are not limited to:</p> <ul style="list-style-type: none"> • Provide oversight and implementation of comprehensive strategic priorities • Provide project direction and management for all things impacting growth • Serve as a member of the senior leadership team and inform the COO, CFO and ED on all matters related to the organizations priorities • Responsible for long-term planning and execution of the organization
Position Milestones	<p>The addition of two new schools in 2011-2012</p> <p>Two new schools in 2012-2013 and the addition of one new school in 2013-2014</p>

Org Type	Charter Management Organization
Functional Area	Planning and Growth
Proposed Title and Role Description	<p>The Director of Growth will be responsible for developing and leading the process to serve more students at KIPP: by opening new KIPP schools and growing enrollment in existing KIPP schools.</p> <p>KIPP Bay Area Schools is on the brink of growth. In February, our Board will affirm a growth strategy that will propel KIPP to increase the number of college graduates in the Bay Area. In the short term, we anticipate opening a new middle school in San Jose in 2012, and potentially a new high school in San Francisco in 2013.</p> <p>The Director of Growth will play a critical role in setting up the systems and processes to implement our growth strategy: to sustainably serve more students so that we can significantly increase the number of college graduates from low income Bay Area neighborhoods.</p> <p>The Director of Growth will create and implement a strategy to:</p> <ul style="list-style-type: none"> • engage and win the support of key stakeholders (funders, district partners, community members) • secure adequate and affordable school facilities • write and secure new school charters • support new School Leaders in hiring founding school teams and recruiting students and families, and • set up new schools for operational success and sustainability. <p>Key responsibilities include:</p> <p>New Schools Development</p> <ul style="list-style-type: none"> • Develop a repeatable “green-lighting” process to take a school from concept to doors-opening • Oversee process to write charters and business plans for new schools • Manage charters successfully through the charter authorizing process with education agencies • Strategically engage key stakeholders – districts, community members, families, and donors – to support smooth and fully-enrolled school launch • Create processes to effectively welcome and integrate new schools into the KIPP Bay Area Schools’ family both culturally and operationally (technology, human resources, knowledge management, compliance, etc...) <p>Real Estate and Facilities - New and Existing Schools:</p>

	<ul style="list-style-type: none"> • Develop and lead a facilities strategy for growth of both current schools and new schools. • Identify and secure quality, affordable school facilities and oversee all facilities growth projects. • Manage budgeting, and facilities contractors, architects, and project managers for the construction of our high school in San Lorenzo (in-progress, awaiting state-funds before we can build). <p>The facilities responsibilities require general management and operations skills, not specific technical expertise or on-the-ground facilities management.</p> <p>The Resident will work very closely with a team of leaders to accomplish these tasks. The team includes: the School Leaders (school principals), the Executive Director, the Chief Operating Officer, the Operations Manager at the Regional Support Office, and the Chief Academic Officer.</p> <p>These growth responsibilities will provide the Resident with a range of experiences in leadership, project management, and strategy development and implementation. By supporting growth of not just new schools, but also the facilities development needs for existing KIPP schools, the Resident will have the opportunity to build strong ties with School Leadership of the existing schools in our 7-school portfolio. In addition, the Director of Growth will take an active role in staffing and presenting to our Board Committees.</p> <p>The Director of Growth will join the leadership team at our Regional Support Office (RSO). Directors on our team lead their functions autonomously and, as befitting their leadership role, exercise significant responsibility and ownership over their departments.</p>
<p>Position Milestones</p>	<p>Opening of San Jose Middle School = July 2012 Opening of San Francisco High School ~ July 2013</p> <p>Anticipated completion of high school campus in San Lorenzo ~November 2013 (TBD as we await state funding, which has been delayed. This timeline is uncertain, but once funding is cleared we anticipate 12 – 18 months until doors open)</p>

Org Type	Charter Management Organization
Functional Area	Planning and Growth
Proposed Title and Role Description	<p>The Director of Strategic Initiatives will drive Uncommon’s accountability and strategic planning processes and manage a limited number of high-priority strategic initiatives each year. The Director of Strategic Initiatives will:</p> <ol style="list-style-type: none"> 1. Refine and manage Uncommon’s accountability practices and calendar. 2. Refine and manage Uncommon’s annual strategic planning practices and calendar. 3. Manage several strategic initiatives, potentially including but not limited to: <ol style="list-style-type: none"> a. Managing an external consulting group in the fall of 2011 to redesign organizational services and staffing. b. Increasing employee sustainability by identifying the root causes of sustainability challenges, recommending solutions, identifying measures and targets to assess sustainability, and integrating sustainability results into accountability practices. c. Recommending career ladder and succession planning systems, identifying measures and targets to assess performance, and integrating results into accountability practices. d. Improving teacher and principal evaluation by recommending systems to better measure and report teacher and principal effectiveness and by integrating improved teacher and principal effectiveness measures into accountability practices. e. Improving internal communications and messaging. f. Developing a strategic plan for dissemination. <p>The Director of Strategic Initiatives will play an incredibly important role within Uncommon Schools as he/she will be primarily responsible for executing on the organization’s most important strategic initiatives each year. The person will have a very high level of responsibility.</p>
Position Milestones	<p>We have not yet developed specific milestones in terms of dates and deliverables for the Director of Strategic Initiatives. At the same time, it is safe to say that we would expect the person to complete the following initiatives by the end of the 2011-2012 school year:</p> <ul style="list-style-type: none"> • Refine and manage Uncommon’s accountability practices and calendar. • Refine and manage Uncommon’s annual strategic planning practices and calendar. • Manage an external consulting group in the spring of 2011 to redesign organizational services and

	<p>staffing.</p> <ul style="list-style-type: none">• Increase employee sustainability by identifying the root causes of sustainability challenges, recommending solutions, identifying measures and targets to assess sustainability, and integrating sustainability results into accountability practices.
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Org Type	Charter Management Organization
Functional Area	Technology/IT
Proposed Title and Role Description	<p>Director of Technology</p> <p>Responsible for the design, implementation and maintenance of the technology infrastructure for the New Orleans region. The Director of Technology is responsible for the IT strategy for the region of 9 schools and will be tasked with leading and supporting the current IT team:</p> <ul style="list-style-type: none"> • Establish, plan, and administer the overall technology policies and goals • Analyze the needs of schools and programs and establish priorities for feasibility studies, systems design, and implementation of new design and/or modification of the organization’s information processing systems. • Develop annual budgets to perform the work in the annual plans. • Oversee federal eRate grant process. • Creates and implements plans to address IT needs, including but not limited to, school-based technology infrastructure, interim academic assessments, student information system, accounting/finance, and recruitment. • Lead technical support to KIPP New Orleans Schools and staff. Technical support includes troubleshooting computer software and hardware, replacement/upgrades, and documentation of policies and procedures for the correct use of computer software and hardware. • Create and provide technology orientation and training to KIPP New Orleans Schools staff. <p>Provide ideas and training for the integration of technology into the classroom/curriculum.</p>
Position Milestones	Yes - Infrastructure redesign has to be completed by 12/11 and a definite series of IT services must be in place by 9/11 .