

Palisades Charter High School
Appendix to Position Description

Title: Chief Academic Officer (Principal)

Core Competency

- **ORGANIZATIONAL AWARENESS** *Operates in a Broad Spectrum of Political, Cultural and Social Contexts:* Subject to holding in-depth knowledge of all organizational systems and understanding the strategic implications of organization's mission, strategies, values, and culture; communicates goals, mission and priorities of the organization when interacting with the community and organizational stakeholders; maneuvering organizational resources and capitalizing on political networks and previously built alliances to solve complex and unique organizational problems and direct the implementation of organization-wide initiatives to maximize organizational effectiveness.
- **PLANNING & PROJECT MANAGEMENT** *Directs Strategic Long-Term Planning:* Subject to: initiating the planning phases for highly complex, multi-faceted projects, involving extensive customization and/or complex platform architecture, spanning across multiple organizational operations, with project life-cycles reaching up to 10 years; holding extensive knowledge and applied expertise in all aspects of project management integration to give broad directives in scope, time, cost, quality, personnel, communications, procurement and risk management.
- **ACCOUNTABILITY (DEPENDABILITY)** *Accounts for Organizational Outcomes:* Holds ultimate responsibility for department and/or organizational performance and overall effectiveness; defines objectives and strategies to meet stakeholder requirements and needs, and ensure the organization is operationally compliant with federal, state and organizational standards.
- **PROCESS IMPROVEMENT & INNOVATION** *Engages in Strategic, Organization-wide Process Improvement:* Initiates organization-wide diagnosis of process improvement and innovation needs and opportunities; capitalizes on areas of opportunity by originating novel, creative, large-scale organizational initiatives for augmenting current organizational processes, services, and products that are critical to achieving long-term organizational success; fosters an organizational culture that promotes creativity and innovation in all areas of organizational development.
- **READING COMPREHENSION** *Evaluates Sources and Materials:* Discerns accuracy, relevancy, appropriateness, style, and plausibility of highly technical and complex professional written material containing subject-matter content that may carry long lasting implications for organizational process, function, and/or stability; quickly and accurately deciphers the underlying application and the impact of sophisticated, lengthy and detailed written communication from multiple formal/informal written sources.
- **RELATIONSHIP MANAGEMENT & NETWORKING** *Forms Relationships Strategically to Achieve Long-term Organizational Outcomes:* Identifies, establishes and strengthens relationships, networks, and partnerships with senior managers of the organization, organization's stakeholders, general public, and outside organizations for the purpose of informational exchange, mutual assistance, uncovering of opportunities contributing to value-added services and outcomes, and resource maneuvering that enables achieving far-reaching organizational results.

- **RESEARCH & ANALYSIS (Analytical Thinking) *Applies A Whole Systems Perspective:*** Establishes and utilizes extensive criteria for thoroughly evaluating data in order to extract most meaningful information; synthesizes and organizes vast amounts of diverse data in a cohesive and meaningful manner; identifies time sequences, causality and varying contingencies of complex, far-reaching organization-wide situations, problems and issues; identifies and integrates critical elements and applies a whole systems perspective in making inferences/ deductions that form the basis for strategic, long-term planning.
- **SERVICE ORIENTATION *Strategically Directs Service Delivery:*** Evaluates short and long-term service delivery needs in light of anticipated organizational and market trends; develops, implements, and promotes organization-wide strategies, methods and techniques for offering, improving and maintaining service and product quality, as a means of achieving long-term organizational success; exercising the outmost authority in addressing the most far-reaching organizational service problems and needs.
- **STRATEGIC ORIENTATION & VISIONING *Develops Organizational Vision and Directs Business Strategy:*** Subject to leading the development of a vision for the organization, examining radical strategic options and dramatic alternatives that have the potential to drive the organizational culture and achieve desired tangible organizational results; continuously advocating organization's mission, goals and vision to organization's members, primary and secondary stakeholders, community organizations and the public.
- **STRESS MANAGEMENT *Anticipates Stress And Plans Strategically:*** Remains strategically focused and functions optimally under conditions of on-going pressure, high stakes or opposition from multiple organizational stakeholders where one is subject to functioning in an environment where it is difficult to achieve work objectives and lead a department/organization.
- **TEAMWORK & TEAM BUILDING *Fosters Cross-Team Collaboration:*** Creates new opportunities for individuals and groups to work together, breaking down barriers that may get in the way of effective team working; continuously develops and sustains cooperative working relationships among others; understands the potential gains of teamwork to the organization and provides opportunity and resources for team-based projects.
- **VALUING AND LEVERAGING DIVERSITY *Enables Organization-wide Workforce Diversity:*** Works strategically to set and promote attitudes, believes and values that enable an organizational culture and climate in which organizational members are willing and able to capitalize on diversity to achieve optimal organizational results; demonstrates commitment to promoting, valuing, and integrating diversity by implementing department and/or organization-wide strategies for recruitment, selection, professional development and retaining of a diverse, high quality workforce.
- **ADAPTABILITY/FLEXIBILITY *Adapts Organizational Strategies:*** Remains vigilant and advances an organization's mission and long-term organizational objectives and goals in the midst of major changes in responsibility, stakeholder demands, resource constraints, and/or varied organizational upheaval; anticipates, adapts to and capitalizes on emerging industry trends, opportunities and risks.
- **WRITTEN COMMUNICATION *Writes Far-reaching Documents:*** Creates compelling, grammatically and structurally refined, and stylistically diverse written documents to convey policies, regulations and state/federal laws to personnel at all levels of organizational hierarchy, organization's stakeholders and the public, involving frequently unique, sensitive and complex contexts; exercises highest autonomy in composing and evaluating formal written documents against self developed or legally dictated standards.
- **CONFLICT MANAGEMENT *Fosters Culture for Conflict Resolution:*** Mediates in

sensitive, escalated conflicts with issues commonly latent in organizational politics; identifies and commands the use of conflict resolution strategies that best target core issues of the emerging or present conflict and acts strategically to find win-win solutions; evaluates and implements alternatives for diminishing hostile relations among individual employees, multiple units/departments and/or the public to facilitate constructive professional relationships in order to achieve optimal organizational effectiveness.

- CONTINUOUS LEARNING *Aligns Personal Learning With Anticipated Future Direction in Organizational Strategy and Professional Field*: Subject to scanning the environment to keep abreast of emerging developments in the broader organizational context and overall professional field, necessitating maintaining a broad learning perspective to anticipate and promptly undertake frequently entirely novel learning domains, as a means of aligning personal learning with the strategic needs of the organization.
- DECISION MAKING & PROBLEM SOLVING *Strategic Decision-Making in the Face of Ambiguity*: Systematically identifies, investigates and implements refined action plans in solving complex, deep-rooted problems and issues, having far-reaching organizational impact; identifies and examines multiple relevant information sources that are not readily accessible that are critical for effective decision-making; decision-making is frequently subject to deadline pressures and is frequently in the context of limited and/or ambiguous information.
- DELEGATING TO/DIRECTING OTHERS *Strategically Develops And Implements An Organizational/Departmental Framework For Delegating Work*: Directs the overall human capital of an organization; collaborates with organization's top management to develop a framework for decision-making hierarchy; communicates a framework for establishing a system for delegating responsibility and authority, and establishing, implementing, evaluating, and monitoring systems to measure and assess results of delegation on unit/department and overall organizational effectiveness.
- DEVELOPING & EMPOWERING OTHERS *Organization-wide Succession Planning*: Creates and fosters a departmental/organizational culture that values and fosters the implementation of progressive initiatives to develop the long-term potential of the workforce; works to establish new programs to enable cross-functional training opportunities, and secure human resource capital to meet organizational workforce needs for the span of 5-10 years into the future.
- FISCAL RESOURCE MANAGEMENT *Administers Organization's Fiscal Resources*: Subject to planning and developing program resource plans and budgets for multiple departments and/or operations within the organization on the basis of organization's strategic vision; holding expert knowledge and extensive applied experience in requesting state and/or federal funds vital to sustaining organization's long-term fiscal stability, and developing framework for implementing organization-wide internal control environment to ensure compliance with legal policies, laws, regulations, and rules.
- HEALTH & SAFETY AWARENESS *Ensures Total Organization-wide Legal Compliance*: Subject to holding extensive knowledge and application experience of industry-related health and safety requirements; subject to evaluating the financial costs and overall impact associated with workplace injuries on organizational effectiveness; seeks collaboration of organization's top management to identify and direct the implementation of vital organization-wide health and safety initiatives to diminish the incident rate of injuries at the workplace and achieve total legal compliance.
- INDUSTRY KNOWLEDGE & APPLICATION *Serves as Industry Expert*: Subject to holding expert knowledge of multiple functional areas within multiple domains, such that

extensive applied full-time industry work experience is necessary to achieve such expertise; the breadth of expertise, experience and specialized training is critical in the evaluation of organization-wide operations and in working on a system-wide level to develop systems and processes to enhance overall organizational performance; serves as an organization-wide subject matter expert.

- **INITIATIVE & RISK TAKING/MANAGEMENT** *Pioneers High-Risk Organization-wide Initiatives*: Anticipates and takes action to create strategic opportunities for an organization and enables an organizational culture and climate for initiating and following through on high-risk initiatives; pioneers innovative initiatives in sensitive political internal/external organizational context, where the scope and magnitude of initiatives may have an organizational impact up to 10 years into the future.
- **LEVERAGING TECHNOLOGY** *Strategically Leverages Technology*: Champions the use of technology in achieving strategic goals and is creative and visionary in the application of technology to improve services and productivity; capitalizes on own diverse proficiency in technological equipments by identifying efficient and cost-effective technological applications to be integrated into the workplace.
- **MANAGING CHANGE** *Directs Unit/Department Change Processes*: Subject to managing change initiatives of various magnitudes with respect to the operation of multiple work units and/or a single large department, with a potential for short-term consequences to the effectiveness of organization's multiple operations; assisting in developing and implementing organizational wide change management strategy, independently developing change management plans specific to the assigned operation and directing the implementation of department and/or organization-wide change initiative.
- **NEGOTIATION & INFLUENCE** *Influences Strategically*: Assembles key stakeholders, and strategically utilizes existing personnel and professional networks to publicize, align and gain support for one's agenda to impact organizational processes and business strategy prospected for long-lasting organizational outcomes; anticipates reactions of affected parties and adapts relationship building strategies and proposals accordingly to achieve desired results.
- **ORAL COMMUNICATION** *Communicates Strategically*: Communication is subject to varied contexts and setting, requiring communicating with a level of accuracy and fluency that enables communication on a variety of topics from both concrete and abstract perspectives; constructing and developing hypotheses to explore and persuade of alternative possibilities using extended discourse, without hesitation to convey information with the most far reaching impact on organization-wide processes and outcomes; scope of communication may involve, but is not limited to, presenting organizational, state and federal laws and regulations, long-term objectives, strategies and goals to senior management, stakeholders, outside organizations and the public.
- **ORGANIZATION AND ATTENTION TO DETAIL** *Eradicates Inefficiency In Process & Service Throughout An Organization*: Internalizes federal, state, and organizational laws, policies, and procedures related to organization-wide services and products, to develop strategies and establish instruments and processes for conducting day-to-day transactions and large-scale far-reaching organizational operations with optimal efficiency and effectiveness as a means of achieving long-term organizational success.

DRAFT - Palisades Charter High School
Position Description

Title:	Chief Academic Officer (Principal)
Reports to:	Governing Board
Classification:	Certificated
FLSA:	Non-Exempt
Salary Grade:	12 months – contract, health and welfare benefits (\$155,261 – \$171,200)
Revised:	Draft

DEFINITION

Under the direction of the Palisades Charter High School Governing Board and working in collaboration with the charter high school administrators and leadership teams, the Chief Academic Officer (Principal) is the chief administrative and supervisory official of Palisades Charter High School as well as the secretary to the Board. This individual oversees the operations of the building, fundraising, budget, and personnel. This individual relates the educational objectives of the organization to instructional practices that yield the highest standards of student achievement, instructional excellence, community support, and school morale. The Chief Academic Officer (Principal) provides the instructional leadership that creates, implements, maintains, and enhances excellence, scholarship, and achievement for all students. As the instructional leader of the school, this individual also serves as the primary or secondary evaluator of the school’s staff, and supports all staff in the attainment of the vision of the organization.

CLASSIFICATION CHARACTERISTICS

This position is a certificated position.

Representative Duties: (Incumbents may perform any combination of the essential functions shown below. This position description is not intended to be an exhaustive list of all duties, knowledge, or abilities associated with this classification, but is intended to accurately reflect the principal job elements.)

Essential Functions

- Serves as the chief administrative and supervisory official of the school.
- Provides effective visionary leadership and strategic planning to focus human and material resources towards the primary goal of outstanding education for all students.
- Implements strategies to promote a cooperative spirit among the school’s personnel and parents to enhance and enrich the educational and social climate of the school.
- Develops and maintains productive Board/staff/community relations with open two-way communication.
- Develops and maintains productive district/employee association relations with open two-way communication.
- Develops partnerships with the business community.
- Encourages the use of community resources, cooperates with the community in the use of school facilities, interprets the school program for the community, and maintains

- communication with community members.
- Assumes ultimate responsibility for the management and operation of the school in accordance with law, administrative code, and school Charter/Governing Board policies and regulations.
- Directs the preparation and submission of all necessary reports required from appropriate federal, state and local government agencies.
- Advises the Charter Governing Board on employee and labor relations, and contract actions and grievance disposition.
- Ensures compliance with all grant and categorical program reporting and fiscal requirements.
- Keeps informed on legislation pertaining to school charters and communicates any changes to the Governing Board and other appropriate charter personnel.
- Supervises the effective and efficient implementation of the educational and instructional programs on a day-to-day basis in compliance with local, state, and federal regulations, PCHS Charter and the provisions of the Charter's collective bargaining agreements.
- Ensures that instructional objectives are developed, and involves the faculty and others in the development and implementation of specific curricular objectives to meet the needs of the students and attain the mission/vision of the charter.
- Develops, refines, and improves curriculum, instruction, and management strategies, techniques and activities that reflect instructional diversity, alternatives and flexibility by working with and through people and utilizing their talents and skills.
- Implements sound personnel practices, observes and evaluates building staff and makes the recommendation for hire, discipline and dismissal of all school employees.
- Acts as a student advocate to ensure the rights of all students are respected and that all have equal access to the educational opportunities necessary to meet their needs and abilities.
- Exercises authority over the behavior and conduct of pupils, professional and non-professional employees, visitors, and any other persons using the school.
- Maintains high standards of student safety and conducts and enforces discipline as necessary in accordance with School Charter policy and the students' rights to due process.
- Meets with charter administrators, students and parents concerning student issues.
- Evaluates the management team in conjunction with the board to determine alterations to the organizational structure in order to fulfill the school's mission and goals as expressed in the Charter. If alterations are required, submits proposal to the board for approval.
- Empowers administrative staff to fulfill their areas of responsibility, while holding themselves accountable for showing results.
- Provides direction and supervision to the all charter administrators and staff to ensure alignment of actions to charter vision to best meet the needs of all students.
- Collaborates with and supervises other charter administrators in the process of monitoring the progress of all students.
- Develops annual goals and a strategic plan for the school.
- Provides leadership in the development of business services that will support the basic education program of the district.
- Provides leadership for a positive financial management control operation which, to the extent permitted by the Education Code and other external rules and procedures, establishes a sound basis for professional management of all income and expenditures.
- Directs the Charter's budget and development of procedures that ensure adequate budget control according to Charter board policy, and state and Federal laws.
- Develops, evaluates and makes recommendations regarding policies and regulations

- governing the operation of the charter.
- Performs other related duties as assigned.

MINIMUM QUALIFICATIONS:

Any combination of experience and training that would likely provide the required knowledge and skills is qualifying. A typical way to obtain the required knowledge and skills would be:

Experience:

- At least five years of administrative experience at the district and/or site level in positions that require increasing responsibility and complexity and with a proven track record of success
- Experience in a Charter School environment, preferred

Minimum Education:

- Any combination equivalent to: Master's Degree in Educational Administration or related field
- Candidates with a Doctorate, preferred

Licenses/Certificates

- Valid and appropriate administrative credential
- Valid California driver's license

Knowledge of:

- Current State curriculum and graduation standards.
- California Curriculum Standards and their implementation in educational programs.
- Modern principles and practices of public administration, principles of accounting, budget preparation, and administration.
- Laws, regulations and procedures governing charter school administration.
- Application of information technology and related software to business office and instructional operations.
- Government purchasing procedures.
- State and Federal laws regarding school finance and business operations.
- Collective bargaining legal requirements and negotiations procedures.
- Appropriate personnel practices and procedures according to collective bargaining agreements, Charter By-Laws, and state and federal requirements.
- Budgeting processes and cycles as practiced by California charter schools.
- Financial analysis and research procedures and methods.
- Restricted/unrestricted funding methods and procedures.
- Brown Act procedures.
- Applicable Education Code rules and regulations.
- State attendance rules and regulations.
- Legislative advocacy procedures for the benefit of students.

Ability to:

- Provide effective visionary leadership and strategic planning to focus human and material resources towards the primary goal of outstanding quality education for students.
- Express commitment to promote the concept that all students have identifiable talents/skills

which will be emphasized throughout the educational program.

- Understand that change is vital in any organization and that necessary change can best take place when those affected by the change are actively involved in the process.
- Understand the importance of keeping the Board informed regarding issues and problems and providing the Board with recommended solutions to facilitate the Board's decision-making processes.
- Make recommendations in the best interest of students.
- Perform duties with awareness of all district, state and federal requirements and Charter Board's policies.
- Direct the development and monitoring of the charter's budgets.
- Analyze statistical and fiscal material related to district operations and student achievement.
- Maintain confidentiality.
- Make effective decisions and take independent action.
- Provide long range planning, including the establishment of clear goals and objectives, in concert with Board, staff, and the community.
- Prioritize workload and conflicting demands.
- Direct research on new theories, best practices and/or trends to improve operation of the school.
- Demonstrate honesty, integrity, openness, and a strong sense of confidence in oneself and others.
- Communicate in a straightforward and sensitive manner with all members of the educational community, in both oral and written expression, including effective presentations to the Board, staff and community.
- Express care and concern for youth coupled with a commitment to bring about high student achievement and equity for a diverse population.
- Work independently with little direction and provide work direction to others.
- Promote workplace diversity and a positive work environment.
- Listen to and be open to new ideas and divergent opinions and secure meaningful involvement of staff and community to improve the quality of education for all students.
- Develop trust and collaboration between various groups within the school and the community.
- Establish and maintain working relationships with the Board, public, staff, subordinates, and administrators.
- Work collaboratively in a team environment.
- Use interpersonal techniques with tact, patience and courtesy.
- Demonstrate understanding sensitivity to, and respect for the diverse academic, socio-economic, ethnic, religious, and cultural backgrounds, disability, and sexual orientation of students, faculty, and staff.

WORKING CONDITIONS:

Physical Requirements:

- The physical requirements indicated below are examples of the physical aspects that this position classification must perform in carrying out essential job functions.

- Persons performing service in this position classification will exert 5 to 10 pounds of force frequently to lift, carry, push, pull or otherwise move an object.
- This type of work involves walking or standing for extended periods of time with some bending, squatting, twisting, reaching and stooping.
- Persons performing service in this position will exert muscle power and will require arm-hand steadiness.
- Perceiving the nature of sound, near and far vision, depth perception, providing oral and written information in various modalities and forms, the manual/finger dexterity to operate equipment, and handle and work with various materials and objects that are important aspects of this job.

Reasonable accommodations may be made to enable a person with a disability to perform the essential functions of the job.

PCHS Proposed Selection Process Timeline For Chief Academic Officer (Principal)

January 11	Review and Approval of Draft job description, organizational chart and selection process timeline.
January 21	Complete the required brochure, advertisement and application requirements for FIRST posting of the position and publish the vacancy (ACSA, Ed-JOIN, Charter School websites, etc.)
February 1-14	Name and train selection committee.
February 14	FIRST Posting for Chief Academic Officer (Principal) position closes.
February 15	Designated confidential employee receives applications. Selection Committee Reviews. •
March 1	SECOND publication of the vacancy (ACSA, Ed-JOIN, Charter School websites, etc.)
March 31	SECOND Posting for Chief Academic Officer (Principal) position closes.
April 1 – 8	Designated confidential employee receives applications. Selection Committee Reviews.
Week of April 12*	Recommendations to Board regarding potential candidates to interview.
Week of April 19*	Interviews are held with the Board in closed session.
Week of April 25*	Extensive reference checks and possible site visits are conducted on potential candidates for the position of Chief Academic Officer (Principal).
Week of May 2*	Confidential contract negotiations are conducted for recommended candidate; if process did not result in ideal match, position is re-posted with a closing date of mid-June.

***If stellar candidate(s) are identified in round one, asterisked dates become:**

February 15	Recommendations to Board regarding potential candidates to interview.
By February 20	Interviews are held with the Board in closed session (special if necessary).
Week of February 21	Extensive reference checks and possible site visits are conducted on potential candidates for the position of Chief Academic Officer (Principal).
By February 25	Confidential contract negotiations are conducted for recommended candidate; if process did not result in ideal match, position is re-posted with a closing date of March 31.

**PALISADES CHARTER HIGH SCHOOL EXECUTIVE MANAGEMENT
2011-2012**

