

EXECUTIVE DIRECTOR

REPORTS TO: Board of Directors

FLSA STATUS: Exempt; full time



ROOTSELEMENTARY.ORG

ROOTS
ELEMENTARY

Roots was founded to demonstrate how public education can continue to evolve and effectively build the skills needed for children to succeed in the 21st century. The guiding spirit for Roots is to cultivate our scholars' innate sense of wonder into a lifetime of opportunity. The Executive Director fundamentally ensures that this founding spirit of Roots is nurtured, developed, and delivered on a consistent basis to the families of our community.

More specifically, the Executive Director sets the strategic direction for Roots in partnership with the board, ensures adequate resources to support the school and the achievement of its goals, manages relationships with external stakeholders, and develops leadership team members' capacity to execute their responsibilities.

The Executive Director thinks and plans strategically and inspires community members to become more engaged in the work of the school.

The Executive Director implements and develops policies and plans, and organizes, coordinates, and manages the programs and activities of the school.

SPECIFIC DUTIES OF THE EXECUTIVE DIRECTOR INCLUDE:

STRATEGIC LEADERSHIP

- Partner with the Board of Directors to ensure that the organization has a long-range strategy and that it achieves annual goals that align with its broader vision.
- Work closely with the Board of Directors to define policy and direction for the organization.
- Lead and manage activities to implement strategic plans, goals and operating priorities; measure and report goal achievement; evaluate results and revise strategies as necessary.
- Manage relationships with funders, school authorizer, and other key stakeholders.
- Lead political advocacy at the community, district, and state levels.
- Lead on financial strategy including setting the annual budget, ensuring ongoing financial health, and managing the annual audit process.

RESOURCE GENERATION & COMMUNITY LEADERSHIP

- Establish clear revenue generation strategies, annual goals, and detailed enrollment and fundraising plans.
- Participate actively in developing and implementing fundraising strategies and tactics and support the involvement of board members in active fundraising.
- Engage personally with donors; cultivate strong relationships with foundations, major donors, and other funding partners.
- Manage diverse philanthropic relationships to set the organization up for long term success.
- Build and manage strategic partnerships that support the programming of the school.
- Build and manage the Roots brand including broadly managing press relations, social media strategies, and effective internal communications.
- Represent the Roots community outside the school community, locally and nationally, and drive achievement of increased enrollment goals.

TEAM AND OPERATIONS LEADERSHIP

- Steward the GROW values and organizational culture.
- Create clarity across the team around what is most important to the organization and how it achieves its goals.
- Hire, manage, and evaluate senior leadership.
- Oversee execution on key organizational priorities and ensure senior leaders accomplish their top line goals including academics, enrollment, and school culture.
- Oversee leadership development for senior and emerging leaders in organization; provide direct, honest, and kind feedback on informal and formal basis.
- Maintain a climate that attracts, keeps, and motivates a diverse staff of top quality people.
- Participate in the hiring process of all new staff to ensure organizational fit and alignment.
- Ensure effective financial, security, and facilities management policies are in place and consistently observed.
- Honor all local, state, and federal laws, rules and regulations. Manage effectively any infractions.

PROGRAMMATIC LEADERSHIP

- Oversee effective delivery of classroom instruction using data and other assessment tools regularly to track status and progress.
- Support the instructional team in achieving proficiency goals for scholars.
- Lead the model design process and codify core practices.
- Ensure classroom staff receive effective skill development and timely feedback from the instructional team.

BOARD GOVERNANCE

- Develop and implement strategies to ensure that Roots attracts, motivates and retains members of its board of directors who effectively fulfill their governance responsibilities and are committed to achieving the organization's mission.
- Understand and support the role of the board; ensure on-going development of the board to improve the effectiveness of members continuously.
- Provide strong staff support and regular operational and financial data to the board.
- Use the time and talents of board members effectively to advance the mission of the organization.
- Support the board members in developing their fundraising capabilities.

OTHER DUTIES AS REQUESTED BY THE BOARD AND REQUIRED FOR EFFECTIVE ORGANIZATION OPERATIONS.

INTRIGUED? EXCITED? READY TO APPLY?

If so, please send a cover letter, resume, and salary requirements to Carolyn McCormick of Peak HR Consulting, LLC at carolyn.mccormick@peakhrconsulting.com. All applications are to be submitted electronically.

ROOTS ELEMENTARY IS AN EQUAL OPPORTUNITY EMPLOYER AND ENCOURAGES ALL QUALIFIED CANDIDATES TO APPLY.



Roots Elementary cultivates wonder into a lifetime of opportunity.

OUR PHILOSOPHY

Roots Elementary is a young charter school in Denver, Colorado that has created an education model based on best practices from around the country with a focus on creating custom learning experiences for our scholars.

At Roots we firmly believe that public education can build the skills children will need to succeed in the 21st century, and that these skills include academic capabilities as well as social and emotional tools.

We are doing school differently at Roots. Many high-performing charter schools in low-income communities are able to achieve strong academic results, but often at the expense of “off-script” exploration. At Roots, we encourage our scholars to explore their world!

Here are some examples of Explorations from this school year:

- Scholars learned about flight and built their own sets of wings to demonstrate lift in our wind tunnel.
- Second graders performed as wax figures in a museum of African-American historical figures.
- Scholars are using an innovative iPad app to compose their own original songs, learning about concepts like rhythm and harmony along the way.

We believe that stoking the fires of curiosity leads to a love of learning that will last a lifetime and serve our students well throughout their lives. That’s why our mission is to cultivate wonder into a lifetime of opportunity for all students, regardless of background.

OUR COMMUNITY

Roots is located in Denver’s Northeast Park Hill neighborhood. One of the last predominantly Black communities in Denver, Northeast Park Hill has evolved over the decades with Denver’s changing economy. At the heart of the neighborhood is Holly Square, once the site of a bustling shopping center. When gang arson led to the shopping center’s destruction in the early 2000s, the community rallied and vowed to transform the site into a location full of opportunities for children. Ten years later, Holly Square is alive with activities for young people, including a library, a recreation center, a Boys & Girls Club, and Roots Elementary.

Over its first three years of existence, Roots has shaped and adapted its school model to best meet the needs of the scholars in this vibrant, diverse community. The organization is poised to continue its growth to full enrollment, from 200 students in grades K-3 this year, to 325 students in grades K-5 and to offer even stronger outcomes for its scholars.

The Board of Directors of Roots now seeks a new Executive Director to lead the next chapter in Roots’ development and impact.

OUR CORE VALUES

At Roots, we live and breathe our GROW values. From our students to our team, these core values are evident in everything that we do and every decision that we make. Get to know our GROW values:

GRIT

Our work is fun, but it is also hard. We look every challenge square in the face and say, “bring it on!” We are not afraid to fail. When we do, we pick ourselves up. When others do, we extend a hand.

RELATIONSHIPS

Roots is a school family. We respect our teachers, our classmates, our community and ourselves. We see strengths in all people first. We use our words to solve problems and always assume the best. Our kindness is contagious.

OWNERSHIP

We take ownership over our words and actions. We are open and honest. We make plans for our plans. We freely admit mistakes and embrace difficult conversations. We deeply feel our shared responsibility for all our scholars.

WONDER

Education done right begins and ends in wonder. We marvel at—and are humbled by—one another and the world around us. We are obsessed with questions—the questions we ask our scholars, ourselves, our teammates, and most importantly the questions we inspire our scholars to ask of us.



THE OPPORTUNITY

As a successor to the founder, the incoming Executive Director will have a strong foundation from which to build and will have the opportunity to take the organization's work to the next level. With a strong school leader already in place, the Executive Director will provide leadership beyond the daily oversight of school activities.

Specific strategic priorities for which the Executive Director will take leadership include:

DELIVER ON MISSION

- Ensure that the core mission of Roots continues to be delivered in a consistent, high-quality fashion and that Roots is an academic pillar in the community.
- Ensure that Roots provides students with both the academic and social/emotional tools needed to succeed and delivers a personalized education model grounded in data.
- Continue to focus on Roots' unique ability to address academic and mental health needs for kids experiencing trauma.
- Identify innovative and/or research-based opportunities to enhance our scholars' experience of school, in pursuit of the mission.

BUILD SUSTAINABLE REVENUE BASE

- Generate philanthropic revenue for the organization: at least \$350,000-\$500,000 annually.
- Increase number and volume of giving of individual donors.
- Drive increased enrollment as the school adds grade levels and seeks to increase student enrollment at existing grade levels.

STRENGTHEN OPERATIONS

- Strengthen core foundation of organizational operations and with a focus on continuous improvement.
- Lead recently developed partnership with EdTec, a 3rd-party finance and other back-office services provider.
- Manage complexity effectively.

ENGAGE THE COMMUNITY AND DRIVE GROWTH

- Build out remaining grades.
- Target increased outreach.
- Represent Roots authentically and enthusiastically with diverse stakeholders.

- Partner with the board to chart the path forward for the organization, including assessing opportunities for growth and school replication in the future.

POSITION OVERVIEW

The guiding spirit for Roots is to cultivate our scholars' innate sense of wonder into a lifetime of opportunity. The Executive Director fundamentally ensures that this founding spirit of Roots is nurtured, developed, and delivered on a consistent basis to the families in our community.

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The Executive Director thinks and plans strategically and inspires community members to become more engaged in the work of the school. The Executive Director implements and develops policies and plans, and organizes, coordinates, and manages the programs and activities of the school.

The Executive Director directly supervises the school's Principal, oversees a total staff of 25 people, and an annual operating budget of \$3 million.

IDEAL CANDIDATE

The board of Roots seeks a mission-driven leader, committed to educational equity and who is passionate about offering an outstanding elementary school education for families in our community.

A core responsibility for the Executive Director is to support the school principal and the rest of the Roots team. The staff are eager for continued coaching and development and will look to the Executive Director for such support. The Executive Director oversees professional development for the school, and so a demonstrated understanding of how to build leadership and other professional skills will be valuable.

Qualified candidates will also have experience in these areas:

LEADERSHIP SKILLS

- Demonstrated significant professional experience including at least 3 years in a role with leadership responsibility.
- Proven success in managing a complex, high-performing organization and in collaborating with strong, autonomous



leaders resulting in the achievement of key organizational objectives.

- Experience in developing, building support for, and implementing a clear strategic vision and the accompanying plans needed to execute that vision.
- Proven ability to motivate and lead a team of professionals in their fields of expertise; proven commitment to increased skill development and career growth of team members.
- Knowledge of how to partner with a governing board and leverage their talents, skills, and resources for the benefit of a growing enterprise.

ORGANIZATION OPERATIONS & DEVELOPMENT SKILLS

- Knowledgeable about how to build and optimize a true culture of inclusiveness, diversity, and equity.
- Strong financial analysis skills, proven budget development and management experience as well as facility with financial statement analysis.
- Experience in working with data and metrics to track progress and impact.
- Experience creating and implementing sustainable, scalable systems and processes to support a growing organization.
- Skilled in effective change management techniques and practices.

REVENUE GENERATION SKILLS

- Evidence of the resourcefulness and persistence required to identify and secure new sources of funding from foundations, corporations, or individuals.
- Experience in building and maintaining long-term relationships with donors.
- Proven ability to increase other revenue streams such as enrollment or other product sales.

COMMUNITY ENGAGEMENT SKILLS

- Understanding of how to be the credible public face of an organization with a wide variety of stakeholders.
- Experience in working with low-income communities to achieve measurable results.

- Knowledgeable about the effective use of social media, traditional media, and other communication strategies to carry messages to different audiences effectively.

PERSONAL QUALITIES

- Natural mentor and team builder
- Direct, honest communicator
- Self-driven leader with passion for excellence
- Savvy, quick learner
- Problem-solver, can drive continuous improvement
- Thoughtful, passionate, motivating, empowering leader

Candidates for the Executive Director position will bring expertise that will have a significant impact on the Roots program. Below are two areas of expertise that the ideal candidate may bring:

Youth mental health and trauma-informed practice. A core outcome that we aim toward for our scholars is to develop healthy social and emotional habits, and we have developed our school model accordingly. Additionally, many Roots scholars have faced significant trauma in their lives, and we continue to refine and shape our environment to ensure we are best meeting the needs of all our scholars. The expertise to continue to build the team's skills in understanding and supporting mental health and the effects of trauma would be a valuable asset to our community.

Instructional delivery. Roots is building its capabilities as an academically strong school. We have dedicated staff members who are committed to our academic model and who are still developing their own instructional capabilities. Having an Executive Director with a background in innovative elementary education practices and effective instructional techniques will help ensure that the classroom teams have access to the expertise they need to deliver top-quality instruction to all our scholars.

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