

Francis Parker School Head of Operations

Location
San Diego, CA

Application Deadline
November 6

Decision Announced
December 30

Reports to
Head of School

Review and Assessment Period
Mid-November to Mid-December

Start Date
February 1, 2023, or later
by mutual agreement



Summary

Francis Parker School is a dynamic and innovative educational institution with an abundance of ambition, energy, and vision. Each day, over 1,300 students from JK through grade 12, along with hundreds of faculty and staff, step onto two large campuses at one of the leading independent schools in San Diego. Over the last two decades, the school has undertaken a nearly \$100M capital campaign to transform the Linda Vista Campus, which houses the middle and upper school divisions. Soon, a similar campaign will begin for the historic Mission Hills Campus.

As new buildings come online, and systems and processes become more complex, the need for operational leadership at the highest administrative level has never been more salient. Thus, Parker recently created a new position, head of operations (HOO), to report to the head of school. Serving as the school's de facto chief operations officer, the HOO will oversee several critical, school-wide, functional areas, each of which is led by a departmental director or manager. In addition, the HOO will collaborate extensively with the Parker Leadership Team, the Board, and other stakeholders on planning and executing the aforementioned Mission Hills Campus transformation, which is likely to occur in many phases over the span of a decade. Parker hopes that the HOO can begin around February of 2023. However, if the right candidate needed a few more months to complete a transition, the school would consider a delayed start date into the spring of 2023.



Mission

Francis Parker School's mission is to create and inspire a diverse community of independent thinkers whose academic excellence, global perspective, and strength of character prepare them to make a meaningful difference in the world.



Vision and Educational Philosophy

VISION

Parker's vision is to build engaging learning environments that nurture curiosity and prepare students with the skills and knowledge they need to embrace purposeful opportunities and live joyful lives.

EDUCATIONAL PHILOSOPHY

Parker believes that students learn best in an inclusive and interdependent community where they can thrive socially, emotionally, physically, and academically. They create learning environments that support and challenge students to build their knowledge through interconnected and developmentally appropriate learning experiences.

Parker is committed to developing students who:

- Strive for academic excellence while maintaining a balance of social and emotional well-being.
- Possess the necessary skills, aptitude, and imagination to participate in the fundamental human conversation on what is right, fair, and good.
- Understand the fundamental human conversation on what is right, fair, and good.
- Think critically, write persuasively, and communicate confidently.
- Are familiar with the cultural, political, historical, scientific, ethical, and economic forces shaping the world.
- Develop the necessary tools to realize their individual talents and potential in their academic and professional lives.
- Embrace the larger world through meaningful, age-appropriate opportunities for experiential education.

VISION FOR PARKER GRADUATES

Parker graduates students who embody those qualities essential for academic success and personal fulfillment—intellectual curiosity, creative thinking, a passion for learning, a sense of ethical responsibility, self-reliance, community engagement, and global competence—by offering a balanced, challenging, and integrated JK to Grade 12 educational program in academics, athletics, and the arts, all in a vibrant and diverse school community.



Values

Parker's core values support the mission and vision, affirming its principles, beliefs, priorities, and philosophy, shared by all members of the community.

1. STUDENTS FIRST

Preparing students to make a meaningful difference in the world is the cornerstone of a Parker education. Our mission, vision, and core values collectively prioritize the student experience, which means all School decisions are guided by what is best for children. Parker's programs provide appropriate structure and guidance for each stage of the student experience, with the end goal of graduating individuals who are self-reliant and lifelong learners.

2. ACADEMIC EXCELLENCE

Within a learning environment where all students are seen, known, and valued, we offer courses that move students first through foundational knowledge and then forward "as far as the mind can see." Students experience innovative and advanced courses that inspire them to think and achieve beyond their initial expectations. We partner with families to meet students' needs and guide their academic journey.

3. GLOBAL PERSPECTIVE

We ask all members of the Parker community to become attuned to the systems—cultural, political, and economic—that create diverse backgrounds and perspectives throughout the world. Students learn from a globally-focused curriculum and gain direct experience of the world through age-appropriate experiential education, service-learning, and guided international travel.

4. STRENGTH OF CHARACTER

We seek to develop students who understand and value behaviors that are true and good. We expect all community members to model upstanding citizenship, appropriately express their beliefs, and understand their responsibilities as members of the larger community. We provide opportunities for students to explore and strengthen these characteristics and expectations for themselves.

5. INCLUSIVE COMMUNITY

We strive to create a community in which each person is given the opportunity to develop a healthy sense of self and empathy towards one another. We courageously lean into difficult conversations to cultivate an environment of inclusion and belonging. We continuously reflect on our practices to prioritize cultural competency in our curriculum, program, policies, and strategic goals.

6. NO LIMIT TO BETTER

True to our progressive legacy, we reflect on and iterate all aspects of school life to ensure that the Parker experience is distinct and serves the needs of our evolving community. There is no limit to what we can dream, do, and try. By evaluating and innovating our practice, we model the habits of lifelong learning. Striving beyond limits is the essence of a Parker education and fuels our journey "as far as the mind can see."



Pursuit of Excellence

The five themes of Parker's strategic direction chart their path in pursuit of excellence. These themes serve as guideposts to direct their work strategically and tactically as they move forward as a school. These themes include:

ONE PARKER

Parker's commitment to creating and inspiring a healthy, collaborative culture, aligning Parker's curriculum, programs, and practices.

HEALTHY MINDS, HEALTHY BODIES

A strengthening of support for the physical, mental, and emotional well-being of Parker students, faculty, and staff.

THE NEEDS OF SOCIETY

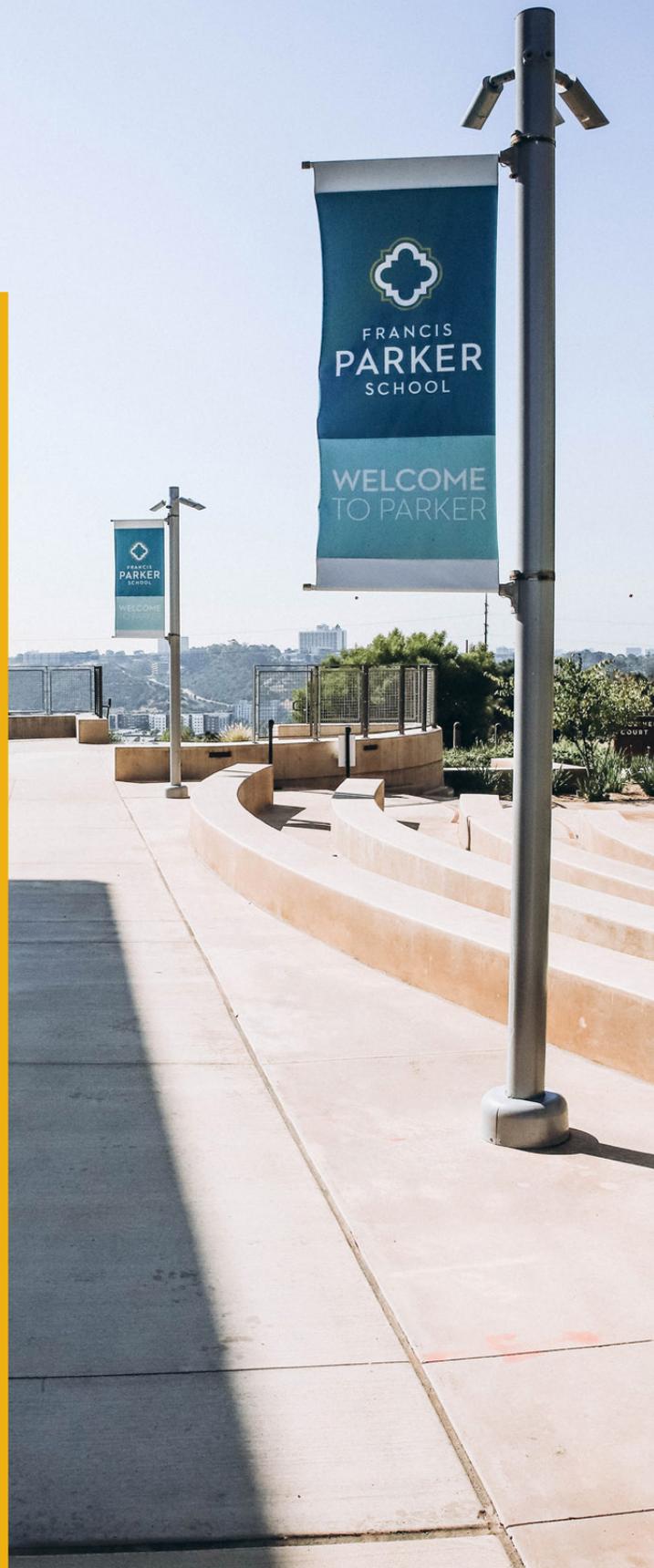
Answering the charge to actualize Parker's public purpose by developing meaningful partnerships and sharing knowledge with their local communities.

LANCERS FOR EQUITY AND JUSTICE

Advancing diversity, equity, inclusion, and belonging (DEIB) through deliberate and holistic efforts.

FUTURE FORWARD

Parker's commitment to the research and design of institutional systems, processes, and plans that ensure Parker's sustainability as a leading educational institution.





Diversity, Equity, Inclusion, and Belonging

Parker embraces the celebration and understanding of different identities, backgrounds, and experiences. They lean into difficult conversations with courage and respect. And they continuously strive to improve their cultural competency, policies, and strategic goals.



COMMUNITY

Parker has a deep commitment to building a school community that truly is global in perspective, diverse in composition, and reflective of our world. Their goal is to be one community where all members feel valued, included, and respected.

At Parker, their learning environment is enhanced by the different stories and experiences of each member of their school community. They are one community composed of many families representing a broad range of viewpoints, cultures, and backgrounds—they all learn from each other.



Important DEIB Milestones

2013

Parker creates a standing Diversity Committee of the Board of Trustees.

2015

Parker hires its first Director of Diversity and Inclusion, who remains in this role and has grown the Office of DEIB to what it is today.

2018

Parker begins S.E.E.D. training for faculty; to date, 34 have completed it.

2019

Parker begins S.E.E.D. training for faculty; to date, 34 have completed it.

2014

Parker commits to a two-year climate survey process, Assessment of Inclusivity and Multiculturalism (AIM), as developed by the National Association of Independent Schools.

2016 TO 2018

Parker implements five AIM action items:

- Create a diversity and inclusion mission statement.
- Develop and implement an outreach plan.
- Develop and implement a JK to 12 inclusive curriculum framework.
- Revise hiring practices to attract more diverse faculty to the school.
- Provide professional development for faculty and staff.

2020 TO PRESENT

Parker takes its commitment to DEIB to the next level, by:

- Creating an Office of Diversity, Equity, Inclusion and Belonging.
- Hiring two full-time associate directors, one to work at each campus.
- Launching an Equity and Justice action plan (<https://bit.ly/2LG4CNI>).
 - Affinity group expansion and facilitation
 - Continued professional development
 - Racial literacy
 - Culturally and linguistically responsive teaching



Key Statistics



1912

Parker's founding year, making it the oldest co-ed, independent school in San Diego.

 80

zip codes across San Diego County are represented in Parker's student body.

 1,310
students

9:1 student-to-teacher ratio

 86 faculty with advanced degrees

 Financial Assistance

24% of families receive financial assistance.

\$6.2 million allocated for financial assistance in 2019.

\$20,100 average need-based award.

72 colleges in the United States and beyond welcomed a Parker graduate from the class of 2022.



Memberships

San Diego Consortium of Independent and Private Schools (SDCIS), National Association of Independent Schools (NAIS), National Business Officers Association (NBOA), Independent Schools Business Officers Association of California (Cal-ISBOA).

Accrediting Bodies

National Association of Independent Schools (NAIS), California Association of Independent Schools (CAIS), and the Western Association of Schools and Colleges (WASC)

www.francisparker.org



Linda Vista Campus

At Francis Parker School, students enjoy tremendous educational benefits from the community's philanthropic investment in state-of-the-art academics and arts facilities. The same can hold true for physical education and athletics. Parker is in the home stretch of a two-decades-long capital improvement program to reimagine the Linda Vista Campus, which has seen over 20 new structures built in the last 20 years. The final pieces of this Campus Master Plan include the Douglas Aquatic Center, the Silberman Student Life Center, and the Vassiliadis Athletic Center. With these new buildings comes the tangible reminder of Francis Parker School's belief in high-quality physical education and athletic programs as an integral component of students' well-rounded educational experience. These spaces will serve both students and the local community, providing a place to gather, play, and compete.



Douglas Aquatic Center

The Douglas Aquatic Center will include Parker's first on-site, multi-purpose 7,350 square-foot heated pool, securely nestled behind the Student Life Center and Field House, with canyon views of Mission Valley. The aquatic center will serve both students and members of the surrounding community, while promoting Francis Parker School's commitment to health and wellness for all.

Silberman Student Life Center

Parker's Student Life Center will expand by 30,000 square feet to include a two-court gymnasium with 1,100 bleacher seats, student commons, locker rooms, support spaces for aquatics, a satellite training room, professional offices, and multi-use classroom and meeting spaces. The Silberman Student Life Center will be a place for students and faculty to gather formally and informally in the heart of this indoor/outdoor campus.

The Vassiliadis Athletic Center

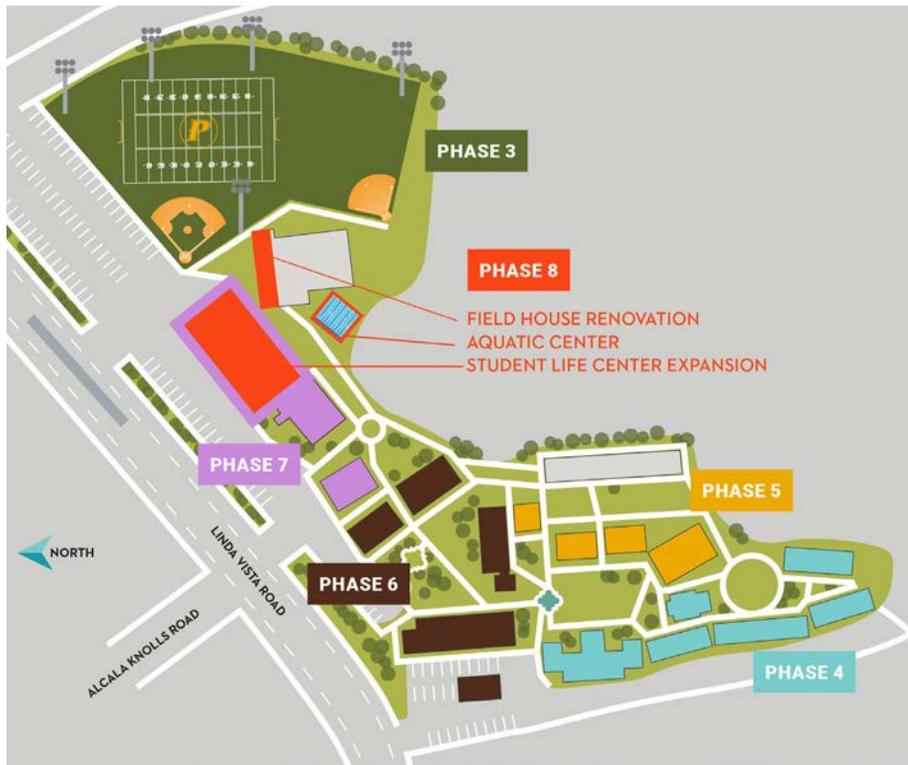
The Vassiliadis Athletic Center will elevate the game-day experience, bolster Parker's competitive advantage, and bring a new level of pride and purpose to all events hosted in this space, including California Interscholastic Federation (CIF) competitions. The Vassiliadis Athletic Center will also serve as a location for ceremonies, celebrations, and gatherings of the full Parker community.

Solar Upgrade

As part of its ongoing green commitment, Parker is about to implement solar voltaic systems for the Linda Vista Campus. The head of operations will oversee the integration of the new solar energy system into the school's utility management systems.



PARKER FORWARD: A 20-YEAR CAMPAIGN



Inspired architecture and design have always played a central role in the development of Parker's campuses. Artfully created spaces on the Mission Hills Campus that join classrooms with the natural environment were the work of famed architect William Templeton Johnson, who co-founded the School in 1912 with his wife, Clara Sturges Johnson.

The Linda Vista campus has undergone dramatic transformations over the last 50 years, mirroring the goal for Parker students to have bright, contemporary, and exciting learning spaces that inspire and cultivate the development of many skills and interests.

The Master Plan will be completed in eight phases: the Mission Hills Campus renovation and expansion (completed in 2004); synthetic turf and lights for the Linda Vista Campus (2004); 29 classrooms, Viterbi Science Center, Nicholas Commons, offices, and Senior Lawn (2006); Linda Vista Campus library, Middle School classrooms, Tchang Science Building, Gildred Math Building, and Middle School Courtyard (2007); Visual Arts Center, music studios and Peters Family Building (2009); J. Crivello Hall (2009); the Student Life Center and parking garage (2019); and the Douglas Aquatic Center, the Silberman Student Life Center, and the Vassiliadis Athletic Center (groundbreaking soon).

| PHASE 1 | | COMPLETED \$75M |
|--------------|---|-------------------------------|
| 2001 | Land acquisition opposite Plumosa Way, South wing and JK classroom retrofitting (Mission Hills Campus) | |
| PHASE 2 | | |
| 2004 | 10 New Classrooms, 3 New Labs, Considine Library, Scripps Design Center, Gooding Courtyard, 2-story North Wing, and J. Crivello Playground (Mission Hills Campus) | |
| PHASE 3 | | |
| 2005 | Turf Field, Lights, and Surface Parking (Linda Vista Campus) | |
| PHASE 4 | | |
| 2006 | 29 New Upper School Classrooms, 8 New Upper School Labs, Viterbi Science Center, Nicholas Commons, and Senior Quad (Linda Vista Campus) | |
| PHASE 5 | | RECENTLY COMPLETED \$23.4M |
| 2007 | 19 Renovated Middle School Classrooms, Library, Lawrence Commons, Gildred Math Building, Tchang Science Center, Middle School Courtyard (Linda Vista Campus) | |
| PHASE 6 | | |
| 2009 | Visual Arts Building, Thiemann Music Building, James Alan Rose Art Gallery, Peters Family Building, and J. Crivello Hall (Linda Vista Campus) | |
| PHASE 7 | | RECENTLY COMPLETED \$23.4M |
| 2019 | Student Life Center, Outdoor Amphitheater, Cafeteria, Renovations to the Amelita Galli Curci Performing Arts Center, On-site Parking (Linda Vista Campus) | |
| PHASE 8 | | UPCOMING \$26.3M |
| 2021 to 2022 | Student Life Center Expansion, Field House Renovation, and New Aquatic Complex (Linda Vista Campus) | |

For more information about this innovative and transformative masterplan, please visit WWW.PARKERFORWARD.COM



Historic Mission Hills Campus

Parker's lower school campus, located in Mission Hills, embodies the school's commitment to excellence and what it means to be "Parker proud." With its quintessential Spanish-style buildings and thriving idyllic landscape, the lower school serves as an educational hub for Parker's youngest learners. As the final elements of the Linda Vista Campus masterplan are completed, Parker will begin to turn its attention to formulating similar project plans at the Mission Hills Campus. These plans will span well over a decade and result in a reimagining and renovation of the campus, placing Parker's impactful core values and vision at the forefront of its operations.



Wayfinding and Earthquake Preparedness

As part of Francis Parker School's wholehearted commitment to student health and safety, the Mission Hills Campus will implement updated safety measures in the near future. For example, wayfinding, which helps first responders quickly navigate a campus during an emergency, has been implemented on the Linda Vista Campus but has not made its way to the Mission Hills Campus. Additionally, Francis Parker School will update the earthquake preparedness systems on the campus.

Kitchen/Dining Hall Renovation

Francis Parker School is excited to begin mapping out a substantial renovation on the Mission Hills Campus's kitchen and dining hall. Parker is proud to offer a healthy and nourishing array of food choices to its students, and aims to further elevate the dining experience for each individual. Parker aspires to create constantly-evolving inclusive and diverse spaces throughout the lower school campus, and the renovated dining hall and kitchen will bring this goal to life.

Updates to Existing Buildings

While the Mission Hills Campus is home to historical, eye-catching buildings and facilities, Francis Parker School understands when student spaces require attention. Parker is planning to update various buildings and facilities on the Mission Hills Campus to better serve its student body's learning needs. These modernized buildings and spaces will allow Parker's lower school students to foster meaningful relationships and deeply connect with their own ideas and educational goals.



Parker Leadership Team

The Parker Leadership Team (PLT) is a diverse, motivated, and talented group of administrators. PLT currently comprises fourteen people: the head of school plus thirteen senior administrators. When the head of operations joins the team, the group's size will increase by one. Administrators on PLT oversee academic and non-academic units across this complex, large, two-campus institution. The group is diverse not only in its individual makeup but also for its organizational structure. Some members are assistant heads overseeing multiple areas of broad functionality, some are heads overseeing divisions with multiple functional units, and others are directors overseeing domain-specific departments that touch all areas of the school. In addition, not everyone on PLT reports directly to the head of school. Even with this diverse organizational structure, PLT functions as a collaborative, cooperative, and consensus-driven unit in which all voices matter and everyone has an equal seat at the table. For more information about the members of PLT, we invite you to [READ THEIR INDIVIDUAL BIOS](#).

Assistant Head of School for
External Relations

Assistant Head of School for
Finance and Operations

Assistant Head of School for
JK-12 Strategic Initiatives and
Head of Middle School

Head of Integrative Programs

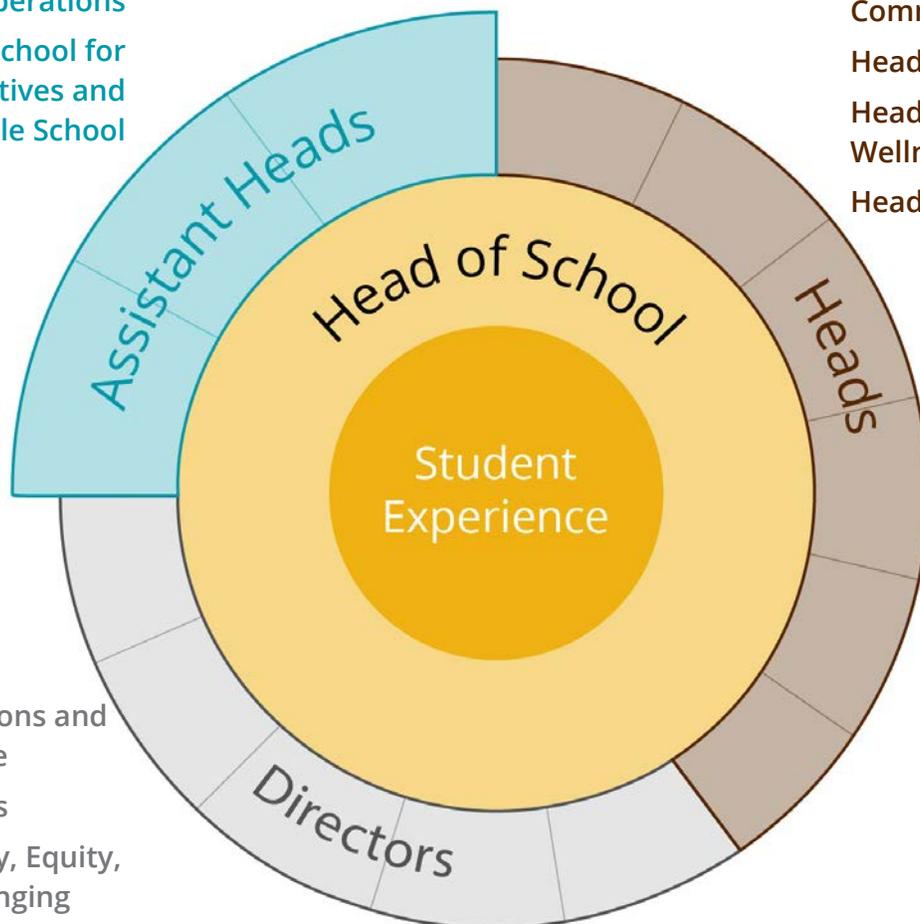
Head of Lower School

Head of Marketing and
Communications

Head of Operations

Head of Student Health and
Wellness

Head of Upper School



Director of Admissions and
Financial Assistance

Director of Athletics

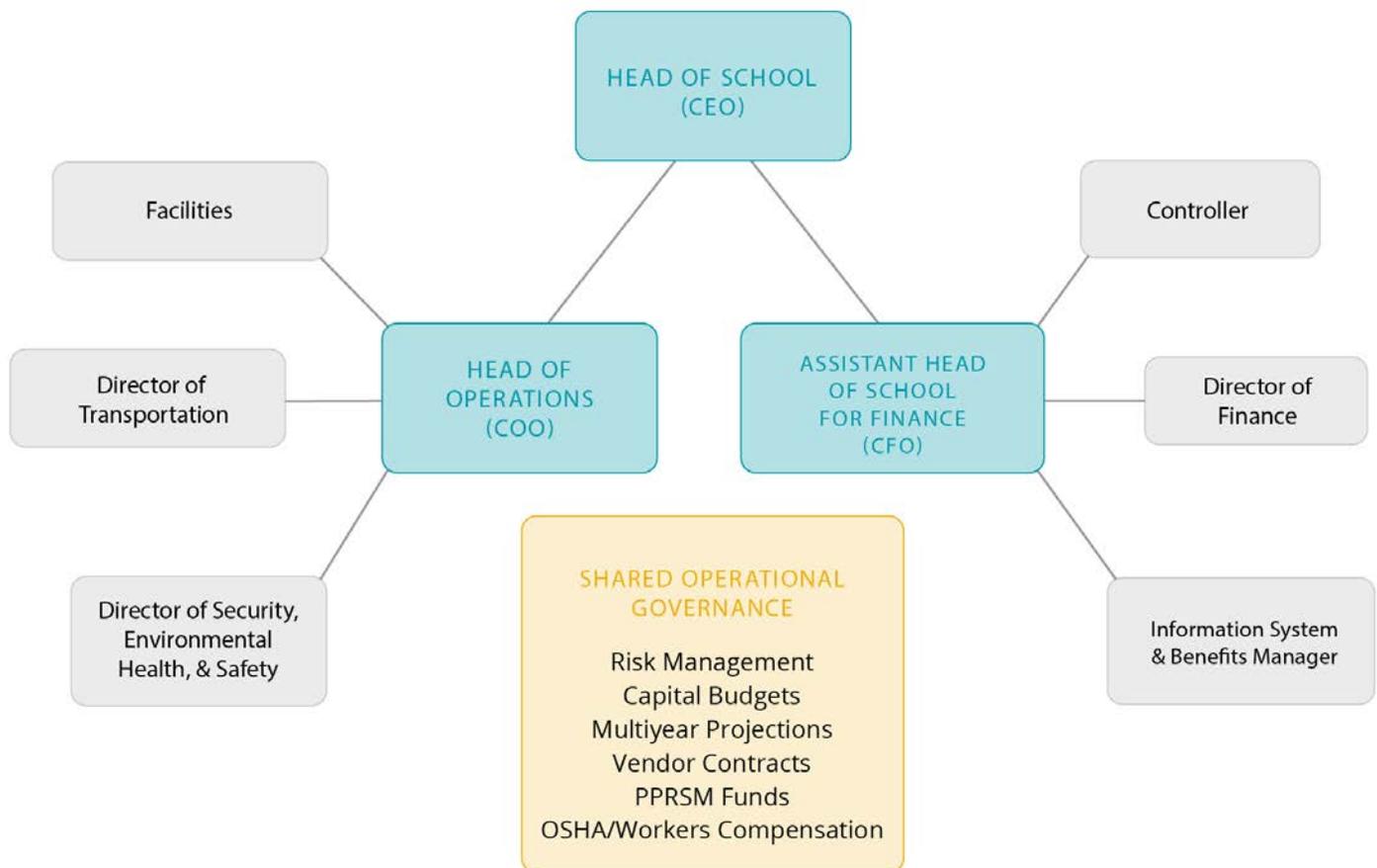
Director of Diversity, Equity,
Inclusion, and Belonging

Director of Instructional
Technology and Info Systems

Director of Security,
Environmental Health, and Safety



Shared Leadership



The head of operations and assistant head of school for finance will work in a shared leadership structure. At most large organizations, the COO and CFO intersect on a variety of complex and mission-critical initiatives that require operational and financial planning. As major vendor contracts come up for renewal, as audits and assessments identify areas requiring capital investment, and as the school forecasts its needs in the areas of plant, safety, and transportation many years into the future, these two senior administrators will work closely to develop projections, review proposals, balance priorities, and allocate resources.



Background and Opportunities

The head of operations (HOO) is a new, exciting, and critical role at Parker. Reporting directly to the head of school, the HOO will oversee multiple functional units and vendor relationships, as well as manage operational workflows across both campuses. This is first and foremost a strategic role, which serves on a dynamic and diverse leadership team.

One of the most important partners to this role is the chief financial officer (CFO). The CFO currently has been overseeing both finance and operations for several years with the title, Assistant Head of School for Finance and Operations. Once the HOO comes on board to serve as the school's chief operating officer, the CFO will hand operational oversight to the HOO, and the CFO's title will become the assistant head of school for finance. Although operations and finance will be separate departments, like any complex organization Parker will need its CFO and COO to work collaboratively in a host of domains, from construction projects to vendor relationships to strategic planning to risk management.

Why this role, why now? There are three main reasons. First, Parker's Linda Vista Campus, which serves its middle and upper school students, has just gone through a nearly 100% rebuild over the last twenty years. Meanwhile, the historic Mission Hills Campus, which serves early childhood and lower school students, is slated to begin a similar decades-long transformation. Thus, bringing new buildings online, overseeing construction projects, and contributing to board-led facilities and strategic planning processes are becoming even more complex and common tasks at Parker. The school needs a senior leader who looks at these projects from an operational point of view first.

Second, a variety of school-wide, operationally focused change initiatives are in motion, in the pipeline, or under future consideration. Parker is a school that believes in innovation, renovation, and invention. At the same time, change is not always easy, especially if it requires balancing the



Kevin Yaley

Head of School

QUOTE FROM THE HEAD OF SCHOOL

Parker's faculty and staff are our most valuable asset. From the outset, our commitment to our students is to inspire academic excellence, build strength of character, and encourage global citizenship. We do this by creating engaging learning environments that support and challenge them in age-appropriate ways. We believe that every employee plays a critical role in educating our students, whether they work inside or outside of the classroom. The head of operations will play a huge role in sustaining and improving the overall student learning and student life experiences, by having a direct or indirect impact on nearly every program and facility at Parker.

[CLICK HERE](#) to watch 12M's interview with Kevin, who shares why this new role is so important to the student experience at Francis Parker School.



needs of different stakeholders, or if it comes with a potential adverse impact to the teaching and learning program. The HOO will need to serve as the de facto chief change management officer, who can anticipate potential hurdles or pitfalls, build consensus, and find common-ground solutions.

Third, the departments that this role oversees have grown in size and become even more mission-critical than they were just five or ten years ago. Getting over a thousand kids to and from campus each day is a complex job requiring a fleet of buses, an army of drivers, and highly efficient carpool and drop-off systems. The two campuses have more and bigger buildings than ever before, with additional changes forthcoming. And in a world that must live with the possibility of future pandemics and school threats on a daily basis, security, environmental health, and safety are front-and-center topics requiring everyone's input and engagement.

All this to say that Parker's first head of operations will be warmly welcomed in 2023. The school would love to bring someone onboard in early 2023. However, if a candidate's current employment or relocation constraints prevent a start date until later this spring, Parker is willing to wait slightly longer. Either way, by this coming summer the HOO will be fully immersed in operational matters big and small, and making a major impact on what really matters most at Parker: student experience, life, and learning.



Looking Ahead

EXAMPLES OF UPCOMING OPERATIONAL CHANGE MANAGEMENT AT PARKER



Upgrading Dining Services

The head of operations will have an opportunity to lead an exciting change initiative that matters greatly to anyone who works or attends a school: dining services. Next year, the dining services contract will be up for renewal. Parker stresses the importance of serving nutritious, balanced, and delicious meals to its students. At Parker, a project like this goes far beyond developing an RFP, reviewing quotes, and selecting a vendor with the lowest bottom line. This project is about identifying needs, gathering input, creating focus groups, surveying constituents, and working collaboratively with multiple stakeholders at all levels of leadership.

Bringing New Athletics Spaces Online

Over the last twenty-plus years, nearly the entire Linda Vista Campus has been reimagined. Phase 8 of the Linda Vista Campus Masterplan will include an athletics complex, aquatics center, and a student life center. These remaining construction projects will continue to be directly managed by the CFO, since design and plans are already underway. However, after they come online the head of operations will oversee the operational functionality of these complexes, which will have high traffic and high demands at times from both members of the Parker community as well as neighbors and visitors to the school.



Implementing Security Audit Recommendations

Community-wide safety is a critical component of the Parker experience. Earlier this year, Parker completed a dual-campus security audit in order to identify areas of risk and help to strengthen overall campus safety. Having received those reports, the school is now beginning to improve various elements of the campuses, such as implementing automated gate motion detection, tightening campus perimeters, and augmenting emergency communications protocols. The head of operations will oversee the continued investment in safety and security at Parker, which is a school that seeks to implement pragmatic changes that have gotten feedback and buy-in from administrators and key stakeholders.



Parker Voices



Chris Sanders

Director of Admissions
and Financial Assistance

Chris Sanders, a San Diego native, began his career with Francis Parker School at the Linda Vista Campus admissions office. Chris was initially drawn to Parker's attention to diversity, equity, inclusion, and belonging principles, and the school's immense strides to promote balance and growth, both within its students and its faculty and staff. Now entering his sixth year at Parker, he oversees Admissions and Financial Aid at both the Mission Hills and Linda Vista Campuses, and is focused on continuously exemplifying what it means to be a transformational leader. Chris feels incredibly motivated by the kindness and humility of his fellow leadership team members, and values Parker's unwavering support in his goal of becoming not just a better role model, but a better human being each day. He hopes the incoming head of operations will be an innovative and curious individual who is excited to thoughtfully listen and collaborate with each diverse member of the Parker team.



Christi Cole

Assistant Head of
Middle School and
Parker alumnus

Christi Cole, "a teacher at heart," pours herself into everything she accomplishes at Francis Parker School. As a Parker alumna herself, Christi has firsthand experience with the school's robust curriculum, which later encouraged her to return to her alma mater as a math and science teacher. Throughout her 31 dynamic years working at Parker, she has watched the school truly blossom, including developing an increased focus on student-centered wellness initiatives and the gradual formation of a deeply connected, well-rounded community. She feels immense joy in nurturing the warm relationships she shares with each member of the Parker community, including students, families, and fellow staff members. Christi envisions the incoming head of operations as a goal-oriented collaborator, who will ensure that Parker is consistently exceeding its goal of serving each student.



Victor Virgen

Linda Vista Campus
Director of Facilities

Victor Virgen is a noteworthy figure in the Francis Parker School community. Now entering his 45th year at Parker, Victor is proud to be the director of maintenance for the Linda Vista Campus. Victor and his team arrive on campus at 5:30 AM every morning, eager to begin preparing the campus and its grounds for the students' arrival later in the day. He finds joy in the fact that no two days look the same at Parker, and he is constantly working with his team and individually to better serve each student. Throughout his multiple decades at Parker, Victor has found that the supportive community keeps him excited about coming to campus everyday. He deeply appreciates meeting inspiring students, families, and staff members that share his commitment to Parker's values of respect, kindness and empathy. Victor hopes the incoming head of operations will be a mission-driven, charismatic individual who will encourage him to continue his impactful work on campus each day.



Areas of Oversight

The new head of operations will be directly responsible for overseeing four critical departments at Francis Parker School. Each department is uniquely important to the overall functioning of the Mission Hills and Linda Vista Campuses, and each poses their own internal strengths and areas of growth. The head of operations will take a hands-on approach to their involvement with each department's operational tasks on a daily basis, and oversee ongoing projects and initiatives within each sector. Additionally, this individual should feel empowered in taking the lead on each department's duties and coordinating with their direct reports on daily tasks and obstacles that may arise. Finally, the head of operations will be actively discussing and uncovering solutions for each department's ongoing improvements, while remaining open-minded and keen to thoughtfully listen to insights and questions from each member of the leadership team.

TRANSPORTATION

Francis Parker School's transportation system is a vital part of setting students up for success each day. Students attending both the Linda Vista Campus and Mission Hills Campus rely on timely bus routes to safely arrive to and from school. Each transportation route services Parker's diverse pool of students from all parts of the San Diego area. The head of operations will take the lead on ensuring that Parker's transportation system is consistently providing dependable transit to each student.

Ongoing Improvement

- Continue to foster strong interdepartmental communication and upgrading and expanding integration of student safety and bus tracking systems and communication.
- Collaborating with both families of students and fellow leadership team members to make departmental decisions and answer potential questions and concerns regarding transportation routes and schedules.
- Advocate and support the development and implementation of an integrated, automated transportation management system to accurately and effectively assign transportation resources in a timely manner to all stakeholders.

PROJECT MANAGEMENT

Francis Parker School is searching for a motivated leader with a willing attitude and project management mindset to take the reins on overseeing its systematic operations. The head of operations will ensure that each campus has the tools necessary to best support each student, while bringing a solution-centered approach to each task. This involves checking in on campus buildings and learning spaces, sharing ideas with leadership team members, and efficiently responding to challenges that arise.

Ongoing Improvement

- Foster collaborative and open communication channels with each member of the Parker community to oversee that school well-being is taken care of at all times.
- Consistently monitor campus buildings and spaces in order to manage potential issues that may arise.
- Listen with purpose and provide up-to-date information to students, families, and community members to understand school-wide needs and challenges.
- Continue to develop an active transparent process of capital and facility improvement to ensure alignment and understanding around the on-going capital and facility improvement initiatives.



FACILITIES/MAINTENANCE

Francis Parker School's facilities and maintenance department keeps each campus environment clean, safe, and ready for student socialization and learning. Each campus boasts impeccably well-kept grounds, clean buildings and classrooms, and gleaming outdoor spaces. The head of operations will work alongside the long-time director of this department as he reports to the head of school, and collaborate on various initiatives to keep Parker taken care of for each of its students.

Ongoing Improvement

- Overseeing day-to-day maintenance operations in accordance with the director's overall vision, tasks, and routines.
- Ensuring that all Mission Hills and Linda Vista Campus buildings and outdoor spaces are up-to-date on cleanliness and safety.
- Leading the facilities and maintenance staff in sharing ideas and improvements throughout the school year.
- Develop and implement automated asset tracking and deferred maintenance programs, and issue ticket tracking systems.

ENVIRONMENTAL HEALTH AND SAFETY SECURITY

The environmental health and safety of Parker is paramount, especially in the aftermath of the COVID-19 pandemic. With unforeseen obstacles or changes that may occur, Parker understands that health and safety are principal features of a transformational and balanced education. The environmental health and safety department is responsible for a wide range of tasks, including campus security, COVID-19 protocol, and emergency preparedness.

Ongoing Improvement

- Providing valuable insight to the department director and members of the community in regards to current health and safety measures.
- Intentionally listening to other leadership team members to form solutions in the face of challenges that may arise as Parker continues to work through the aftermath of the COVID-19 pandemic.
- Pragmatically implementing security measures from Parker's recent audit.
- Develop and support Safety Committee and ensure OSHA /on going employee safety and IIPP are up to date and well understood by the Campus Community.

General Campus Operations

In addition to overseeing specific departmental duties, the head of operations should bring a solutions-focused eye to each aspect of Parker's systems. Francis Parker School prides itself on providing the best possible experience to each student every day. As the head of operations, this individual should constantly zoom out on the big picture, and examine the inner workings of each system at Francis Parker School. An example of this may include observing the carpool dropoff system through the lens of how efficiently it functions, what communication channels are involved, and how it can be further improved to enhance the student experience. The head of operations should ultimately oversee and improve bottlenecks and areas of operational inefficiency without losing sight of Parker's mission to support and inspire each member of the diverse student body.





Desired Qualities of Parker's First Head of Operations

Active listener

Kind

Collaborative

Observant

Culturally competent

Optimistic

Curious

Open-minded

Dynamic

Relational

Empathetic

Strategic

Goal-oriented

Student-centered

Innovative

Systematic



Duties

ORGANIZATIONAL STRATEGY

- Support major, decade-long campus master planning initiatives, which for the Linda Vista Campus are coming to a close and for the historic Mission Hills Campus will soon begin.
- Serving as the de facto chief operations officer of the school, work closely with the assistant head of school for finance, who serves as the school's chief financial officer.
- Work with the board and its committees on strategic matters of operational risk, planning, safety, compliance, and budgeting.
- Liaise with assistant heads, heads, directors, and other stakeholders around matters involving logistics, departmental needs, and operational planning.

DAILY OPERATIONS

- Ensure successful performance of several operational functional units and programs, including: transportation; maintenance; grounds; facilities; food service; security; environmental health; safety; and project management.
- Directly supervise several department heads in the operations cabinet, which currently includes: the director of transportation; the director of maintenance at the historic Mission Hills Campus; and the director of security, environmental health, and safety.
- Establish policies, systems, and procedures that are harmonious with school culture to ensure effective operations and improve operational efficiency.
- Ensure that departmental staffing levels and budgets are sufficient to meet the operational needs of a complex, high-functioning school that serves over 1,300 students on two campuses in San Diego.

CHANGE MANAGEMENT

- Directly coordinate major campus construction projects, and oversee all other physical improvements to the school's physical plant, which currently includes two campuses and two off-site buildings.
- As appropriate, oversee the implementation of new campus-wide systems that support end-user needs and improve the way operational functional units manage their internal processes and external services.
- Ensure successful vendor partnerships, oversee the vendor evaluation and RFP process, and in collaboration with other stakeholders identify whether and when to explore, modify, or rescind outsourced operational engagements.
- Develop multi-year capital improvement budgets, forecasts, maintenance schedules and other operational plans and projects to meet the evolving needs of the school.

GENERAL LEADERSHIP AND ADMINISTRATION

- Participate as an active and engaged member of the Parker Leadership Team.
- Ensure the professional growth of direct reports, and support them in developing members of their respective teams to assume greater responsibility and leadership at the school.
- Provide leadership and expertise in evaluating current local, state, and federal regulatory requirements and ensuring compliance with those regulations.
- Report directly to the head of school, who serves as Parker's chief executive officer, and perform other duties as assigned.



Qualifications and Qualities

QUALIFICATIONS

- Possession of a bachelor's degree from an accredited college or university in operations, engineering, business, or a related field
- 7+ years experience supporting organization-wide operations, logistics, facilities, or project management
- Director-level experience overseeing one or more of the functional units for which this role has daily operational oversight
- Professional certifications in one or more operational domains--such as project management, facilities management, physical security, plant oversight, or logistics--highly preferred but not required
- Experience managing complex, change-oriented projects from start to finish
- Experience securing vendor contracts and managing outsourced vendor partnerships
- Experience as a direct supervisor and hiring manager responsible for the growth, development, and evaluation of other team members

QUALITIES

- A love of education, and a dedication to serve the overall student experience through a tireless, behind-the-scenes approach to leading and improving operations
- Demonstrated inclusive respectful, open, and collaborative management style characteristic of a team player and experience in ensuring diversity, equity, inclusion and justice in all aspects of team management
- A collaborative, cooperative, flexible, and growth-oriented mindset that can adjust to shifting priorities at an innovative, dynamic, and complex organization
- Demonstrated quantitative and analytical skills in support of projecting, developing, and managing capital and operating budgets
- An analytical, detail-oriented, organized, and passionate approach toward process improvement, project management, and decision making, with an understanding the organizational change must include and support end-user needs and perspectives
- An ability to create organizational systems and apply project management skills in support of institutional-wide change within a complex academic environment
- An ability to multitask among disparate projects, situations, and duties
- Skilled communication ability to ensure that information is shared in a clear, transparent, and timely manner to the appropriate constituents
- Uncompromising integrity, a sense of humor, exceptional collegiality, and a relational approach to leadership and decision-making



This position requires working at a keyboard and remaining stationary for long periods of time in a professional office environment. This position also requires moving between and within all areas of both campuses, which include stairs and narrow access paths.



How to Apply

12M Recruiting is acting on behalf of Francis Parker School to identify exceptional operational leaders to fill this extraordinary opportunity. Direct inquiries to:

JOBS@12MRECRUITING.COM

APPLICATIONS WILL BE CONSIDERED THROUGH NOVEMBER 6, 2022.

All applications must be submitted online:

WWW.12MRECRUITING.COM/JOBS/PARKER

An application requires submitting four PDFs:

- Cover letter introducing yourself to the Francis Parker School search committee
- CV or resume
- A list of four references (include each person's name, current organization, title, phone number, email, and past connection to you — though we will not contact any references without obtaining your permission first)
- A response to the following prompt:

In under 250 words, describe a time when you recognized the need to improve an element of operational efficiency that few others had noticed or been willing to change. What was the ultimate impact of your efforts?



Francis Parker School values diversity and seeks talented students, faculty, and staff from different backgrounds. All employment decisions are made without regard to unlawful considerations of race, color, sex (including pregnancy, childbirth, breastfeeding and related medical conditions), gender, sexual orientation, gender identity or expression, marital status, religion, national origin, ancestry, ethnicity, creed, age, mental or physical disability, medical condition, genetic information, military or veteran status, or any other basis prohibited by federal, state, or local law.

