**Achievement First Direct of School Operations Roles and Responsibilities**

The following table is intended for use as a guide.

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|  | **Commanders Intent** | **Key Mindsets** |
| **Position Overview** | The Director of School Operations is a member of the school leadership team and ensures the school’s everyday activities run smoothly. They are directly responsible for all matters of school administration that do not directly relate to instruction or student behavior. Just as AF network support has a chief financial officer & chief operating officer to allow CEO(s) to focus on leading, think of the director of school operations as your site based COO/CFO.DSOs are expected to be skilled managers who are capable of independently managing, hiring and developing their team (i.e. student services managers & office coordinators.) | * **Excellence is a Habit:** DSOs should have exceptionally high standards never accepting “so-so” from him/herself or his/her direct reports.
* **Whatever it Takes**: DSOs should have the mindset that, “my job is to clear as many rocks off the road as humanly possible for my school.” They should always be willing to go the extra-mile to make sure that our staff, scholars and families are well supported.
* **Systems, Planning & Process Oriented:** These are absolutely essential for the DSO role. His/her job is to always encourage the leadership team to plan forward & to make sure that there are reliable systems & processes in the school.
* **Warm Demander:** DSOs should radiate warmth, humility & optimism but should simultaneously be lovingly demanding & tenacious in the name of looking after the best interests of the school, staff & scholars.
* **Strategic Problem-Solver & Solution Oriented:** DSOs must be strategic in their approach to their work. They should proactively come to principals with potential solutions, not just problems that need solving.
* **Initiative & Follow-Through:** Beyond understanding a principal’s vision, DSOs should not need substantial hand-holding. Instead he/she should excel in taking initiative and have impeccable follow-through
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| **Bucket** | **DSO Core Responsibilities** | **DSO-Principal Check-in Items** |
| **Finance** | DSO manages all aspects of day-to-day financial operations in compliance with AF’s fiscal policies & procedures, ensures that his/her campus has a clean audit on an annual basis and no “repeat findings” which might jeopardize the charter. Maintain accurate records of all financial transactions and submit them to the Achievement First network finance staff for processing  | * DSO meets with principal monthly to review highlights of budget to actual performance year to date and a forecast for the year
* DSO makes active budget management recommendations (i.e. cuts, additions, re-allocations) to ensure that school resources are always well aligned to the school’s academic priorities.
* DSO recommends and advocates for what he/she thinks is “best use of funds” but also understands that the principal is the ultimate decision maker and has the final say on matters of financial resource allocation.
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| **Procurement/****Purchasing**(ex. Office Supplies, Textbooks, Furniture) | * Manage school purchasing process by placing orders with vendors, tracking delivery and maintaining inventory
* Ops team establishes clear system for staff to request items and then works to fulfill all standard requests in 24-48 hours. Regularly used supplies are identified and replenished without staff request; essential supplies are never missing.
* Each year, prepare the campus for start-up/new school year by ordering furniture, equipment, and classroom supplies as well as ensuring that school services (i.e., student food services, student transportation services) are lined up and ready for action
 | Heading into School Readiness season, Ops team proactively reaches out to principal for planning session, to ensure the school is fully stocked for the first day of classes. |
| **Student Enrollment**(ex. Student Recruitment, Lottery Night, Waitlist Management) | * While student recruitment is owned by Team X, ops team can and should be working closely with Team X to ensure that the school begins the academic year with full classes entering the feeder grades (with full having been defined during the prior year’s budgeting process).
* Partnering with Principal to coordinate/plan/execute parent information sessions, school tours, and the lottery process (this may look different by geography).
* Following the lottery, ops teams take over the enrollment process in terms of following up with lottery winners, obtaining acceptance related forms, managing the waitlist, coordinating orientation sessions, onboarding of new students & families, etc.
* If the school fears that it may begin the school year under-enrolled, ops teams should reach out to Team X to help fill seats.
 | During student enrollment season, DSO reviews enrollment numbers, and how student enrollment numbers are impacting the budget.  |
| **School Safety**(ex. safety drills, exit maps, emergency plans) | * Ops teams ensures that the school meets safety requirements while at the same time works equally aggressively to minimize school safety related disruptions to instructional time.
* Ops should insure that every room has an exit plan and emergency binder with student class lists, that the school has an exit route for drills, and that the school has a reliable safety plan documented.
* Ops teams also ensure that staff is aware of relevant emergency protocols, that an appropriate number of staff members are trained in safety procedures (i.e. CPR) and that reports are filed for any accidents/incidents.
* Ops team owns coordination of all fire drills and other related emergency drill preparations (ex. lockdown)
 | DSOs meets with the Principal to review incidents and accidents and propose solutions to mitigate future accidents. DSOs also ensure Principals are informed, as needed, of safety protocols and how they impact the school day, scholars, and staff. |
| **Transportation**(ex. Daily, Field Lessons) | * DSOs are responsible for transportation and implementing systems that safely get scholars to and from home and school each day (entry and dismissal protocols).
* In addition to meeting a school’s daily student transportation needs, team ops can & should be working aggressively to do the heavy lifting around transporting scholars & staff to and from both local field lessons as well as to more distant locations.
* When and if transportation hiccups are negatively impacting instructional time or posing safety concerns, team ops is there to own the behind the scenes problem solving with our external service providers and to communicate proactively with parents so that they can rest easy knowing their scholars are in good hands with AF.
 | During school readiness, DSOs coordinate with Principals to discuss and implement safe and effective entry and dismissal protocols. |
| **Food Services**(ex. FRL forms, Daily, Field Lessons) | * Team ops makes food service as seamless as possible for our scholars, parents and school staff by coordinating daily food service.
* A key responsibility is that Ops must adequately document the free and reduced lunch (FRL) status of 100% of our scholars.
* Coordinating food service so that it does not interfere with instructional time, ensuring proper meal tracking so that AF stays in compliance with the MANY rules & regulations surrounding the National School Lunch Program, maximizing state & federal reimbursements, exploring healthy snack options and proactively planning with staff to meet the food services needs of scholars for field lessons.
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| **Staff Certification** | * Opsworks with teachers, Network Support & other external agencies to develop a pathway and plan for every teacher in need of certification.
* Ops can also serve as on-site resource for questions related to staff certification, trouble-shoot certification issues, provide teachers with reminders regarding upcoming deadlines and assist staff as they progress through the certification process,
 | While ops can support teachers in many ways, Ops can’t tackle certification issues alone. Ops can however ensure that the principal and appropriate Network Support staff (i.e. Regional Director of Ops, Regional Superintendent) are kept abreast of the school’s overall certification picture (i.e. certified vs. uncertified) and of any teachers who regularly delay taking requisite next steps. |
| **Health Services****(ex. nursing services)** | * Ops team coordinates with nurse to ensure that school is compliant with state law on medication administration, mandatory physicals and screenings, immunizations, and athletic participation.
* Ops team coordinates with nursing staff to ensure that they have the training and resources they need to care for student health needs whether in class or on field lessons, in a manner that provides assurance to students and families, and reduces staff stress **and anxiety.**
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| **Main Office & Equipment**(ex. Copy Machines, Fax, Phones, Postage Meter) | * One of the Office Coordinator position’s primary responsibilities is to operate a main office that not only optimizes the running of an efficient school but at the same time creates a warm and welcoming environment for parents, scholars, staff and other visitors.
* From an efficiency stand point, teams ops should ensure that a schools copier machines, fax, phones and postage meters are always in working order, that clear instructions for operating this equipment (particularly copy machines) are readily available and that mechanical problems are dealt with immediately when/if they arise.
* From a warmth standpoint, team ops should ensure that the space is adequately decorated (student art, core values, plants, seasonally appropriate décor, etc.) and that visitors are welcomed, asked to sign our visitor log and that adequate seating & water are made available.
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| **Student Testing**(ex. IA’s, DRP’s, state-testing, etc.) | * Ops manages the logistics of student test administration, including distribution of materials to the classroom, and (depending on the test) the collection and aggregation of test results.
* Depending on the campus and the test, key tasks may include ensuring that 100% of IA’s are uploaded in advance of data day, determining whether to have an exam scored internally or externally, determining an optimal testing schedule, placing orders for test materials well in advance, pre-filling answer tests with key student information to ensure accuracy, photo copying test materials and other similar tasks.
 | Coordinating with Principals on testing procedures, timing, and process, as well as reviewing data |
| **Facility Management & Appearance**(ex. classroom set-up, janitorial, bulletin boards, banners, etc.) | * With technical assistance from Team Facilities, Team Ops strives to not only provide safe learning environments for our scholars in a cost-effective manner, but also to create facilities that have a bright and inviting educational atmosphere which communicate excellence and professionalism, and inspire learning and achievement.
* Other tasks might include creating a system whereby bulletin boards are regularly refreshed with current/high-quality student work, updating bulletin boards with school-wide data, providing teachers or grade level teams with data for boards or soliciting student work for display.
 | * Ops should in general own most facilities issues so principals can focus on driving instruction looping principals as thought partners only on an as needed basis. Principals however are typically more involved in negotiating space disputes in co-located facilities and/or in working with Network Support staff on major school construction projects, school moves and long-term space planning conversations.
* Coordinating principal preference- DSO responsibilities could include doing regular classroom walkthroughs and providing teachers with feedback (requires principal backing), liaising with custodial staff on any and all issues, and ensuring the facility in general looks the best it can.
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| **Board/Authorizer Relations/Compliance**(ex. Board Meetings, Charter Renewal, Authorizer Visits, Compliance Reports) | * While Team X takes the lead on charter renewal, DSOs serves as Team X’s primary school based point of contact. Similarly DSOs partners with RDO to relieve principal from logistical aspects of charter renewal (document collection, authorizer visits, etc.)
* Develops and implements protocols to ensure that the school executes all necessary compliance procedures and collects all necessary data to meet the reporting requirements of the school’s authorizer and other regulatory bodies.
* Attends board meetings, helps principal prepare for those meetings by ensuring he/she is up to date and prepared for any questions from board members on any ops-related issues. Creates the school’s board report based on school data and in interview with the principal.
 | Debrief board meeting with principal as needed to ensure that necessary steps are taken prior to the following board meeting.  |
| **Field Lessons**(ex. End of year trips, hotels, busses, itineraries, etc. | * With guidance from dean(s) & principal on instructional priorities and non-negotiables, ops team can own from beginning to end the logistics of all off-site field lessons (local and out of state), including scheduling transportation, lodging, extracurricular activities, meals, etc.
* Specifically, ops can---in coordination with dean, grade level chair, college readiness director, etc.---create staffing plan, itineraries and handle non-instructional aspects of field lessons. Ops can also work with trip leaders to create contingency plans for when/if things should go awry.
* The ops team will also work with trip leaders to ensure that all fiscal policies are adhered to during field trips and lessons (cash & credit cards).
 | Principals and deans give guidance on field lesson (where, when) |
| **Communications**(i.e. Parent Newsletters, Weekly Staff Memo, Survey Administration) | * To enhance the school’s relationship with its families, ops should constantly support principals in streamlining key information that goes home to parents and caregivers (i.e. memos, newsletters, auto-dialers, etc.)
* Parent Newsletter: Ops teams can coordinate, solicit & compile contributions, format and distribute parent newsletters.
* Staff Memo: Similarly, ops can assist with regular staff memos through same methodology. Some principals may choose to have DSO’s regularly contribute content to these memos and/or to help outline memo content so that all necessary info is included.
* Surveys: Ops can create surveys, plan survey timelines, administer surveys to staff, and compile results for the leadership team.
* Scheduling: Ops can schedule family chats and other parent meetings (e.g. meetings for parents with chronic attendance issues.
* Auto-dialers: Ops can pre-record phone messages to go home to families in advance of key school events (e.g. report card night & family chats) and/or in reaction to unforeseen events (e.g. late bussing, snow days, early release, etc.)
 | Discuss parent engagements as needed, and coordinate information going to families |
| **Progress Reports, Report Cards, Transcripts, Promotion in Doubt** | * Ops teams should ensure that school leaders, teachers and faculty, parents and students have timely access to the accurate information they need on student performance to engage in informed and constructive conversations that promote student engagement and achievement.
* Ops teams also serves as liaison between Team Data and school leadership so that the appearance and information on Progress Reports/Report Cards/Transcripts satisfies school expectations based on unique needs (such as distribution to colleges).
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| **Information Technology****(ex. computers, phones, VPU’s)** | * While Team IT is the ultimate owner of technology on campus, the ops team serves as a critical liaison to Team IT for technical issues related to computers, phones, VPUs, doc cams, etc.
* With support from Team IT, Ops team can trouble shoots basic technology problems & provide useful tips to staff on common technology use. Whenever possible, Ops notifies IT of new staff 2 weeks in advance so that equipment is available for day one.
* Ops team will provide an IT workspace (Team IT will install the cables), where teachers can connect their laptops.
* Ops team will manage and distribute the spare laptops kept on site so that staff can pick up a spare as needed.
* As part of school readiness, ops teams should proactively reach out to the school leadership team and to Team IT to plan any technology related enhancements or additional purchases for the subsequ**ent school year.**
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| **School Culture System**(i.e. Merit/Demerit system/Scholar Dollar) | * Implementing a school culture system (i.e. merit, demerit, scholar dollar) can be a huge lift and ops can handle much of the heavy lifting.
* Specifically, ops should be responsible for ensuring the systems are in place, well-designed and efficient. Ops can create the project plan for implementation, own day to day execution, audit system accuracy and effectiveness and make tweaks as necessary.
* However because of the volume of data entry involved with these systems, most ops teams find that additional part time staff is required to execute the system week in and week out so as to not jeopardize other aspects of the work ops teams are expected to perform.
 | Team ops cannot implement a school culture system entirely on their own. Coordination and cooperation with the school leadership and other staff members is essential---particularly around parent communication, teacher training, overall messaging and buy-in. |
| **Attendance System**(ex. Staff Attendance, Student Attendance, Withdrawal Info) | * Ops should be well-versed in and have reliable systems for tracking staff and student attendance and should be able to provide leadership teams with a snapshot of student attendance by school, grade, advisory, reason code, etc. as well as for staff attendance by staff member.
* Moreover, the ops team serves as front line of communication with parents regarding student tardiness and absences, firmly communicating with students and families the importance of attendance to student success.
* Ops team owns student withdrawal process so that withdrawal information is quickly and accurately entered, providing school leadership and AF valuable summary information.
* Finally, ops team accurately determines attendance bonus so staff are paid appropriate attendance bonus in a timely fashion.
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| **School Readiness/End of Year Close-Out** | * With a strength in forward planning for complicated projects, ops should be very involved in not only planning for the End of Year (EOY) close out but also school readiness planning for the coming year.
* School Readiness: Ops team lead by DSO not only creates a detailed plan for accomplishing core ops projects based around the School Readiness toolkit but also works closely with the leadership team on integrating ops specific readiness planning with the school’s larger readiness efforts.
* End of Year Close-Out: With appropriate air cover & messaging to staff from principals, ops can develop the plan for and own the logistics around the ending of one school year and the beginning of another school year, including but not limited to: EOY close out of classrooms, execution of facilities maintenance/upgrade projects, staff member transitions (in and out), purchasing, etc.
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| **Data, Data, Data**(ex. Data Integrity, Data Accuracy, Daily/Weekly/ Monthly Reporting, etc. | * Because data driven decision making is such an important aspect of the AF model, it’s essential that team ops understands the value of not only data integrity but also how data can be used as a powerful tool to help inform key decisions that school leadership teams (are faced with.
* At present, your ops team can & should be expected to produce basic data such as student attendance by grade on a daily basis.
* Going forward, Team Data & Team Ops are working together to increase SSM’s capacity to run additional ad-hoc reports that will provide school leadership with richer data to better manage daily, weekly and monthly school performance.
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| **Infinite Campus**(e.x. Attendance, Course/Class Set-up, Family Contact Info, Demographic Information, etc.) | * Ops team should ensure that school leaders, teachers and staff have the complete & accurate data sets they need to be successful – in promoting great attendance, in minimizing behavioral incidents, in providing a safe learning environment, & in communicating with parents.
* While not universally the case, SSM’s are typically the member of the ops team responsible for the overall data management of IC and the IC expert on staff best equipped to trains & troubleshoot IC issues with staff as needed.
* Related, ops team also works in conjunction with deans on report cards/progress reports/transcripts and to create a project calendar/map that allows for Ops to deliver these reports on time based on instructional timelines.
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