

Organizational Structure

Project Administrative Team (PAT)

The GEAR UP Kentucky Project Administrative Team (PAT) is led by the Executive Director and consists of the Executive Director, the Director of Project Services and Evaluation, and the Director of Operations and Partnership.

Staff Member	Title	Areas of Responsibility
Kim Drummond	Executive Director	Statewide development and oversight of GUK
Cody Davidson	Director of Project Services and Evaluation	Oversees statewide implementation of services for students, families and schools, and project evaluation
Missy Ross	Director of Operations and Partnership	Oversees day-to-day project operations, communications and outreach, engagement and contracts with strategic partners

Project Management Team (PMT)

The GEAR UP Kentucky Program Management Team (PMT) is led by the Executive Director and consists of the members of the Project Administrative Team (see above), the Senior Associate for Operations and Partnership, Coordinator for Postsecondary and School Services, the Budget and Data Analyst, and the Regional Program Coordinators.

Staff Member	Title	Areas of Responsibility
Tony Bartley	Regional Program Coordinator Statewide Area of Focus: Advising	Serves as lead program administrator for the Licking River region; coordinates statewide services in the area of advising and assessments; coordinates priority student cohort services at Eastern Kentucky University and Bluegrass Community & Technical College.
Tami Blevins	Regional Program Coordinator Statewide Area of Focus: Family Engagement	Serves as lead program administrator for the Northern Kentucky region; coordinates statewide services in the area of postsecondary transition and technology; coordinates priority student cohort services at Northern Kentucky University and Gateway Community & Technical College.
Natalie Fagan	Coordinator for Postsecondary and School Services	Provides direct services for students/families and school support services for Postsecondary partnerships.
Mary Jackson	Regional Program Coordinator Statewide Area of Focus: Text Outreach	Serves as lead program administrator for the Bluegrass region; coordinates statewide services in the area of text outreach; coordinates priority student cohort services at University of Kentucky, Elizabethtown Community & Technical College, and Kentucky State University.
Beth Lawson	Regional Program Coordinator Statewide Area of Focus: Student Leadership and Engagement	Serves as lead program administrator for the Buffalo Trace region; coordinates statewide services in the area of student leadership and engagement; coordinates priority student cohort services at Morehead State University and Maysville Community & Technical College.
Laura Negron	Budget and Data Analyst	Provides fiscal coordination including district budget management, data management system support, CERT assessments.
Toni Quire	Senior Associate for Operations and Partnership	Provides operational support and coordination; communications and outreach.



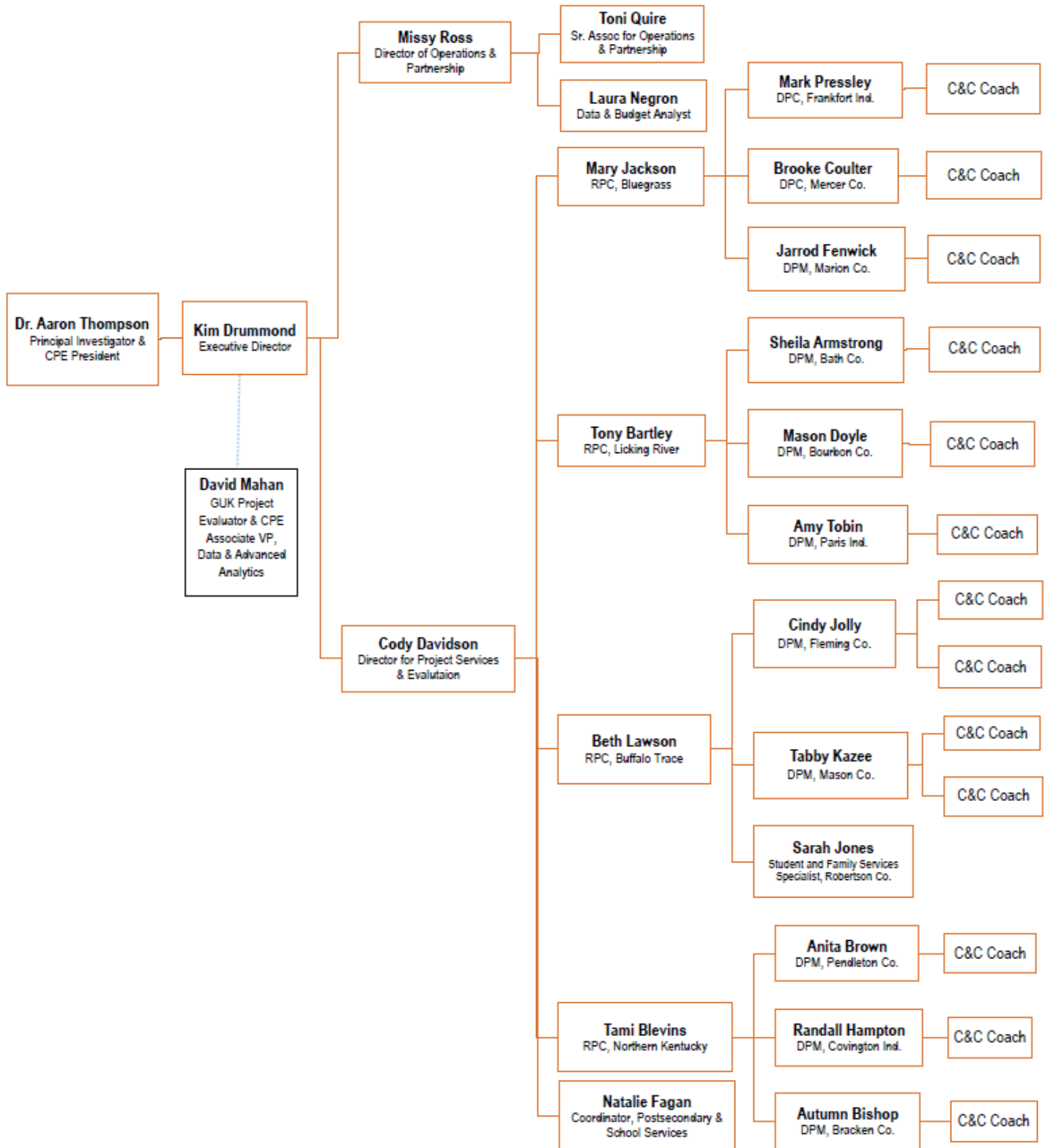
Project Implementation Team

GUK employs and trains professional staff to directly implement services in schools and on campuses at selected partner postsecondary institutions. Within each of GUK’s four regions, one Regional Program Coordinator (RPC) oversees implementation in an assigned region, coordinates statewide services in a specified area of focus, and coordinates implementation of priority service cohort students in their first year of college.

Each regional team is comprised of three full-time District Program Managers (DPM) who deliver services to priority cohort students in participating high schools and oversee implementation at the district level. Within these teams, GUK also employs contract staff as College and Career Coaches to deliver services to full service cohort students and Regional Family Engagement Coordinators to engage families and implement family engagement programs within an assigned region.

Region	Regional Program Coordinator	District Program Managers/Coordinators
Buffalo Trace	Beth Lawson	Cindy Jolly, Fleming County Schools Tabbatha Kazee, Mason County Public Schools Sarah Jones, Robertson County School
Northern KY	Tami Blevins	Anita Brown, Pendleton County Public Schools Randall Hampton, Covington Independent Schools Autumn Bishop, Bracken County High School
Bluegrass	Mary Jackson	Mark Pressley, Frankfort Independent Schools Jarrod Fenwick, Marion County Public Schools Brooke Coulter, Mercer County Public Schools
Licking River	Tony Bartley	Sheila Armstrong, Bath County Public Schools Mason Doyle, Bourbon County Public Schools Amy Tobin, Paris Independent Schools

GUK Organizational Chart



Decision-Making Process

PURPOSE: To provide clarity for all GUK staff regarding the decision-making process used when there are no established guidelines or protocols for conducting business.

- This policy and process applies to all GUK staff.
- This policy and process will be used to arrive at decisions where there are no guidelines or protocols established at the agency, state or federal level.

1. Decisions impacting the project at-large must be made with the broadest of input, as applicable.
2. The decision-making model should be applied where there is no existing GUK or Kentucky Council on Postsecondary Education or federal procedure/policy to guide decision making.
3. No decision shall be made that contradicts federal regulations.

Change in Project Scope

This model applies to initial approval and changes in program services, implementation practices, audiences served, and any discontinuation of services not described in the approved grant. The scope of the project may be changed with the Department of Education's approval. Factors to consider when seeking a change in scope:

- Does GUK have flexibility in design of services to allow changes in project scope and implementation arrangements in response to unexpected changes arising during implementation?
- Will the project design be altered?
- Does it require reallocation of funds (impact on budget)?
- Will fewer or more target audiences be served?
- Will fewer or more services be provided?
- Does it affect the entire target audience?
- How will the change impact the ability to meet project goals/objectives?

NOTE: The federal Annual Performance Report (APR) requires projects to describe "significant changes in project design since approval of the grant application" citing the following as *examples—changing from individual tutoring to group tutoring or placing more emphasis on enrichment activities rather than remediation.*

New Partners or Program Components

Statewide: Initiation of new statewide program components and/or partnerships is made exclusively by the Executive Director. When discussions regarding a new *potential* program or partnership originate from the Project Development Team, a recommendation is made to the Project Administration Team for consideration. A Director brings the recommendation of a partnership for a full discussion at a scheduled Program Administration Team meeting. If approved by the Project Administration Team, the Director of Operations and Partnership ensures the appropriate forms are completed, signed and submitted to the Department of Education prior to the next Annual Performance Report (APR).

Local / Regional: Although typically the initiation of new partnerships is made by the Executive Director, it is possible that discussions about local partnerships between schools and local businesses and/or non-profits may be initiated by Regional Program Coordinators and/or District Program Managers/Coordinators. Discussions that begin at the local or regional level should be brought to the Director of Project Services and Evaluation for consideration. A Director brings the recommendation for a full discussion to a Project Administration Team meeting. If approved by Project Administration Team, the Director of Operations and Partnership ensures the appropriate forms are completed, signed and submitted to the Department of Education prior to the next Annual Performance Report (APR).

Changes to Staffing Arrangements

The following are the Education Department General Administrative Regulations (EDGAR) requirements. Prior approval must be granted from the Department of Education to make the following personnel changes:

- Key personnel
- Absence of key personnel for more than three months
- 25% or more reduction in time

Changes to Budget

The Executive Director has the sole authority for approving and changing the GUK budget. All requests must be accompanied by a written justification, must be associated with project outcomes, and must take into account current fiscal conditions. The Department of Education permits the transfer of funds between categories without prior approval with the following exceptions:

- **Prior approval is required** for transfer of funds from direct student services and scholarships categories.
- In GUK, **direct student services** are directly and specifically linked to the following positions:
 - **Director of Project Services and Evaluation**
Supervises the Regional Program Coordinators and the Coordinator for School and Postsecondary Services.
 - **Coordinator for Postsecondary and School Services**
Coordinates and supports the development and implementation of school support services and postsecondary services for students.
 - **Regional Program Coordinators (4)**
Oversees service implementation in a specified region, coordinates development of program services in a specific area of focus, and provides daily supervision of District Program Managers.
 - **District Program Managers/Coordinators (12)**
Coordinates service implementation in a specific school district (one middle school and one high school), responsible for the delivery of services to one Priority Services Cohort, and provides daily supervision of College and Career Coach(es).
 - **Student and Family Services Specialist**
Coordinates student and family services for both Full and Priority Service Cohorts in assigned district and serves as a coordinator of family engagement services statewide during summer break.
 - **College and Career Coaches (12-16)**
Responsible for the implementation of direct services for students and families in Full Service Cohorts in a specific school.

GUK Staffing Changes and Associated Expenditures

Expenditures for staffing are established during the annual budget process and are subject to Kentucky Council on Postsecondary Education policies for hiring, changes in title/positions and contracts with agencies hiring on behalf of GUK. Increases in pay rates and contract duration require prior written approval of the Executive Director and are limited to the following:

- Hiring—any additions to staff capacity that increases the approved budget bottom-line.
- Staff reductions—any changes to staffing that reduces services to project audiences (e.g., discontinuing services to school or grade level).
- All reductions occurring by attrition that fall below 10 percent.
- All termination/disciplinary actions outside the Kentucky Council on Postsecondary Education's standard practices.

Team Roles in the Decision-Making Process

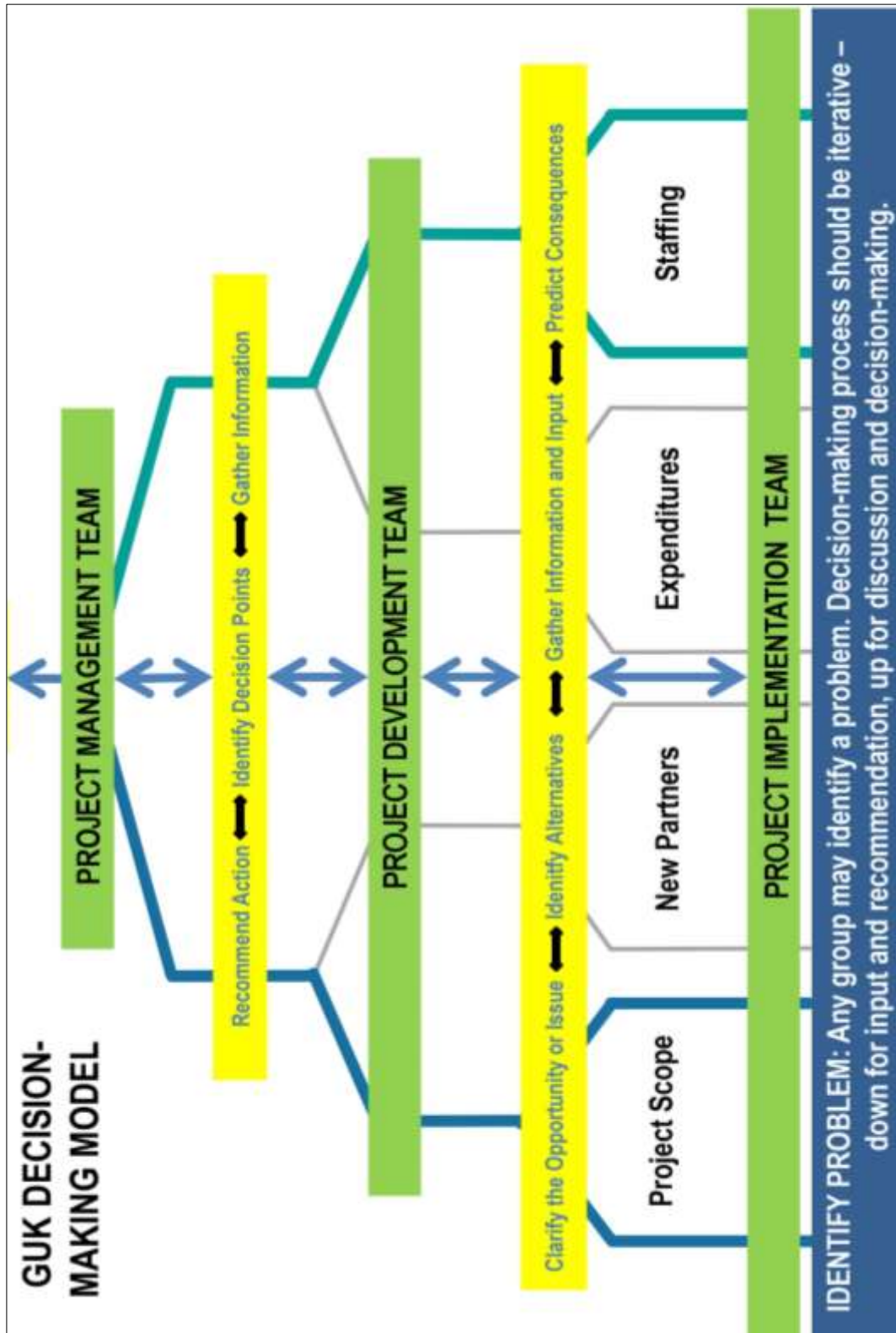
PURPOSE: To provide GEAR UP staff clarity regarding the decision-making structures and processes at every team level.

- This policy will apply to all GUK staff.

Four teams working in tandem within the project comprise the management structure of GUK. These teams are: the **Project Administration Team (PAT)**, the **Project Development Team (PDT)**, the **Project Implementation Team (PIT)**, and the **Project Management Team**.

1. The **Project Administration Team** functions as the central decision-making team for GUK and serves to provide ongoing monitoring of project milestones and metrics that indicate progress, as well as address recurring issues. The team serves the Principal Investigator, is convened weekly by the Executive Director (ED) and includes the Director of Project Services and Evaluation (DPSE) and the Director of Operations and Partnership (DOP). This team meets to resolve operational challenges, review momentum toward meeting goals and objectives, identify emerging trends and resources, and integrate the feedback of the *Development and Implementation Teams*.
2. The **Project Development Team** provides a critical examination of developing services, strategies, policies, procedures, opportunities, and challenges with the ultimate goal of developing responses and recommendations for action by the Project Administration Team. This team meets weekly to review and advance the development of services, resources, and curricula; monitor strategy implementation in all areas of services; and plan communication and staff development. On a monthly basis, the PDT conducts strategy sessions to assess progress in the development of services and proactively plan. This team serves the ED, is led by the DPSE, and comprised of the DOP, the Coordinator for Postsecondary and School Services, the Budget and Data Analyst, and the Regional Program Coordinators.
3. The **Project Implementation Team** represents a bridge between the administration of the project and the implementation of activities for students and families to ensure the coordination of services across the project as a whole. This team meets monthly to monitor implementation in all service areas, identify and recommend resolutions to challenges in the field, and share feedback received from local GUK stakeholders. This team serves the ED, is led by the DOP, and comprised of the DPSE, all members of the Project Development Team, and all District Program Managers.
4. The **Project Management Team** provides feedback and recommendations on all aspects of GUK, from administrative services to local program management. This team serves the Project Investigator, is led by the ED and is comprised of the Directors, the Coordinator for Postsecondary and School Services, the Senior Associate for Operations and Partnership, the Budget and Data Analyst, and the Regional Program Coordinators. The PMT convenes quarterly to assess the performance of GUK toward its objectives, including performance in service delivery, partnership development, and status of expenditures and match, and develop recommendations for continuous improvement for consideration by the PAT.

Decision-Making Model



Hiring Procedure for GUK Staff: CPE employees

PURPOSE: To provide GEAR UP staff clarity regarding the recruitment and hiring process for salaried GUK staff employed by CPE.

- This procedure applies to District Program Managers, Coordinators, Senior Associate, and Directors

Background: The Council on Postsecondary Education employs salaried staff year-round to administer and implement the GEAR UP Kentucky grant project. Salaried positions include District Program Managers, Coordinators, Senior Associate, and Directors.

Applicable position(s): District Program Manager (DPM)

Position vacancy

Internal Advertising

1. ED communicates open position to GEAR UP staff and Senior Associate for Human Resources.
2. Current contract staff or CPE employees may internally express interest (e.g., e-mail) in the position to direct supervisor, Director of Project Services and Evaluation (DSPE), or Executive Director (ED).
 - a. The direct supervisor communicates interest to the DPSE.
 - b. The DSPE communicates interest with the ED.
3. If the ED is mutually interested, current contract staff or CPE employee will start at *Screening Step 2*.
4. ED communicates internal candidates to Senior Associate for Human Resources.

New positions

External Advertising

1. Open positions will be posted to the CPE website and other external sites used by CPE HR. Applications received through CPE will go to Senior Associate for Human Resources.

Screening

2. Director of Project Services and Evaluation (DPSE) and Regional Program Coordinator (RPC) will screen all applications (or internal candidates) and select at least **two, but no more than three** candidates for interviewing purposes.

Interviewing

3. RPC communicates with the local school to identify and request 1-2 school-based staff to serve on the interview committee. If school-based staff are unable (or unresponsive) to schedule a time for interviews within two weeks of being contacted, the RPC may request the school staff not participate and, if agreed upon, schedule without school-based staff present. If agreed upon, RPC shares resumes of identified candidates for review.
 - a. Interview Committee: RPC, 1-2 school-based staff (if able), 1-2 CPE staff, Senior Associate for Human Resources, and the DPSE (Chair), for a total of 5 or 7 members. If school-based staff are unable to participate, two CPE staff should serve on the interview committee.
4. RPC will organize and coordinate the interviews (may be conducted virtually) and schedule in Outlook. Responsibilities will include, but are not limited to:
 - a. Confirmation of interview committee members' attendance and participation needs.
 - b. Provide candidate's resume and interview questions to all committee members via e-mail (or attached to invite), no later than one week before interview.
 - c. Logistical needs (e.g., location, directions, parking instructions, technology access, wifi passwords, etc.).

5. Interviews occur and upon completion of all interviews, the committee makes a recommendation.
6. DSPE (Chair) communicates the committee's recommendation(s) to the Executive Director (ED).

Hiring

7. Executive Director makes hiring decision.
 - a. If recommendation is rejected, return to Step 2 (if new job was posted); otherwise, return to Step 1.
 - b. If recommendation is accepted, ED asks Vice President and General Counsel for approval. If Vice President and General Counsel (VPGC) approves hire in writing, the Senior Associate for Human Resources schedules a call with ED, VPGC, and desired candidate to make a verbal offer via phone.
8. If candidate accepts offer, Senior Associate for Human Resources creates offer letter and obtains the President of CPE's signature on offer letter.
9. Senior Associate for Human Resources send offer letter to candidate.
10. Candidate confirms acceptance of position by signing and returning offer letter to Senior Associate for Human Resources.
11. Senior Associate for Human Resources contacts other interviewed candidates and informs them of the decision.
12. Senior Associate for Human Resources communicates acceptance and first day of employment with ED, DPSE, and RPC.
 - a. ED communicates new employee to GEAR UP staff.
 - b. RPC communicates with new employee and local school to complete background check and other local processes.¹ RPC communicates completion of background check and other local processes to Senior Associate for Human Resources.
 - c. Senior Associate for Human Resources communicates with CPE Support Team to create ky.gov e-mail address.
 - d. Senior Associate for Human Resources provides new employee with CPE building access badge.
13. Senior Associate for Human Resources communicates with new employee on first day of employment.

Applicable Position(s): Coordinators, Senior Associate, Directors

Position Vacancy

Internal Advertising

1. ED communicates open position to GEAR UP staff.
2. Current contract staff or CPE employees may internally express interest (e.g., e-mail) in the position to direct supervisor, Director of Project Services and Evaluation (DSPE), or Executive Director (ED).
 - a. The direct supervisor communicates interest to the DPSE.
3. The DSPE communicates interest with the ED.
4. If the ED is mutually interested, start at *Interviewing* Step 3.
5. ED communicates internal candidates to Senior Associate for Human Resources.

¹ If additional costs are involved (e.g., background check, etc.), the successful candidate will bear cost as a condition of employment.

New Job Posting

External Advertising

1. Open positions will be posted to the CPE website and other external sites used by CPE HR. Applications received through CPE will go to Senior Associate for Human Resources.

Screening

2. The Project Administration Team will work with the Senior Associate for Human Resources to identify an interview committee comprised of GUK and CPE staff, and GUK Executive Director (ED), with the direct supervisor of the open position serving as the committee chair.
3. Interview committee will select at least **two, but no more than three** candidates for interviewing purposes.

Interviewing

4. Senior Associate for Human Resources will organize and coordinate the two or three interviews.
5. Interviews occur (may occur virtually).
6. If requested by the committee, Senior Associate for Human Resources will check references of final candidates.
7. Chair will communicate the committee's recommendation to the ED.

Hiring

8. Executive Director makes hiring decision.
 - a. If recommendation is rejected, return to Step 2 (if new job was posted); otherwise, return to Step 1.
 - b. If recommendation is accepted, ED asks Vice President and General Counsel for approval. If Vice President and General Counsel (VPGC) approves hire in writing, the Senior Associate for Human Resources schedules a call with ED, VPGC, and desired candidate to make a verbal offer via phone.
9. If candidate accepted offer, Senior Associate for Human Resources creates offer letter and obtains the President of CPE's signature on offer letter.
10. Senior Associate for Human Resources send offer letter to candidate
11. Candidate confirms acceptance of position with Senior Associate for Human Resources.
12. Senior Associate for Human Resources communicates acceptance with ED and committee chair (direct supervisor).
 - a. ED communicates new employee to GEAR UP staff.
 - b. Senior Associate for Human Resources communicates with CPE Support Team to create ky.gov e-mail address, acquire any needed technology, and set up office space.
13. Senior Associate for Human Resources meets with new employee first day of employment to review benefits, etc.

Hiring Process for GUK Staff – Contracted Staff Positions

PURPOSE: To provide GEAR UP staff clarity regarding in-school staffing resources (College and Career Coaches) provided through a contractual relationship with a temporary employment services agency.

- This policy will apply to College and Career Coaches.

Background: Each year of the grant, GUK enters into a contractual relationship with a temporary employment agency to provide College and Career Coaches to implement school-based student and family services. The daily supervision, technical assistance, and weekly timesheet approval is the responsibility of the assigned District Program Manager.

Applicable Position(s): College and Career Coaches

Current Employees (end of contract)

Internal Advertising

1. Prior to the end of each school year, current GUK contract employees will be offered the opportunity to submit a “letter of interest” to their direct supervisor stating their interest in returning to their current position in the following school year (and school, if applicable).
2. Current employees will return the letter of interest to their direct supervisor. The direct supervisor will forward letter of interest to Regional Program Coordinator (RPC).
3. The RPC will forward letter of interest to the Director of Project Services and Evaluation (DPSE).
4. DPSE will solicit feedback from RPC and direct supervisor.
5. DPSE will provide Executive Director (ED) with letters of interest and solicited feedback. Go to *Hiring* Step 9.

Position vacancies (during contract)

Internal Advertising

1. ED communicates open position to GEAR UP staff.
2. Current contract or CPE employee(s) may internally express interest in the position to direct supervisor or Director of Project Services and Evaluation (DSPE).
3. Direct supervisor (if contacted) will communicate interest with DSPE, who communicates with Executive Director (ED).
4. If ED has a shared interest, current contract or CPE employee will start at *Hiring* Step 9. If more than one current contract or CPE employee expresses interest and the ED has a shared interest in two or more, then candidates will start at *Interviewing* Step 5.

New Job Postings

External Advertising

1. Open positions will be posted to the Adecco website, CPE website, and communicated internally to GEAR UP staff by ED.
2. DPMs will work with school leadership/staff to solicit recommended candidates to apply.
3. Applications received through Adecco² or CPE will go to an identified member of the CPE Support Team (i.e., Ivy, Bethanie, or Amber). CPE Support Team member will save all applications to One Drive folder and notify the appropriate District Program Managers/Coordinators (DPM/Cs) and Regional Program Coordinators (RPCs).

² Adecco will send applications upon receiving them.

Screening

4. DPM/Cs and RPCs will screen all applications and select their top **two or three** qualified candidates for interviewing purposes.

Interviewing

5. DPM/C communicates with the local school to identify and request one or three school-based staff to serve on the interview committee. If school-based staff defer the opportunity or are unable to schedule a time for interviews within two weeks of being contacted, the DPM/C may request the school staff not participate and, if agreed upon, schedule without school-based staff present³. If agreed upon, DPM/C shares resumes of identified candidates for review.
 - a. Interview Committee: Must include the supervising DPM/C, an RPC, one or three school-based staff (if able), and the DPSE (Chair). If school-based staff are unable to participate, one additional RPC or DPM/C may serve on the interview committee.
 - b. If the RPC and/or DPM/C is unavailable, the supervising DPM/C may select a different RPC and/or DPM/C.
6. DPM/C will organize and coordinate the interviews (may be conducted virtually) and schedule in Outlook. Responsibilities will include, but are not limited to:
 - a. Confirmation of interview committee members attendance and participation needs.
 - b. Provide candidate's resume and interview questions to all committee members via e-mail (or attached to invite), no later than one week before interview.
 - c. Logistical needs (e.g., location, directions, parking instructions, technology access, wifi passwords, etc.).
7. Interviews occur and committee makes a hiring recommendation.
8. DSPE (Chair) communicates the committee's recommendation(s) to the Executive Director (ED).

Hiring

9. Executive Director makes hiring decision.
 - a. If Executive Director rejects recommendation, return to Step 4 (if new job was posted); otherwise, return to Step 1.
 - b. If Executive Director accepts recommendation, ED communicates an affirmative decision and pay rate to Senior Associate of Human Resources and DPSE.
10. DPSE provides information: candidate's first and last name, position title, rate of pay, supervisor, and first day of work to the Senior Associate for Human Resources (copying DPM and RPC) to create offer letter.
11. Senior Associate for Human Resources sends offer letter to candidate with request for response within 48 hours.
12. Candidate confirms acceptance of position with Senior Associate for Human Resources.
 - a. Upon confirmation, Senior Associate for Human Resources maintains new employee checklist to verify all additional steps are completed before first day of employment.
13. Senior Associate for Human Resources communicates acceptance with ED, DPSE, RPC, DPM/C, and the appropriate CPE Support Team member (i.e., Ivy, Bethanie, or Amber), which prompts the following steps:
 - a. DPSE will ask new employee to apply with Adecco (if new employee has not done so) and communicates acceptance of job offer to Adecco.
 - i. Adecco reaches out to new employee to complete required employment paperwork following their internal policies and processes.

³ This step may be completed while applications are being taken and/or during the screening process.

- b. DPM/C communicates with new employee and local school to complete background check and other local school processes.⁴
 - c. DPM/C communicates completion of background check and all other local school policies with Senior Associate for Human Resources.
14. Senior Associate for Human Resources:
- a. Requests the new employee complete and return an eMARS vendor form to enable travel reimbursement.
 - b. Requests CPE Support Team to create ky.gov e-mail address.
 - c. Requests CPE Administrative Services representative (i.e., Ashley Smither) to (1) update Adecco Delivery Order and (2) add vendor name (i.e., candidate's name) in eMARS for travel reimbursement purposes.
15. Upon completion of all items on the master checklist, Senior Associate for Human Resources communications completion with DPSE, RPC, and DPM/C.
16. DPM will communication first day of employment and:
- a. If hired during the school year, set-up first day one-hour virtual meeting with GUK executive leadership (i.e., DPSE, ED, and Director of Operations).
 - b. If hired before school year, first day of employment will coincide with training.

If there are questions about this process or a question arises from the process, please contact the Director of Project Services and Evaluation for clarification.

⁴ *If additional costs are involved (e.g., background check, etc.), the successful candidate will bear cost as a condition of employment.*

Staffing – Expectations of a College and Career Coach

PURPOSE: To provide GEAR UP staff clarity regarding the performance expectations of in-school staffing resources (College and Career Coaches).

Primary working conditions: Works primarily in assigned school building(s) or district(s) with infrequent in-state and out-of-state travel required. If assigned school chooses to limit in-person instruction and opt for non-traditional formats (e.g., virtual learning, hybrid in-person, and virtual formats), this position may be required to work from home.

GEAR UP Kentucky (GUK) College and Career Coaches (CCC) serve as advisors to a cohort of GEAR UP students and families in a participating middle school or high school for a period of no less than one school year. Coaches collaborate with school and GUK staff to assist students and their families in making meaningful connections between school, work, and career and college options and pathways. Coaches work with their District Program Manager (DPM) and School Site Teams to deliver a structured curriculum, provide individualized student and family advising, and coordinate and implement GUK services and events.

Coaches will have access to multiple professional development and networking opportunities related to the education sector. Some in-state and overnight travel is expected to attend GUK-sponsored trainings, meetings, and conferences. Candidates will complete all required trainings and background checks required by the school district in which they serve.

Duties and Responsibilities:

Instruction and Service Delivery

- Communicate the GUK vision and mission effectively and represent the GUK brand to all stakeholders.
- Collaborate with the GEAR UP school site team to plan, coordinate, and implement activities for cohort students and their families.
- Inform students, families, and school staff about the purpose, services, and resources available through GUK through student/family orientations and/or participation in school-based events.
- Facilitate delivery of student curricula, advising, and related student and family activities to implement the GEAR UP Kentucky program with fidelity with all active cohorts.
- Recruit and support students to participate in GUK student engagement and leadership program opportunities (e.g., peer mentoring, peer tutoring, Student Ambassadors, etc.)
- Promote, recruit, and support cohort students to participate in GUK summer program opportunities; plan and coordinate family orientation sessions for participating students.
- Arrange college campus visits and career-focused field trips for cohort students.
- Communicate postsecondary-related and student success information and resources with family members via text using designated platform.
- Coordinate the administration of student and family surveys.
- Collaborate with students and families to promote college awareness via college campus visits, summer experiences, and other innovative strategies designed to instill a postsecondary-going culture for all students.
- Assist the school (as requested) to meet mandates for each student to complete an Individual Learning Plan (ILP).
- Collaborate with partner agencies to coordinate and support workshops for postsecondary options including: financial aid, college survival skills, college search workshops, vocational training or apprenticeship programs, workforce readiness skills development, and military career opportunities.
- Provide guidance and support to families to develop plans for high school and postsecondary success.

Program and Relationship Management

- Collaborate with school staff and other program partners to fully implement services for GUK students and families and ensure participation is documented for all GUK-sponsored program activities.
- Coordinate the implementation of services according to timelines established by the grant.
- Make recommendations to GUK regional and state administrators to enhance and ensure the efficient and effective operation of the program.
- Evaluate workshop and program activities, including analysis of outcomes and recommendations for improvements, when appropriate.
- Collaborate with district personnel, GUK staff, and other partners in coordinating professional development opportunities for school staff, in alignment with school-based and GUK program goals and initiatives.

Student Monitoring and Advising

- Comply with all data collection and reporting requirements in a timely manner, including student participation data, time and effort logs, student assessment records, media release forms, student/family surveys, and other data requests.
- Analyze and interpret student and overall school data.
- Maintain confidentiality and accuracy of all student records.
- Continuously monitor students' progress and document the provision of resources for enrichments and interventions to students, teachers, and families.
- Conduct career interest assessments to help students identify potential pathways and relevant academic strategies to reach their career goals.

Professional Development

- Participate in professional development opportunities seminars, conferences, and networking opportunities as assigned.
- Complete other duties (in any area) as assigned.

Staffing – Expectations of a District Program Manager/Coordinator

PURPOSE: To provide GEAR UP staff clarity regarding the performance expectations of Regional Program Managers.

Primary working conditions: Works primarily in assigned GUK high school with occasional in-state and out-of-state travel required. When school is not in session (summer break, winter break, etc.) or if assigned school chooses to limit in-person instruction and opt for non-traditional formats (e.g., virtual learning, hybrid in-person, and virtual formats), this position will work from home.

The District Program Manager is the lead professional working with school and GUK staff in an assigned school district and is responsible for the implementation of all program strategies and implementation in middle and high schools including timely submission of required plans, data, and reports. The District Program Manager will establish and maintain relationships with school leaders to ensure effective implementation of services and integrate GUK into school culture and community.

The District Program Manager is expected to be a strong team member and leader, work with a high degree of independence and represent the work of GUK, its partners, and the CPE in an appropriate, professional, and positive manner. Some in-state and overnight travel is expected to attend GUK-sponsored trainings, meetings, and conferences, including a three-week, residential, on-campus assignment during the GUK Summer Academy in the summers of 2022 - 2025. DPM/Cs may be required to attend out-of-state conferences at the discretion of the Executive Director.

Duties and Responsibilities:

Budget and Team Management:

- Schedule, facilitate, and document school site team meetings in district schools; establish and maintain implementation timelines.
- Lead the development and timely processing of district quarterly activity and expenditures plans in partnership with the local school site teams.
- Manage local project expenditures, including review and certification of reimbursement requests for direct expenditures and monitoring funds expended within GEAR UP annual district contracts based on annual allocated budget.
- Assist schools in coordinating all available resources to ensure maximum efficacy.

Management and Supervision

- Coordinate the recruitment, interview and hiring process for College and Career Coaches per Contracted Staff Hiring Process.
- Review and monitor the activities and service delivery of College and Career Coach(es), and provide coaching and other support as needed.
- Communicate regularly with the College and Career Coach(es) to clarify expectations, check understanding, communicate changes, and resolve issues as well as introduce new products, programs, services, policies, and procedures.
- Review and approve requests for work absences and ensure/provide coverage of scheduled classroom curricula delivery as needed.
- Review, adjust, and approve weekly timesheets.
- Monitor the allocation of work hours to ensure maximum impact across the school and region; recommend adjustments to work hour allocations to Regional Program Coordinator.
- Regularly communicate observations and concerns (if any) regarding the performance or capacity of College and Career Coach(es) to Regional Program Coordinator.
- Monitor, assess, and support the College and Career Coach capacity to implement services with program fidelity.
- Monitor individual data collection practices for security and compliance.
- Provide feedback on the retention of individual College and Career Coach(es).

Services to Schools:

- Communicate GUK vision and mission effectively to all stakeholders.
- Implement all direct services to students in GUK Priority Service Cohorts (high school seniors), including curricula delivery, student advising, student engagement and leadership programs, campus experiences, student surveys and assessments, and other activities as determined by the GUK grant project and local school site team.
 - Establish curricula delivery schedule and set classroom expectations with classroom teacher, prior to delivery of first lesson.
 - Conduct orientations and disseminate GUK resources and information to create ongoing awareness of the GUK program, activities, and outcomes.
 - Create and implement advising plan in collaboration with School Site Team.
 - Implement student and family engagement services.
 - Attend, promote, and support all GUK family engagement activities.
 - Utilize school/community partnerships and initiatives when appropriate.
 - Routinely send communication to families and students, both virtually and in hard copy.
 - Attend all school staff meetings, professional development, and any other trainings deemed necessary, unless otherwise determined by School Site Team or RPC.
 - Follow schedule as established by the RPC, in alignment with the school schedule.
 - Follow all school protocol and procedures as directed.
 - Seek documented (email or signed document) approval and adhere to district/school policies and protocols when assisting with and organizing trips/events. These may include, but not be limited to, campus visits, job site visits, job shadowing, college and career fairs, FAFSA Frenzy, College Application Month, Destination Day, CERT/ACT preparation, etc.

Communication and Information Management

- Collect and maintain accurate and complete data on delivery of all services in accordance to GUK timelines and FERPA guidelines, including weekly submission of service delivery data and submission of quarterly GUK district reports.
- Adhere to FERPA/confidentiality expectations regarding any student/school data as outlined in GUK Data Collection and Use policies and procedures.
- Maintain all work-related activities on calendar in Microsoft Outlook and email weekly work plan to RPC, according to agreed upon practice.
- Copy RPC on all non-routine communication to school administration.

Professional Development

- Participate in professional development opportunities, seminars, conferences, and networking opportunities as assigned.

Other

- Other duties as assigned by Director of Project Services and Evaluation, Executive Director, and/or leadership of the Council on Postsecondary Education.

Staffing – Expectations of a Regional Program Coordinator

PURPOSE: To provide GEAR UP staff clarity regarding the performance expectations of Regional Program Coordinators.

Primary working conditions: Works primarily in an assigned GUK region with frequent in-state travel and occasional out-of-state travel required.

The Regional Program Coordinator is the lead professional in an assigned regional area responsible for providing oversight of student and family services staff. The RPC is also responsible for the coordination and implementation of postsecondary student services, as well as the development and statewide implementation of a specific programmatic area of focus. RPCs ensure the effective implementation of services through proactive and on-going communication and strategic coordination of regional teams, including District Program Managers, College and Career Coaches, and Family Engagement Coordinators.

The Regional Program Coordinator is expected to be a strong team member and leader, work with a high degree of independence, and represent the work of GUK, its partners, and CPE in an appropriate, professional, and positive manner. Extensive travel is expected and includes an annual three-week, residential, on-campus assignment during the GUK Summer Academy during the summers of 2022 - 2025. May be required to attend out-of-state conferences at the discretion of the Executive Director. Regional Program Managers report to the Director of Project Services and Evaluation (DPSE) and are responsible for the direct supervision, coordination and evaluation of three District Program Managers, 1 – 2 Regional Family Engagement Coordinators, and a “floater” College and Career Coach (where applicable).

Duties and Responsibilities:

Leadership and Management

- Collaborate with central office, regional and district-based program staff in order to achieve overall goals of the GEAR UP program.
- Represent the CPE and GUK in an appropriate and positive manner.
- Establish and maintain consultative relationships with GUK staff and partners in order to achieve overall goals of the GEAR UP program.
- Supervise GUK District Program Managers (DPM)/District Program Coordinators (DPC) in assigned region; review and approve DPM's weekly work plan.
- Supervise GUK Family Engagement Coordinator(s) and GUK College and Career Coach “floaters” in assigned region.
- Address staff performance issues as needed, in collaboration with the DPSE, and school leadership.
- Serve as a member of the Project Development Team and the Project Implementation Team.
- Serve as GUK Site Director at one GUK Summer Academy annually (4-day: 2020-2021; 3-week residential: 2022-2025).

Regional Coordination

- Maintain positive and professional relationships with all school leaders and GUK staff in assigned region.
- Regularly communicate regional activities and school/staff feedback to Director of Student Services.
- Ensure regional staff are implementing all services with fidelity as scheduled.
- Approve school site team meeting agendas and ensure meeting outcomes and participants are properly documented.
- Review, approve, and submit timesheets and travel requests for all direct reports according to established deadlines.
- Review, approve, and ensure timely submission of school quarterly activity and budget plans for compliance with GUK guidelines and school reimbursement requests based upon approved quarterly plans.
- Conduct and document observations of service delivery to provide support and ensure fidelity of implementation.

Postsecondary Services

- Establish relationships with university/college staff and faculty in key campus offices/departments that provide student support services (academic advising/support, financial aid, admissions, student life, 1st year experience, counseling, disability resource centers, career services, registrar, enrollment management, etc.).
- Directly implement student services for GUK college freshman.
- Provide advising and support services to students via text, email, phone, and/or office hours.

Statewide Coordination

- Develop and define programmatic content and implementation plans for assigned area of focus in accordance with established deadlines including goals and objectives, target audiences, delivery format and methods, partnership parameters, key deliverables, timelines, data collection guidelines, staff implementation tools and training, and feedback strategies for improvement.
- Communicate progress regularly with Director of Project Services and Evaluation (DPSE) to ensure alignment to project goals and requirements.
- Present products and plans to Project Development team for feedback; work with DPSE to revise plans/products based on feedback.
- Share final product/plan with DSS for review/approval by the Project Administration Team.
- Deliver plans/products to Project Implementation Team for implementation; continually discuss and provide timely responses to feedback regarding implementation challenges to ensure continuous improvement.
- Work with Project Development team to analyze data regarding implementation and impact; make recommendations for improvement to Project Administration Team as needed.

Professional Development:

- Participate in professional development opportunities seminars, conferences, and networking opportunities as assigned.
- Attendance at GEAR UP/NCCEP conference(s) may be required; presentation of sessions may be required.

Other

- Other duties as assigned by GUK project management staff and/or leadership of the Council on Postsecondary Education.

Staffing – Expectations of the Coordinator for Postsecondary and School Services

PURPOSE: To provide GEAR UP staff clarity regarding the performance expectations of the Coordinator for Postsecondary and School Services.

Primary working conditions: Telecommuting position with physical presence one day per week in the CPE office with additional in-person attendance at on- or off-site meetings as needed; occasional in-state and out-of-state travel required.

The responsibilities of the Coordinator for Postsecondary and School Services are to coordinate and support the development and implementation of school and postsecondary services across the GUK project. The Coordinator performs a variety of duties related to ensuring the implementation of school and postsecondary services are supported and implemented with fidelity and in compliance with federal and state regulations.

Duties and Responsibilities

- Collaborate with central office, regional and district-based program staff in order to achieve overall goals of the GEAR UP program.
- Represent the CPE and GUK in an appropriate and positive manner.
- Establish and maintain consultative relationships with GUK staff and partners in order to achieve overall goals of the GEAR UP program.
- Coordinate, in partnership with postsecondary institutions, partners and staff, the development and implementation of services and support for GUK college freshman (GUK Scholars program).
 - Establish and maintain positive relationships with partner postsecondary institutions.
 - Work with postsecondary partners to solicit postsecondary enrollment data for GUK Scholars.
 - Lead the development of annual postsecondary services plans for each partner campus with Regional Program Coordinators.
 - Monitor the implementation of postsecondary services and provide technical assistance and support to Regional Program Coordinators.
 - Review and summarize qualitative and quantitative (as provided by GUSS and CPE) student and institutional data to inform the development and implementation of postsecondary services.
 - Review and summarize qualitative and quantitative (as provided by GUSS) service delivery data on a quarterly basis; identify opportunities and recommendations for continuous improvement in the delivery of postsecondary services.
- Coordinate postsecondary elements of development and implementation of Summer Academy enrichment programs.
 - Develop and execute the scope of work agreements, in collaboration with GUK Budget and Data Analyst and Director of Operations, as well as partnering institutions to plan, implement and evaluate Summer Academy activities, including exploring opportunities for students to earn college credit upon completion.
 - In collaboration with partnering institutions and other GUK partners (i.e., Texas Instruments), develop evaluation strategy/tools for Summer Academy activities.
 - Support the District Program Coordinator for Summer Academies and GUK staff in implementing the program to assure achievement of GUK goals, high-quality student and program outcomes, and alignment of activities to the site plan for each campus.
 - Provide feedback and support to the District Program Coordinator for Summer Academies to identify the barriers to effective recruitment and retention of Academy student participants, and recommend improvements and training opportunities for GUK staff.
 - Provide input, in collaboration with the District Program Coordinator for Summer Academies in the preparation of an annual report summarizing the successes and challenges of each Academy and recommendations for continuous improvement.

- Coordinate and support the delivery of school support services in partnership with GUK partners and vendors, including:
 - NCCEP District Leadership Institute
 - Texas Instruments teacher training/coaching
 - GUK Teacher/Leader Academy (biannually)
 - Institute for a College-Going Culture (school leader/teacher track)

Travel and Professional Development

- This position will require travel with anticipated overnight travel.
- Participate in professional development opportunities including the GEAR UP Capacity Building Workshop (February) and/or National Conference (July) conducted by the National Council for Community and Education Partnership (NCCEP).

Staffing – Expectations of the Senior Associate for Operations and Partnership

PURPOSE: To provide GEAR UP staff clarity regarding the performance expectations of the Senior Associate for Operations and Partnership.

Primary working conditions: Works primarily in the CPE office (Frankfort) with infrequent in-state travel and occasional out-of-state travel required.

The responsibilities of the Senior Associate for Operations and Partnership are to support the planning and delivery of all program services, and provide operational support and coordination for the day-to-day activities of GUK.

Duties and Responsibilities:

- Collaborate and serve as a liaison with schools and program staff in order to achieve overall goals of the GEAR UP program.
- Represent CPE and GUK in an appropriate and positive manner.
- Establish and maintain consultative relationships with GUK staff and partners in order to achieve overall goals of the GEAR UP program.
- Provide day-to-day coordination and administrative support for the Director of Operations and Partnership, including but not limited to:
 - Assist in the development and monitoring of contracts/MOUs with statewide GUK partners.
 - Provide logistics for all staff trainings (virtual and in-person).
 - Procurement and delivery of office supplies for all GUK staff/schools.
 - Distribute and track = program resources, materials, and technology (computers, phones, instructional and promotional materials, cars, etc.).
 - Assist with the development and delivery of the GEAR UP Gazette.
- Coordinate registration and logistics for all GUK team training/professional development event and GUK-hosted statewide events and trainings including, but not limited to: Texas Instruments training, CERT training, GUK Summer Academies, Institute for a College-Going Culture, Rural College Access and Success Summit, and GUK Teacher/Leader Academy.
- Be proficient in use of data management system; provide back-up to GUK CPE data and IT staff in providing technical assistance and troubleshooting for GUK regional staff.
- Manage and update GUK and KnowHow2GOKy websites.
- Proofread official GUK communications/documents/publications.
- Perform other duties as assigned by the DOP, the Project Administration Team, or CPE leadership.

Staffing – Expectations of the Budget and Data Analyst

PURPOSE: To provide GEAR UP staff clarity regarding the responsibilities of the Budget and Data Analyst.

Primary working conditions: Works primarily in the CPE office (Frankfort) with infrequent in-state and out-of-state travel required.

The Budget and Data Analyst (Senior Associate) coordinates the management of grant funds, administrative and fiscal processes, and project data collection and reporting.

Duties and Responsibilities

Management of Project Budget and Cost Sharing

- Lead the preparation and monitoring of annual project budget and maintain 7-year grant budget to ensure excessive amounts of grant funds do not remain unbudgeted nor carried forward from year to year
- Develop and recommend new and revised policies and procedures to ensure efficiency of budget management processes and appropriate use of federal funds.
- Maintain budget spreadsheet that coincides with all year-to-date expenditures and report monthly to Project Administration Team.
- Track cost-sharing from all partners and maintain spreadsheet with all year-to-date contributions.
- Maintain and improve a system of approval for expenditures and special use of funds, including forms and timelines.
- Serve as primary liaison to CPE Administrative Services to facilitate processing and acquiring of all the necessary approvals and documents necessary for expenditures, purchases, or contracts.
- Meet at least monthly with DOP and Administrative Services team to review and reconcile expenditures and match contributions, identify errors for realignment of expenditures or budget adjustments, and monitor contract status/payments.
- Review/respond (in consultation with GUK Project Administration Team) to GUK issues from any internal or external audits.

Management of District Budgets

- Work with ED to develop annual school district budget (June).
- Work with Administrative Services to update and disseminate annual district contracts (July).
- Coordinate review/approval process for school quarterly activity and expenditure plans and district reimbursements.
- Identify errors for realignment of expenditures or budget adjustments.
- Monitor use of GUK funds at district level—including reimbursements, match, expenditure trends, etc.
- Review and reconcile posting/invoicing for indirect cost by partners and vendors in partnership with Administrative Services.
- Maintain all grant files related expenditures and cost-sharing.

Data collection and reporting

- Serve as the primary liaison to district and regional staff in relation to the project data management system (GUSS).
- Contribute to planning, development, implementation, and continuous improvement of the GUSS data management system.
- Provide technical assistance, troubleshooting, and training to staff on use of GUSS data management system.
- Ensure effective tools, user manuals, training, and communications processes are developed and implemented to track the project's service delivery and objectives.
- Make recommendations to Project Administration Team to update and continuously improve data collection tools, policies, and procedures to enhance effectiveness for evaluation.
- Coordinate quarterly reporting process and summarize findings for quarterly review meeting of Project Management Team.
- Establish, coordinate, and monitor data collection, retention, security, and reporting policies and processes.
- Ensure and monitor the fidelity and security of all data collected.
- Review data for trends and impact and work closely with Project Administration Team to analyze and disseminate project results on an ongoing basis.
- Provide data to various staff, partners, and vendors as needed for workshops, professional development, and training.

- Assist Project Administration Team in the preparation of the Annual Performance Report

Federal compliance and documentation

- Review and monitor grant policies and processes to ensure compliance with federal regulations and keep Project Administration Team informed of new federal regulations and guidance.
- Develop, improve, and grant management file maintenance.

Other duties commensurate with this position may be assigned at the direction of the Director of Operations and Partnership or GUK Project Administration Team.

Staffing – Expectations of the Director of Project Services and Evaluation

PURPOSE: To provide GEAR UP staff clarity regarding the responsibilities of the Director of Project Services and Evaluation.

Primary working conditions: Works primarily in the CPE office (Frankfort) with occasional in-state and out-of-state travel required.

The Director of Project Services and Evaluation is the lead administrator responsible for service implementation in each GUK region. The DPSE's primary responsibility is the development and delivery of local GUK strategies with fidelity and purpose. This position reports directly to the Executive Director and supervises all direct service staff across the program.

The Director of Project Services and Evaluation is expected to be a strong team member and leader, work with a high degree of independence, and represent the work of GUK, its partners, and CPE in an appropriate, professional, and positive manner. The DPSE is charged with establishing sustainable relationships with district and school leadership and creating a community among education partners.

Duties and Responsibilities:

- Oversees the development and implementation of direct services for students and parents and school support services as outlined in the GUK proposal.
- Ensures the roles and responsibilities of all in-school and regional staff are clearly identified and communicated with regard to each program component, and staff are held accountable for fulfilling duties as assigned.
- Establishes and implements internal communication processes and protocols to ensure all regional and school-based staff are adequately and proactively informed and equipped to perform responsibilities
- Continuously monitors implementation through both quantitative and qualitative measures to ensure alignment with desired GUK objectives; identifies recommendations to Project Administration Team for continuous improvement.
- Oversees program and curricula development, implementation, monitoring, and evaluation of direct services for students, families, and schools including:
 - College and Career Readiness Curricula
 - Advising and Assessments
 - Campus Experiences
 - Student Engagement and Leadership
 - Family Engagement and Outreach
 - School Support Services
 - Assessments and Technology for Schools
- Supervises the Coordinator for Postsecondary and School Services and 4 Regional Program Coordinators.
- Leads the GUK Project Development Team.
- Serves as a member of the Project Administration Team.
- Leads recruitment and hiring of in-school and regional staff.
- Provides technical assistance to GUK staff and partners regarding service delivery, staffing, and school relationships.
- Participates in professional development opportunities seminars, conferences, and networking opportunities as assigned.
- Attends GEAR UP/NCCEP conference(s) may be required; presentation of sessions may be required.
- Other duties as assigned by the Executive Director, the Principal Investigator or CPE leadership.

Staffing – Expectations of the Director of Operations and Partnership

PURPOSE: To provide GEAR UP staff clarity regarding the responsibilities of the Director of Operations and Partnership.

Primary working conditions: Works primarily in the CPE office (Frankfort) with occasional in-state travel required.

The Director of Operations and Partnership is the lead administrator, whose primary responsibility is the successful day-to-day operations of the project, as well as the strength and engagement of strategic partnerships. This position reports directly to the Executive Director and is responsible for the direct supervision, coordination and evaluation of the Senior Associate for Operations and Partnership. The Director of Operations and Partnership oversees the development and training of program staff and leads the development and ongoing improvement of the GUK resources and learning platforms.

The Director of Project Services and Evaluation is expected to be a strong team member and leader, work with a high degree of independence, and represent the work of GUK, its partners, and the CPE in an appropriate, professional and positive manner. The DOP coordinates and supports the logistics of project management and implementation, and ensures the quality of programming, fidelity of services, and ongoing development of a cohesive and effective GUK team. This role is responsible for the creation and implementation of policies and procedures, materials and messages that communicate and support GUK's mission, and includes the coordination of statewide college and career outreach campaign and coalition.

Duties and Responsibilities:

- Responsible for the successful day-to-day operations of the project, as well as the strength and engagement of strategic partnerships.
- Develops and manages relationships with state, regional, and local school/community personnel to coordinate collaboration and outreach efforts.
- Oversees overarching communication, outreach, and public relations for the program, including development and implementation of a statewide media campaign and a statewide coalition of college and career outreach partners and advocates.
- Directs development and implementation of GUK statewide services including:
 - Statewide media campaign (broadcast, print, social)
 - Annual Institute for a College-Going Culture
 - KY College and Career Connections Coalition
 - National GEAR UP Week
 - FACES of GEAR UP campaign
- Manages and monitors statewide project budget and develops and monitors statewide partner contracts.
- Serves as a member of the Project Administration Team and leads the Project Implementation Team.
- Supervises the Senior Associate for Operations and Partnership and Budget and Data Analyst.
- Coordinates and monitors daily project operations and resource procurement and dissemination.
- Leads the coordination of the annual GUK Institute for a College-Going Culture
- Oversees project-wide communications including GUK website and social media.
- Plans and manages staff training and professional development.
- Provides technical assistance to GUK staff and partners regarding operational support, partnership management, and outreach.
- Assists in the development of the Annual Performance Report.
- Communicates program outcomes and data effectively externally and across the program.
- Coordinates messaging and execution with other GUK/CPE leadership.
- Plans press and outreach events to promote the program and partnerships.

- Acts as a liaison to outside agencies engaged in state outreach efforts.
- Monitors and evaluates the effectiveness of support services and communication efforts and recommends policy and procedural modifications as necessary.
- Represents GEAR UP, CPE, and Kentucky at conferences and conventions as assigned.
- Creates communication opportunities and strategies to promote higher education in alignment with the strategic goals and objectives of GUK.
- Attends all GEAR UP/NCCEP conference(s); presentation of sessions may be required.
- Other duties as assigned by the Executive Director, the Principal Investigator or CPE leadership.

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Staffing – Expectations of the Executive Director

PURPOSE: To provide clarity regarding the performance expectations of the GUK Executive Director.

The primary working conditions: Works primarily in the CPE office (Frankfort); with frequent and significant in-state travel required; required to attend two annual out-of-state conferences.

The Executive Director (ED) directs the development of a comprehensive plan to implement the GEAR UP state grant—a \$49 million federally funded initiative that provides services to assist low-income students to achieve appropriate college preparation and enroll in postsecondary programs of study. The ED is responsible for the daily supervision, coordination, and evaluation of program management and directly supervises the Director of Project Services and Evaluation and the Director of Operations and Partnerships.

The ED reports directly to the Principal Investigator and provides leadership for the strategic vision, general oversight for administration, policy development, and budget administration of the GUK Project. This role interacts with various P-16 constituents, including CPE leadership and board members, district and school leaders; national, state and local education agencies; and community-based and higher education partners associated with the project.

Duties and Responsibilities:

- Leads statewide efforts to integrate the goals of GEAR UP into the state’s strategic agenda for postsecondary education.
- Administers an annual budget of \$7 million; seeks funding (match) sources to supplement federal funds in grant.
- Assures that matching contributions required in the grant are met or exceeded.
- Assures agency compliance with all statutory and program requirements of grant.
- Develops and maintains strategic partnerships that support the project.
- Develops processes and policies in support of the mission of GUK—specifically, establish good management reporting, information management and flow, service and product delivery, and organizational planning.
- Convenes annual stakeholder meeting of partners.
- Provides general supervision of statewide staff.
- Directs activities to ensure continuous improvement and innovation in implementing the grant – convenes/leads planning activities, provide oversight for monitoring processes, and directs efforts to modify project when necessary.
- Negotiates contracts and memoranda of agreements with vendors and partners on behalf of grant.
- Gives final approval of all contracts and staff hires.
- Represents the CPE in GEAR UP related activities.
- Assures the vision and mission of CPE/Academic Affairs are integrated into the GEAR UP program and that CPE staff are connected to GEAR UP activities whenever appropriate.
- Leads the Project Administration Team.
- Serves as the lead advocate for GEAR UP and external liaison with the U.S. Department of Education, National Council for Community and Education Partnerships, U.S. and KY legislators, and other key partners/organizations.

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