

Job Descriptions for Administrators in Independent Schools

Director of Alumni Programs

The director of alumni programs reports to the director of development. Responsibilities include the following:

- To develop a wide variety of ways to communicate with all alumni, including via the Internet and the school alumni listserv.
- To plan, organize and implement receptions and reunions and other special events both at the school and throughout the country.
- To publish the alumni magazines and other alumni publications.
- To research and profile the background of all alumni.
- To select and train the alumni to assist the admissions' office network for prospective families and students.
- To expand and replenish the class agent's program.
- To function as the liaison between the Alumni Board of Directors and all of their activities and the school.
- To oversee the maintenance of the school-wide database.
- To assist in taking photographs at all major school and alumni events and to maintain an appropriate photograph library for publications and mailings.
- To create and oversee the school archives.
- To perform other duties as assigned by the head of school.
- To support the school and its leadership.

Director of Athletics

The director of athletics is responsible to the head of school. His or her responsibilities include the following:

- To lead by activity and example, to develop, organize, supervise and evaluate the entire program of intramural and interscholastic athletics for the entire school.
- To ensure that all coaches are performing their duties at the very highest level of professionalism.
- To ensure that all coaching positions are filled with competent coaches who are properly trained in all organizational and philosophical aspects of the athletic program. In this connection he or she will participate with the head of school and the administrative team in employment decisions and faculty assignments.
- To ensure the proper maintenance and security of all athletic equipment and athletic facilities, fields and courts, working in coordination with the director of buildings and grounds.
- To organize (and submit to the director of marketing) regular information on the various programs for public recognition of athletic achievements.

- To prepare, submit, and administer a budget each year to fund the athletic programs of the school.
- To provide the scheduling of all athletic contests, arrange for athletic transportation, and hire all game officials.
- To represent the school at various state, regional and national athletic associations.
- To maintain records of team and individual athletic accomplishments and submit copies of same to the development office for historical purposes.
- To maintain and revise the coaches' manual each year and set up appropriate meetings with the coaches to review the information and standards in detail.
- To help to organize and coordinate, with the principals of the three divisions, the off-campus athletic programs.
- To oversee the distribution, collection, cleaning, repair, and storage of all athletic uniforms and equipment.
- To ensure the health and safety of all students in the athletic program, and to be responsible for it, and;
- To perform other duties as assigned by the head of school.
- To support the school and its leadership.

Director of Communications

The director of communications reports to the director of development. Responsibilities include the following:

- To plan and execute programs that enhance public perception of the school.
- To initiate and lead activities intended to interest parents in sending students to independent schools: press releases on events, oversight of the web site, and day to day contact with the news media.
- To identify emerging marketing strategies and tests their effectiveness and reports on their results.
- To provide networking opportunity and support for admissions directors and marketing representatives at individual schools to plan joint efforts to raise visibility of independent schools generally and to work on specific school-based marketing issues.
- To designs and place ads on the Independent Schools Fair.
- To oversee periodic publication of the Guide to Area Independent Schools: Prepares marketing plan for the Guide and oversees distribution of the publication.
- To perform other duties as assigned by the head of school.
- To support the school and its leadership.

Director of Facilities

The director of facilities reports to the business manager. Responsibilities include the following:

- To oversee the physical operation of the entire school and its programs.
- To create and oversee the careful maintenance and cleaning programs that keep the school's appearance in exemplary condition.
- To oversee and evaluate the work of a buildings and grounds crew.
- To create and oversee an on-going equipment replacement program and PPRSM budget.
- To develop, maintain and report all required environmental, health and maintenance standards as required by law and to work with the administration, to ensure compliance with all regional, state and federal regulations and laws as they impact the school.
- To arrange bids and develop specifications for all outside contractual work of more than \$1,000.
- To oversee the work of all outside contractors to ensure compliance with contractual agreements and budgetary restrictions.
- To serve as staff support for the Buildings and Grounds Committee of the Board of Trustees.
- To perform other duties as assigned by the head of school.
- To support the school and its leadership.

Director of Admission

The director of admission reports to the head of school. Responsibilities include the following:

- To oversee the program of admissions of new students to the school.
- To present the school to prospective students and parents, which includes systematic and efficient handling of applications and communication with candidates and their parents; interviews with candidates and their parents; arrangements for admissions testing; securing of necessary student credentials; and communicating final decisions to the appropriate individuals.
- To oversee the admission office, creation of the admissions budget, and appropriate admissions and marketing materials, mailings and publications.
- To organize and administer, with the head of school, the Financial Aid Committee, the program for scholarships and financial aid.
- To evaluate continually and redesign where appropriate all aspects of the admissions and marketing program with the goal of maintaining a capacity enrollment of qualified students and a wait-list of qualified applicants which consist of at least 10% of the maximum class size for each grade.
- To manage the re-enrollment of current students for the succeeding year.

- To oversee the network of parents, former parents and alumni to assist in the admissions program.
- To keep relevant statistics on all aspects of the admission and re-enrollment program.
- To represent the school at various gatherings and conferences.
- To perform other duties as assigned by the head of school.
- To support the school and its leadership.

Business Manager/Chief Financial Officer (CFO)

The Business Manager reports to the head of school. Responsibilities include the following:

- To supervise the work of the school accountant and business office personnel and use standard accounting and bookkeeping procedures, to keep an accurate continuous record of the cash and financial position of the school and manage the financial operation of the school so that the institution remains financially stable.
- To prepare a monthly operating statement for the head of school and the board of trustees.
- To provide a monthly report of expenditures for use of each individual budget center within the school.
- To establish a plan and schedule for the preparation of the annual budget that will permit the setting of the succeeding year's tuition at a Board of Trustees meeting early in the calendar year.
- To provide for the securing of an annual audit of the school's financial records and financial positions.
- To oversee all school purchasing, financial investments, banking activities, payroll and benefits program.
- To provide staff support, in conjunction with the head of school, to the Finance Committee and the Executive Committee of the Board of Trustees.
- To manage risk at the school to ensure the safety of personnel and students in their use of the facilities and to maintain appropriate levels of insurance to protect the property and to cover the liability of the school.
- To oversee school transportation, including transportation routes, schedules and contracts and to assess the performance of the transportation companies.
- To oversee and coordinate the work of the secretarial staff and support staff.
- To ensure the effective management of the bookstore and the food-service operation and any other auxiliary enterprises of the school.
- To assist the head of school with decisions regarding salaries and benefits for all personnel, including the evaluation of support staff.
- To represent the school at various regional, state, and national associations relative to the role of being the business manager.
- To perform other duties as assigned by the head of school.
- To support the school and its leadership.

Director of College Guidance

The director of college counseling reports to the upper school division head or the academic dean or the head of school. Responsibilities include the following:

- To assume responsibility for counseling students in grades 9 through 12 (and their parents) in regard to the entire college selection, application and admission procedures.
- To coordinate the program and calendar of all standardized testing for students including scheduling test dates, registering students, arranging for special "prep" sessions, administering the tests, and providing pre- and post-test counseling;
- To oversee the various student award programs and ceremonies.
- To help the registrar keep accurate permanent records of students' testing and academic work.
- To develop the extensive summary reports on students' progress on standardized testing to the school community as appropriate.
- To conduct individual and group sessions in all areas of college counseling.
- To write the school recommendation by the end of the junior year of upcoming seniors making application to college.
- To oversee the faculty writing of the requested recommendations for students applying to college.
- To maintain and expand an attractive, informative and up-to-date College Counseling Center.
- To oversee visits to colleges and from college representatives;
- To represent the school at relevant state and national conferences and workshops.
- To perform other duties as assigned by the head of school.
- To support the school and its leadership.

Department Chair

Each department chair reports to the division heads, academic dean, and/or head of school. Responsibilities include the following:

- To articulate the department's strategies in achieving the mission and goals of the school and to set departmental objectives, assessments, and policies accordingly in cooperation with the members of the department.
- To participate productively as a member of the Academic Policy/Curriculum Committee in order to ensure academic integration of the schools and to exchange information and ideas regarding the total school program.
- To serve as a role model to encourage faculty self-evaluation, professional growth, scholarship, and effective training.
- To convey information to members of the department regarding plans, curriculum development and assessment, resources, facilities, and activities which affect department members.

- To hold regularly scheduled department meetings, to maintain records of such meetings, and to provide minutes of the meetings to the division heads and head of school.
- To be aware of and coordinate the teaching objectives, materials, methods to be used, and means of assessment used by each teacher within the department, and to maintain records relating to standardized test scores and course grades in department courses.
- To evaluate continuously the performance of each teacher in the department, culminating in an annual evaluation conference, with performance assessments shared and goals set.
- To publicize within the school community the scholarship and endeavors of the department and give recognition to exceptional achievement within the department.
- To review periodically the library collection pertaining to the specific department and to recommend to the librarian titles and materials for possible acquisition.
- To assist in the search for an evaluation of candidates to fill vacancies within the department.
- To submit each spring listings for textbooks, to prepare an annual departmental budget that allows for the on-going purchase of additional texts, supplies, and equipment, and to administer the budget in cooperation with the business manager.
- To perform other duties as assigned by the head of school.
- To support the school and its leadership.

Director of Development

The director of development reports to the head of school. Responsibilities include the following:

- To devise and manage a program designed to attract the maximum gift support possible to the institution. This program will include annual fund solicitation; planned giving programs; corporate and foundation proposals; and planning for major capital gifts.
- To help develop and coordinate all aspects of the major gifts campaign.
- To keep the head of school and Development Committee informed on a weekly basis of the fund-raising activities of this office.
- To develop a plan to increase alumni and parental support of, and involvement in, the institution.
- To create a coordinated publications and printing program which will most effectively communicate with our various constituencies (including the alumni magazine);
- To develop a complete program of research into and an action plan of solicitation of the school's key prospects.
- To serve as staff support for the Development Committee of the Board of Trustees, the Parents' Association and the Alumni Association;
- To oversee processing of all gift income for the purpose of providing receipts and the maintaining of giving records of donors to the school.

- To develop and lead a professional and volunteer staff to carry out the activities of this office.
- To perform other duties as assigned by the head of school.
- To support the school and its leadership.

Director of Summer Programs

The director of the summer programs reports to the head of school. Responsibilities include the following:

- To create, market, and oversee the entire summer school/camp operation, to include academic, extra-curricular, athletic, and off-campus activities.
- To create, maintain and communicate all records, as required by the school, other schools, consultants, and professional associations.
- To retain and evaluate the services of appropriate staff and teachers to organize and run the programs
- To create and monitor all safety and health programs for the summer school.
- To arrange for thoughtful communications with and events for the parents of the summer students.
- To work with the director of admission to identify and recruit qualified students for the full-year program.
- To work with the business manager to develop a budget and to ensure the profitability of the program.
- To prepare appropriate summary reports for the school, the trustees, and the public.
- To perform other duties as assigned by the head of school.
- To support the school and its leadership.

Dean of Students

The dean of students reports to the division head, assistant head, or head of school and is responsible for all issues relating to the well being of the students during their attendance at the school. These include, but are not necessarily limited to, the following areas:

- To maintain student discipline and follow-through with correspondence record keeping relating to discipline.
- To coordinate new student orientation and new student home- room responsibilities.
- To schedule parent/teacher conferences and to maintains records and correspondence relating to parent conferences.
- To counsel students when necessary, working closely with the school psychologist.
- To schedules special programs and gatherings, such as D.A.R.E., etc.
- To prepare and maintain the school's master calendar.
- To keeps the head fully informed on student issues and all other relevant matters pertaining to school life.
- To perform other duties as assigned by the head of school.

- To support the school and its leadership.

Diversity Coordinator

The diversity coordinator reports to the division head, academic dean, and/or head of school. Responsibilities include the following:

- To provide strategic leadership in the area of diversity, based upon the school's mission and long-range plan.
- To support and manage the activities of parent, student, and faculty/staff groups whose purposes and goals are related to diversity issues.
- To act as a resource on diversity issues for faculty and staff in their work with students and in their development of curriculum and programs.
- To act as a liaison between the school and the various communities of color in the locale in support of the school's continued effort to serve these communities better and to support the school's outreach and admissions marketing and recruitment programs.
- To coordinate the teamwork for developing sensitive working relationships with students, faculty and staff and parents and for managing the personal, political and institutional dynamics related to diversity issues in the school.
- To perform other duties as assigned by the head of school.
- To support the school and its leadership.

Faculty Mentors/Master Teachers

A faculty mentor/master teacher reports to the division heads and the head of school. Responsibilities include the following:

- To serve as a role model to encourage faculty self-evaluation, professional growth, scholarship, and effective training.
- To supervise and counsel new teachers, conveying information regarding plans, curriculum development and assessment, resources, facilities, and activities which affect them and to serve as a consultant to teachers in matters of classroom management, teaching methods, and general school procedures;
- To hold regularly scheduled meetings with new teachers for open discussion of educational issues, to maintain records of these meetings, and to provide minutes of such meetings to the division heads.
- To assist in the search for an evaluation of candidates to fill vacancies within the department.
- To solicit ideas for agenda items for possible inclusion in faculty and department meetings.
- To perform other duties as assigned by the head of school.
- To support the school and its leadership.

Head of School/President

The head of school is the sole employee of the board of trustees. In situations with very large schools and multiple divisions and/or campuses, often there is a president and one or more school heads. In those instances, the following job description is "divided" between president and school head(s), as mutually agreed upon by the president and the board of trustees. Responsibilities include the following:

- The head of school shall be a member ex officio of all standing committees of the board.
- He or she shall be the representative of the board in its relations with the faculty, staff, students and the patrons of the corporation.
- The head of school shall select and hire properly qualified persons to serve as members of the faculty and administration (including the some members of the board in an advisory role for those key hires of other administrators who interface regularly with the board, such as admissions, finance, development officers in particular).
- The head of school shall have direct supervision of the faculty and staff and shall coordinate the activities of the entire organization. The head of school shall hold regular meetings of the faculty and staff and see that the general policies of the board are understood and followed.

General duties of the head/president include (but are not restricted to) the following:

- To embody, manifest, and advocate the mission of the school.
- To articulate the vision for the school and its future.
- To monitor and address all matters of school climate and culture.
- To manage the sometimes competing demands of the various constituencies of the school.
- To provide to the board of trustees various scenarios and possibilities for the board to consider as it does its work focusing on the strategic future of the school.
- To work with the board of trustees, its chair, and its committees in carrying out established school policies; to review those policies and make recommendations for changes; to attend meetings, prepare reports, maintain board records, and keep trustees informed on all aspects of the school's operation.
- To supervise the all programs of the school (academic, athletic, ethical, and other extracurricular programs); to monitor curriculum, grading, testing, and reporting to parents; to prepare for and conduct periodic program evaluations; to submit reports to external agencies as required; to establish disciplinary policies and standards of conduct.
- To supervise the business manager in the preparation of preliminary and final budgets; to monitor income, expenditures, collections, and cash flow; to maintain appropriate financial records; to oversee the employee benefit program.
- To supervise the admissions director in determining programs for the recruitment of students, including marketing and outreach, information dissemination, applicant testing and interviews and acceptance and decisions.

- To represent the school to all of its constituents including neighborhood, parents, students, alumni, business community, faculty, and staff.
- To supervise the development director and development efforts to cultivate and effect generous support of the school.
- To handle all matters regarding employment, retention, and dismissal of personnel; salaries and contracts; job assignments and performance evaluation; and orientation and training. To prepare employee handbooks, and maintain appropriate personnel records.
- To represent the school in its relations with state and federal agencies and with local, state, regional, and national educational organizations and accrediting agencies.
- To supervise the college counselor in planning for an appropriate program for college guidance and college admissions.
- To act as liaison with the other organizations to ensure fulfillment of the school's contractual obligations; to coordinate schedules, arrange for rentals, and coordinate procedures where the interests of both organizations are involved.
- To supervise and/or assist with all other aspects of the school's operation, including (but not limited to) facilities maintenance and operation, food service, transportation, summer programs, development and fund raising, and alumni affairs.

Assistant to the Head

The assistant to the head reports to the head is responsible for all issues relating to at the school, as delegated by the head of school. These include, but are not necessarily limited to, the following areas:

- To prepare agenda for faculty meetings.
- To schedule the head's appointments and meetings.
- To handle the head's correspondence and general correspondence to parent body.
- To prepare the head's weekly memoranda.
- To screen the head's telephone calls and takes messages.
- To sort the head's mail and prepares response (when necessary). Maintains and updates standard letters.
- To maintain family, faculty, and various other databases. Maintains teacher absence file.
- To serve as a member of the Professional Growth Committee.
- To maintain Professional Growth request file and professional growth reports manual.
- To supervises the After-school Program.
- To prepare and edit, with the head's supervision, the Parent/Student and Employee Handbooks.
- To serve on Administrative and Academic Committees.
- To prepare the Parent Directory.
- To prepare and manage the school calendar.

- To assume responsibility for special research and other projects for the head.
- To perform other duties as assigned by the head of school.
- To support the school and its leadership.

Principal/Division Head

The lower/middle and upper school principals (division heads) report to the head of school. Each principal/division head is charged with the comprehensive responsibility for all activities involving students and faculty in their respective divisions (pre-school, lower school, middle school, upper school). Their specific responsibilities include the following:

- To maintain congruency between the school's board-approved mission statement and all activities of that division.
- To act as the educational leader of the school division, responsible for its day-to-day operation; to direct the activities of the members of the school instructional and, in conjunction with the business manager, the non-instructional staff in the performance of their duties.
- To function as the chief articulator of that division's programs, expectations, behavioral guidelines, and other information necessary to ensure that all constituencies are fully informed consistent with their individual roles.
- To observe, supervise, and help evaluate the faculty in the development and implementation of curriculum; to supervise the teaching process, and to review and evaluate the academic programs.
- To lead the Academic Policies/Curriculum Committee in the articulation of the school mission, school goals, department goals, course objectives, materials, methods and means of assessment.
- To provide an orderly, controlled environment in which learning can take place, a school climate which is supportive and which reflects high morale.
- To be aware of the educational, physical, social, and psychological needs of the members of our school community and to develop plans for meeting these needs.
- To oversee and direct the activities of the department chairs, the sponsors of various student organizations and activities, and faculty committees.
- To ensure compliance with legal requirements of government regulations and agencies; to maintain the educational standards established by the State of Illinois and by those agencies that examine and accredit the school.
- To make recommendations to the head of school regarding the hiring and retention, and the assignment of faculty;
- To establish 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.
- To strive for unity, harmony, and cooperation through tact, helpfulness, respect, and a recognition of individual differences and the special abilities and strengths of each teacher.

- To conduct regular meetings with faculty which will deal both with routine school matters and with the stimulating exchange of ideas on issues of educational/philosophical interest and concern.
- To oversee the coordination of the co-curricular and extra-curricular activity programs of the school; to assist in the planning and the presentation of school assemblies and programs; to assist in maintaining a comprehensive calendar of school events; to keep the entire school community informed of various school programs and activities.
- To provide for the academic guidance of students; to maintain complete academic records on all students; to oversee the grading and the reporting of standards and methods used by teachers in measuring student achievement.
- To be responsible for establishing guidelines for proper student conduct and dress; to maintain student discipline consonant with school policies; to monitor students' adherence to established school rules; to maintain accurate records of student attendance and citizenship.
- To be a visible presence in all areas of the school; to work toward a resolution of all problems - both routine and unique - as they arise; to keep the head of school informed of the general programs, activities, and problems of the school.
- To prepare a master school class schedule and to assign teachers and students to classes and other obligations.
- To serve as a consultant to teachers in matters of classroom management, teaching methods, and general school procedures.
- To assist in the admission process for the testing, interviewing, and evaluating of applicants for enrollment.
- To perform other duties as assigned by the head of school.
- To support the school and its leadership.

Academic Dean/Dean of the Faculty

The academic dean/dean of the faculty reports to the head of school. Responsibilities include the following:

- To maintain congruency between the school's board-approved mission statement and all academic activities.
- To act as the academic leader of the school, responsible for its day-to-day operation: scheduling of students, overseeing of the academic advising and college counseling programs; monitoring student academic progress; convoking "swat" teams to address student academic emergencies; coordinating the efforts of department heads and the academic affairs committee, etc.
- To observe, supervise, and help evaluate the faculty in the development and implementation of curriculum; to supervise the teaching process, and to review and evaluate the academic programs;
- To oversee and direct the activities of the department chairs, the sponsors of various student organizations and activities, and faculty committees.

- To ensure compliance with legal requirements of government regulations and agencies; to maintain the educational standards established by the State of Illinois and by those agencies that examine and accredit the school.
- To make recommendations to the head of school regarding the hiring and retention, and the assignment of faculty.
- To establish 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.
- To conduct 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.
- To oversee the coordination of the co-curricular and extra-curricular activity programs of the school; to assist in the planning and the presentation of school assemblies and programs; to assist in maintaining a comprehensive calendar of school events; to keep the entire school community informed of various school programs and activities.
- To provide for the academic guidance of students; to maintain complete academic records on all students; to oversee the grading and the reporting of standards and methods used by teachers in measuring student achievement.
- To prepare a master school class schedule and to assign teachers and students to classes and other obligations.
- To serve as a consultant to teachers in matters of classroom management, teaching methods, and general school procedures;
- To assist in the admission process for the testing, interviewing, and evaluating of applicants for enrollment.
- To perform other duties as assigned by the head of school.
- To support the school and its leadership.

Director of Curriculum

The director of curriculum reports to the head of school. Responsibilities include the following:

- To oversee the curriculum and to suggest recommendations for correcting overlaps/gaps.
- To assist teachers in matching appropriate assessment instruments to curriculum objectives.
- To prepare the annual report on the state of the curriculum.
- To assure uniformity in assessment, parent reporting, and academic standards.
- To help department chairs to resolve conflicts.
- To help departments to develop standards appropriate for the school.
- To review all proposed changes to the curriculum and providing updates on a yearly basis.
- To chair departmental curriculum committee meetings.
- To suggest methods for integrating instruction, cross-grade units, etc.

- To assist faculty in developing a uniform, detailed curriculum.
- To serve as a resource for faculty, recommending workshops, speakers, programs, school observations, etc.
- To coordinate regular textbook reviews with department chairs on a regularly scheduled basis.
- To conduct a minimum of two workshops per year for faculty to keep faculty informed of current trends/research in curriculum and instruction.
- To make recommendations to administration regarding problems or concerns relating to curriculum.
- To network with curriculum directors at other independent schools.
- To network with curriculum people at local public schools — making sure the school is keeping its edge and is knowledgeable of state mandates.
- To computerize the school curriculum.
- To establish and maintain curriculum resource room for staff.
- To review the level of homework and student projects.
- To review academic balance throughout.
- To oversee school -wide the standardized testing program.
- To perform other duties as assigned by the head of school.
- To support the school and its leadership.

Technology Coordinator

The Technology Coordinator reports to the academic dean, division head, and/or head of school and is responsible for all issues relating to technology at the school. These include, but are not necessarily limited to, the following areas:

- To develop, coordinate, and teach workshops and classes on instructional and administrative applications for microcomputers and related technologies.
- To provide technical curriculum assistance regarding hardware usage, software applications, computer technology, and the general instructional use of technology in the classroom.
- To assist in the integration of technology applications across the K-8 curriculum.
- To develop, update, and maintain the school's inventory of hardware and software.
- To trouble-shoot problems relating to hardware and software.
- To establish systems for educators to access, preview, or receive training in hardware usage and software applications.
- To communicate information about training services and research, including preparing memos and making presentations, accompanied by handouts and/or training manuals.
- To assist with development of, and participate in, computer user groups.
- To model staying current with technological knowledge and skills.
- To serve as a liaison of technology to the department chairs, division coordinators, academic and administrative teams.

- Maintaining the electronic student records system and assisting faculty with training for report card program. Providing tech support for administration proofing report card system.
- To serve as network administrator and support infrastructure (ex. fiber optics, T- I line, classroom connections.) including hardware (network server, classroom, computer lab, administrative, & laptop computers), Intranet, INTERNET connection, and web site, and software (virus control, software coordinator, software support, etc.).
- To perform other duties as assigned by the head of school.
- To support the school and its leadership.

Author: Patrick F. Bassett, 8/25/98, based on outline submitted by Morgan Park Academy (IL) and the contributions of the ISACS Administrative Services Committee.
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