Attachment 4

School Leadership Team

Job Descriptions

Head of School
Job Description

Note: This job description is not intended to be an exhaustive listing of tasks to be performed. As with any job in a school, everyone will be called upon to do those "extras" that make the difference between an ordinary school and a great one. The Assistant Heads of School need to be particularly flexible.

1. *With respect to the Board of Trustees*
   1.1 reports on subjects identified by the Board and Executive Director
   1.2. attends meetings of the board of trustees

2. *With respect to the Executive Director*
   2.1 reports directly to the Executive Director
   2.2 meets with the Executive Director weekly, one-on-one, after preparing a written report
   2.3 serves as a member of the Executive Director's Leadership Team, with which the Executive Director meets on a weekly basis
   2.4 assists the Executive Director in all aspects of charter management operations as assigned by the Executive Director
   2.5 provides the Executive Director with data on Division Head, faculty, and student performance on an ongoing basis
   2.6 works toward a resolution of all problems - both routine and unique - as they arise
   2.7 keeps the Executive Director informed of the general programs, activities, and problems of the school
   2.8 represents the Executive Director positively to all constituencies
   2.9 publicly supports Choice Foundation, the board and the Executive Director
   2.10 performs other duties as assigned by the Executive Director.

3. *With respect to School Employees, the Head of School*
   3.1 is the titular leader of the school
   3.2 is visible presence in all areas of the school
   3.3 positively represents the school and Choice Foundation to the staff
   3.4 keeps the staff focused on being child-centered, standards-based, and data-driven
   3.5 leads the school in utilization of Choice Foundation accepted instructional practices and instructional resources
   3.6 Supervises the Assistant Head(s) of School in matters related to student, teacher, administrator and staff performance.
   3.7 Supervises Division Head(s) in matters of student, teacher, and staff performance
   3.8 Leads the school in all matters.

4. *With respect to governmental agencies, the Head of School*

4.1 works with appropriate school personnel to anticipate, prepare, and complete all reports in a timely and accurate manner

4.2 ensures compliance with legal requirements of government regulations and agencies

4.3 maintains the educational standards established by the State of Louisiana and Orleans Parish School Board

4.4 provides input and edits to governmental reports such as the Pupil Progression Plan

4.5 serves as the school's representative to governmental agencies at the head's request.

Choice Foundation
Lafayette Academy Charter School
Job Description
Assistant Head of School for School Culture (AHSSC)

Note: This job description is not intended to be an exhaustive listing of tasks to be performed. As with any job in a school, everyone will be called upon to do those "extras" that make the difference between an ordinary school and a great one.

1. *With respect to the Head of School, the AHSSC*
   - 1.1. reports directly to the Head of School
   - 1.2. prepares a weekly report and meets with the Head weekly, one-on-one
   - 1.3. serves as a member of the Head's administrative team, with which the Head meets on a a weekly basis
   - 1.4. represents the Head to school employees and to the public
   - 1.5. makes administrative phone calls to parents
   - 1.6. supports the Head in effectively educating the board concerning school culture matters
   - 1.7. supports the Head in aligning programs to the school's vision and mission

2. *With respect to the Board, the AHSSC*
   - 2.1. reports on subjects identified by the Board and Head
   - 2.2. attends meetings of the board of trustees

3. *With respect to School Culture, the AHSSC*
   - 3.1. responsible for supervision, implementation and assessment of the non-academic programs
   - 3.2. creates an environment conducive to learning
   - 3.3. creates and supports school-wide procedures
   - 3.4. responsible for professional development concerning school-wide discipline
   - 3.5. coordinates and supervises positive behavior support initiative
     - 3.5.1. implement monthly student behavior celebrations
     - 3.5.2. implement quarterly student academic celebrations
   - 3.6. evaluates systems in place to ensure effectiveness
   - 3.7. adheres to all state and federal policies

4. *With respect to the Social Services Program, the AHSSC*
   - 4.1. supervises social work services concerning students and families' social and emotional health
   - 4.2. coordinates procedures concerning the use of data regarding attendance and homeless matters
   - 4.3. secures partnerships with community service providers

5. *With respect to the Medical Services Program, the AHSSC*
   - 5.1. supervises medical services concerning students
   - 5.2. coordinates procedures concerning the use of data regarding immunizations, dental care, vision care and daily services provided to students and staff
   - 5.3. secures partnerships with community service providers
   - 5.4 assures compliance to all state and federal policies
6. *With respect to the Volunteer Program, the AHSSC*
   - 6.1. assists in the recruitment and placement of volunteers

7. *With respect to the Extracurricular Programs, the AHSSC*
   - 7.1. organizes athletics and marching units to provide nonacademic opportunities for students to experience team work and success
   - 7.2 works with faculty to provide high quality extracurricular opportunities in addition to athletics.

8. *With respect to Afterschool Programs, the AHSSC*
   - 8.1. coordinates aftercare program for parent support
   - 8.2 coordinates tutoring programs for additional student learning opportunities

9. *With respect to Parent and Community Relations, the AHS*SC
   - 9.1. communicates with parents concerning school matters
   - 9.2. conducts parent orientations
   - 9.3. coordinates yearly Healthy Living Fair
   - 9.4. participates in community events and meetings
   - 9.5. secures partnerships with higher learning institutions

Lafayette Academy Charter School
Assistant Head of School for School Performance
Job Description

Note: This job description is not intended to be an exhaustive listing of tasks to be performed. As with any job in a school, everyone will be called upon to do those "extras" that make the difference between an ordinary school and a great one. The Assistant Heads of School need to be particularly flexible.

1. *With respect to the Head of School, the Assistant HOS for Student Performance*
   1.1 reports directly to the head of school;
   1.2 meets with the Head weekly, one-on-one, after preparing a written report for the HOS
   1.3 serves as a member of the Head's management team, with which the Head meets on a weekly basis;
   1.4 serves as the person in charge when the Head is not available;
   1.5 assists the Head in all aspects of school operations as assigned by the Head;
   1.6 is visible presence in all areas of the school;
   1.7 keeps the staff focused on being child-centered, standards-based, and data-driven;
   1.8 provides the Head with data on Division Head, faculty, and student performance on an ongoing basis;
   1.9 works toward a resolution of all problems - both routine and unique - as they arise;
   1.10 keeps the head of school informed of the general programs, activities, and problems of the school;
   1.11 prepares a master school class schedule and to assign teachers and students to classes and other obligations;
   1.12 represents the Head positively to all constituencies;
   1.13 publicly supports the board and the head.

2. *With respect to prospective students and parents, the Assistant HOS for Student Performance*
   2.1 Presents the school to prospective students and parents to include:
      2.1.1 systematic and efficient handling of applications and communication with candidates and their parents;
      2.1.2 interviews with candidates and their parents;
      2.1.3 arrangements for testing;
      2.1.4 securing of necessary student credentials/files; and
      2.1.5 communicating final placement decisions to the appropriate individuals.

3. *With respect to the faculty, the Assistant HOS for Student Performance, in cooperation with the Division Heads*

3.1 supports and challenges each faculty member to provide an excellent education for her/his students;

3.2 acts as the second academic leader of the school, responsible for its day-to-day operation: scheduling of students, monitoring student academic progress; convening "swat" teams to address student academic emergencies;

3.3 maintains the educational standards established by the State of Louisiana and by those agencies that examine and accredit the school;

3.4 assures the effective start up and sustainability of special programs such as Junior Achievement, the Tulane reading program, and KidsmART;

3.5 designs, implements, and improves a regimen of interim assessments and data-driven instruction.

3.6 makes recommendations to the head of school regarding the hiring and retention as well as the assignment of faculty.

3.7 maintains records of staff certifications and licenses and sees that the school maintains compliance with state requirements in this area;

3.8 establishes programs for the orientation of new teachers, for in-service training of all teachers, and for the evaluation of classroom teachers, to ensure that teachers are familiar with and adhere to school policies in all areas of the school operation.

3.9 conducts regular meetings with faculty and with department chairs, which will deal both with routine school matters and with the stimulating exchange of ideas on issues of educational/philosophical interest and concern.

3.10 observes, supervises, and helps evaluate the faculty in the development and implementation of curriculum;

3.11 supervises the teaching process;

3.12 reviews and evaluates the academic programs;

3.13 supervises the writing and approval of staff professional development plans;

3.14 serves as a role model to encourage faculty self-evaluation, professional growth, scholarship, and effective training;

3.15 serves as a resource to faculty, Division Heads, and the Head to train and evaluate faculty;

3.16 oversees the coordination of the co-curricular and extra-curricular activity programs of the school;

3.17 assists in the planning and the presentation of school assemblies and programs;

3.18 maintains a comprehensive calendar of school events;

3.19 keeps the entire school community informed of various school programs and activities.

3.20 maintains complete academic records on all students;

3.21 oversees the grading and the reporting of standards and methods used by teachers in measuring student achievement.

3.22 prepares a master school class schedule and assigns teachers and students to classes and other obligations.

3.23 serves as a consultant to teachers in matters of classroom management, teaching

methods, and general school procedures;

3.24 assists in the admission process for the testing, interviewing, and evaluating of applicants for enrollment.

4. *With respect to the board, the Assistant HOS for Student Performance*

4.1 makes regular reports on subjects identified by the Board and Head;

4.2 attends meetings of the board of trustees as required by the Board or the Head.

5. *With respect to governmental agencies, the Assistant HOS for Student Performance*

5.1 works with appropriate school personnel to anticipate, prepare, and complete all reports in a timely and accurate manner;

5.2 ensures compliance with legal requirements of government regulations and agencies;

5.3 maintains the educational standards established by the State of Louisiana and by those agencies that examine the school;

5.4 is the chief author of governmental reports such as the School Improvement Program and the Pupil Progression Plan;

5.5 serves as the school's representative to governmental agencies at the head's request.

Job Description
Division Head

1. *With respect to the Head of School, the Division Head*
   - 1.1. reports directly to the head of school
   - 1.2. meets with the Head weekly, one-on-one, and sends a written report to the Head the day before the meeting
   - 1.3. serves as a member of the Head's administrative team, with which the Head meets on a weekly basis
   - 1.4. represents the Head within the division

2. *With respect to the Board, the Division Head*
   - 2.1. makes regular reports on subjects identified by the Board and Head.
   - 2.2. attends meetings at the request of the Head.
   - 2.3. as a member of Board committees (Educational Development, Admission, Long Range Planning, Building and Grounds), serves as liaison between Head and Board.

3. *With respect to the division's program, the Division Head*
   - 3.1. represents the school's mission and philosophy;
   - 3.2. works in a procedural manner with faculty to develop and determine programs – academic, co-curricular, character-building, and support – consistent with:
     - 3.2.1. the school's mission and philosophy;
     - 3.2.2. the ability levels of children enrolled
     - 3.2.3. children's developmental stages
     - 3.2.4. the next stage of children's education;
   - 3.3. coordinates offerings with the other divisions;
   - 3.4. contributes to the creation of a single, coherent school program;
   - 3.5. in cooperation with other parts of the school, coordinates and supervises the division's annual calendar of events;
   - 3.6. keeps abreast of recent educational research
   - 3.7. is alert to potential danger, liability, and the law, and consults with the Head as necessary.

4. *With respect to students, the Division Head:*
   - 4.1. in general terms, facilitates their growth, welfare, and education;
   - 4.2. provides age-appropriate, safe, child-centered courses and activities that offer: variety and interest; multiple opportunities for choice, responsibility, and success; and a sense of both community and personal involvement;
   - 4.3. offers and maintains programs to help students meet age-specific challenges;
   - 4.4. works for high performance and high morale;
   - 4.5. monitors the relationship between the overall ability of the student body and the nature and demands of the program, taking necessary actions to ensure a good match;
   - 4.6. determines appropriate individual placement in courses and/or classes;
   - 4.7. creates schedules that facilitate the program and serve children, consistent with mission;
   - 4.8. maintains patterns of discipline in accord with written procedures and school philosophy;

4.9. monitors performance and behavior (including attendance) and keeps consistent, reliable records, including thorough, supportive progress reports and accurate transcripts;
4.10. is sensitive to a given grade's unusual family histories, group dynamics, and resulting programmatic needs;
4.11. serves as liaison between school and parents on matters concerning ways the program can meet students' needs;
4.12. with professional guidance (social workers, advisers, and faculty), helps individual students and their families respond to specific academic, emotional, and developmental challenges;
4.13. ascertains individual students' appropriateness to the program and recommends removal of those incapable of success within the school;
4.14. writes the student handbook;
4.15. prepares orientation programs for entering classes and students;
4.16. oversees appropriate placement at the next stage of education;
4.17. serves as student advocate.

5. *With respect to the faculty in the division, the Division Head:*
5.1. keeps the school's vision present and alive;
5.2. reminds teachers regularly that school is for the education of children, not for the comfort, convenience, and pleasure of adults;
5.3. focuses teachers upon their inescapable role as front-line school "marketers," to both children and their parents;
5.4. serves as the communication link – in both directions – between Head and faculty;
5.5. equitably assigns courses to be taught and activities to be supervised and/or led – in accordance with school policies on teachers load;
5.6. schedules courses and activities according to the needs and welfare of students and the program;
5.7. recommends adding or removing teaching positions, depending upon enrollment, offerings, and load, consistent with the Board's policy on student-teacher ration;
5.8. where applicable, appoints department Chairs;
5.9. in accordance with Board and school policies and appropriate legal procedures, evaluates individual teachers' performance in all areas of program.
5.10. recommends individual programs of professional development;
5.11. organizes workshops appropriate to the needs of the division's teachers;
5.12. after exhausting all reasonable efforts at improvement, recommends termination of inappropriate faculty members;
5.13. leads faculty meetings that involve and empower teachers;
5.14. informs faculty members of applicable educational research and its implications for them and the school's programs;
5.15. seeks to build a positive working relationship with teachers, recognizing that the school's particular needs and circumstances may not always make this possible.

6. *With respect to other personnel within the division, the Division Head*
   - 6.1. supervises and evaluates their work within the division
   - 6.2. coordinates their activities;
   - 6.3. serves as team leader and keeps the focus on mission and vision.

7. *With respect to the Business Office, the Division Head*
   - 7.1. on the basis of observation and faculty requests, passes on maintenance and purchase requests;
   - 7.2. delivers reports of teachers and staff attendance;
   - 7.3. assists in the coordination of transportation;
   - 7.4. helps generate the division's budget and supervises its administration.

8. *With respect to the Development Office, the Division Head*
   - 8.1. keeps the staff informed of newsworthy events, student achievements in academics and character-building, and future directions;
   - 8.2. assists in the recruitment of volunteers;
   - 8.3. helps determine the uses of funds raised.

9. *With respect to parents, the Division Head*
   - 9.1. responsibly and thoroughly communicates evidence of the division's success with respect to children;
   - 9.2. keeps parents informed about the nature and purposes of the division's program and its relationship to school philosophy and mission;
   - 9.3. serves as school contact for parents concerned about their own children;
   - 9.4. calls special conferences as necessary;
   - 9.5. works with appropriate leaders of the parent organization to develop programs that support parents, enable wise parenting, keep parents informed, and encourage volunteer involvement.

--after ISM, 2/10/01