



IMMIGRANT CONNECTION

Expanding access to trusted immigration legal services

📍 13300 Olivo Rd Ste 233
Fishers, IN 46037
📞 317-210-3173
✉️ info@icwelcome.org
🌐 www.icwelcome.org

NATIONAL DIRECTOR OF SITE OPERATIONS

Reports to: Executive Director

Department: Site Programming

FLSA Status: Exempt, Full-Time

Location: Remote, with regular (monthly) travel to Local IC Sites, trainings, conferences, and partner gatherings as needed

Position Summary

The **National Director of Site Operations** provides strategic leadership, relational support, operational oversight, and accountability for Immigrant Connection's network of Local IC Sites. This role is responsible for forming, equipping, supporting, and holding accountable Site Directors and local site leadership systems so that Local IC Sites are healthy, compliant, sustainable, and aligned with the Immigrant Connection model.

Immigrant Connection's work can be understood through a four-circle model: DOJ Legal Representatives, Site Operations, Host Churches/Organizations, and Partnerships. The National Legal Director primarily focuses on the innermost circle: the formation, training, legal readiness, quality, and accountability of DOJ Legal Representatives. The National Director of Site Operations focuses on the next circle: the leadership, systems, structures, policies, procedures, and operational health of the Local IC Site as a whole.

This role is equal parts relationship-builder, coach, shepherd, systems-builder, trainer, and accountability leader. The National Director of Site Operations must build deep trust with Site Directors and local site leaders while also clearly coaching sites toward IC standards, operational expectations, compliance requirements, and long-term sustainability.

The National Director of Site Operations will not do this work alone. This position works as part of the broader IC National team and collaborates closely with legal training, technical legal assistance, site launch, partnerships, communications, finance, operations, and administrative support. However, this role serves as the primary organizational owner for Site Director development, site operational readiness, site health, site accountability, and the systems that help Local IC Sites remain strong over time.

Core Mandate

The core mandate of the National Director of Site Operations is to build healthy, sustainable, compliant Local IC Sites by developing strong Site Directors, strengthening site systems, coaching local leaders, monitoring site health, and creating the curriculum, tools, resources, and accountability structures needed for sites to faithfully live out the IC model.

This role owns the site as a system, not merely the individuals inside the system. That includes Site Directors, local leadership structures, operational policies, client-facing procedures, administrative systems, site reporting, sustainability planning, host organization alignment, and the operational side of DOJ recognition and renewal.

Essential Responsibilities

1. Site Director Formation, Coaching, and Leadership Development

The National Director of Site Operations develops Site Directors as leaders, shepherds, and operational stewards who understand the IC model and can lead healthy, sustainable Local IC Sites.

Responsibilities include:

- Develop and oversee a comprehensive Site Director formation pathway for new, existing, and transitioning Site Directors.
- Build Site Director curriculum that addresses leadership, IC model alignment, site operations, supervision, sustainability, compliance, reporting, and host organization relationships.
- Coach Site Directors toward key leadership characteristics, including humility, teachability, clarity, follow-through, relational wisdom, operational discipline, financial awareness, compliance-mindedness, and mission alignment.
- Provide regular one-on-one coaching to Site Directors, especially during launch, leadership transitions, seasons of growth, operational strain, or corrective action.
- Create and facilitate Site Director cohorts, peer learning groups, leadership development calls, and mentoring opportunities.
- Support new Site Directors through onboarding, role clarification, expectation-setting, and early-stage operational coaching.
- Help Site Directors understand the difference between legal representative responsibilities, site leadership responsibilities, host church responsibilities, and partnership responsibilities within the four-circle IC model.
- Identify early signs of Site Director strain, burnout, isolation, confusion, misalignment, or leadership breakdown and intervene with support, coaching, and clear next steps.
- Help Site Directors become the primary local shepherds of their sites, including staff, volunteers, host church leaders, board or advisory members, community partners, and clients.
- Develop resources that help Site Directors lead with both compassion and competence.

2. Site Operations Curriculum, Training, and Resource Development

The National Director of Site Operations builds the curriculum, tools, templates, trainings, and resources Local IC Sites need to operate consistently, sustainably, and in alignment with IC standards.

Responsibilities include:

- Create and maintain a full Site Director curriculum for initial onboarding, recognition preparation, early-stage site development, ongoing leadership development, and advanced site leadership.
- Develop training pathways for sites preparing to launch, newly launched sites, and established sites needing continued growth or correction.
- Build practical tools and templates related to site leadership, office operations, client flow, administrative systems, reporting, sustainability, supervision, staffing, volunteer roles, board engagement, and host organization alignment.
- Design and lead regular trainings for Site Directors and site leadership teams through Connection Calls, webinars, cohorts, conference sessions, regional gatherings, and targeted workshops.
- Develop and update site operations manuals, site launch resources, policy templates, procedure guides, checklists, and implementation tools.
- Translate recurring site challenges into network-wide resources so that common issues are addressed proactively rather than repeatedly handled one site at a time.
- Create resources that clarify what is required, what is recommended, and where Local IC Sites have contextual flexibility.
- Collaborate with other IC National team members to ensure training materials are legally accurate, operationally useful, financially realistic, and aligned with IC's messaging and model.

- Evaluate training effectiveness through participation, feedback, site health indicators, and observed improvement in site operations.
- Ensure that Site Operations resources are clear, accessible, organized, updated, and easy for local leaders to use.

3. DOJ Recognition and Renewal Support — Site Side

The National Director of Site Operations owns the site-side of DOJ recognition and renewal, ensuring Local IC Sites are organizationally and operationally prepared to become and remain recognized immigration legal services offices.

Responsibilities include:

- Guide Site Directors through the organizational side of the DOJ recognition process.
- Ensure new sites understand the recognition process, site-side requirements, operational expectations, timelines, and IC National's role.
- Review and support site-side recognition materials, including organizational structure, policies and procedures, supervision plans, client-service procedures, sustainability plans, and required documentation.
- Coordinate with the Legal Team regarding the accreditation side of DOJ filings, legal representative readiness, training status, and legal capacity.
- Establish clear handoff points between Site Operations and the Legal Team so that recognition applications reflect both legal readiness and organizational readiness.
- Monitor recognition and renewal timelines for Local IC Sites and ensure sites begin preparation early enough to avoid unnecessary urgency or risk.
- Support existing sites through recognition renewal by reviewing site-side materials, identifying gaps, and creating a plan for timely submission.
- Coach sites to treat DOJ recognition as an ongoing operational posture rather than a one-time application event.
- Help sites maintain readiness between renewal cycles through annual reports, policy updates, operational reviews, and regular site health check-ins.
- Escalate recognition or renewal concerns when a site is not prepared, not compliant, or not aligned with IC standards.

4. Site Health, Compliance, and Accountability

The National Director of Site Operations monitors site health across the IC network and leads the process of coaching, correcting, and holding sites accountable when operational concerns arise.

Responsibilities include:

- Develop, maintain, and use site health rubrics, annual site reports, operational reviews, check-in processes, dashboards, and other tools to assess site health.
- Monitor indicators related to leadership, staffing, financial sustainability, supervision, client-service flow, administrative systems, policies and procedures, reporting, host organization support, and IC model alignment.
- Identify early warning signs of site instability, including leadership strain, lack of follow-through, financial weakness, reporting gaps, policy noncompliance, staff turnover, host church disengagement, or recurring operational concerns.
- Partner with Site Directors to develop clear, documented, time-bound improvement plans when challenges arise.
- Lead or coordinate corrective action plans when sites fall out of compliance with IC standards, operational expectations, reporting requirements, or required systems.
- Work with Legal leadership when site concerns involve legal risk, client harm, DOJ compliance, representative conduct, or quality-of-service concerns.

- Work with Finance, Operations, Communications, Partnerships, and Executive Leadership when site concerns involve financial instability, reputational risk, host organization breakdown, or broader organizational risk.
- Ensure that accountability processes are relationally grounded, clearly documented, consistent, fair, and focused on restoration where possible.
- Escalate concerns appropriately when a site is unable or unwilling to meet IC expectations.
- Help IC National move from reactive crisis response to proactive support, early intervention, and consistent accountability.

5. Relationship Management and Site Shepherding

The National Director of Site Operations serves as the primary IC National relationship owner for Site Directors and provides relational, pastoral, and practical support to local site leaders.

Responsibilities include:

- Build strong, trusting relationships with Site Directors and site leadership teams across the IC network.
- Maintain regular communication with Local IC Sites through check-ins, coaching calls, cohorts, email communication, trainings, site visits, and follow-up.
- Develop a deep understanding of each site's leadership, history, host organization, strengths, challenges, staffing realities, financial pressures, community context, and growth opportunities.
- Encourage and support Site Directors who are tired, overwhelmed, isolated, discouraged, or uncertain.
- Ask thoughtful questions that help Site Directors identify root issues, prioritize work, and take wise next steps.
- Redirect misaligned Site Directors with clarity, humility, and firmness when local decisions drift from the IC model or standards.
- Help Site Directors navigate difficult seasons, including staff transitions, host church changes, local conflict, funding shortfalls, client complaints, compliance concerns, or leadership strain.
- Serve as a consistent and trusted guide who can both encourage and challenge local leaders.
- Strengthen trust between IC National and Local IC Sites through presence, responsiveness, honesty, and practical support.
- Ensure that relationship-building does not replace accountability, and accountability does not undermine relationship.

6. Site Visits, Evaluations, and Field Support

The National Director of Site Operations develops and leads a regular rhythm of site visits and evaluations that strengthen relationships, assess health, provide coaching, and document follow-up.

Responsibilities include:

- Create and maintain a consistent site visit framework for Local IC Sites.
- Develop a regular site visit schedule that prioritizes new sites, high-need sites, sites approaching renewal, sites in transition, and sites due for routine evaluation.
- Conduct in-person site visits that include meetings with Site Directors, DOJ Legal Representatives, office support staff, host church or organization leaders, board or advisory leaders, and other key stakeholders as appropriate.
- Observe site operations, client flow, administrative systems, file management practices, use of required tools, staff roles, supervision structures, and office procedures.
- Review site policies, procedures, client service agreements, reporting practices, sustainability plans, and operational documentation during site visits.
- Use site visits to identify strengths, risks, training needs, operational gaps, and opportunities for growth.
- Provide written post-visit summaries with clear observations, recommendations, required action steps, timelines, and follow-up plans.
- Track site visit follow-up to ensure recommendations and required corrections are completed.

- Coordinate with the Legal Team when site visits reveal legal training needs, quality concerns, or accreditation-related issues.
- Ensure site visits are both relationally meaningful and operationally useful.

7. Operational Systems, Policies, and Procedures

The National Director of Site Operations owns the development, implementation, and ongoing improvement of the operational systems, policies, procedures, and templates used by Local IC Sites.

Responsibilities include:

- Develop and maintain foundational site policies and procedures that establish the minimum operational standards for Local IC Sites.
- Create templates and guidance for local adaptation where sites may do more than the minimum while remaining aligned with IC standards.
- Oversee resources related to intake procedures, consultation flow, client service agreements, file management, reporting requirements, site supervision, office administration, volunteer roles, staffing structures, and site leadership.
- Clarify which operational systems, platforms, and procedures are required across the IC network.
- Work with IC National team members who support systems such as elmmigration, Acuity, Zoom, interpretation platforms, helpdesk tools, reporting dashboards, and other operational technologies.
- Help sites implement required systems consistently and correctly.
- Identify where systems are not being used, are being used incorrectly, or are creating confusion for sites.
- Develop training and support materials to improve adoption of required systems and reduce ad hoc workarounds.
- Review and update operational policies and procedures as IC's model, systems, legal obligations, and network needs evolve.
- Ensure that operational consistency strengthens site health without removing appropriate local flexibility.

8. Data, Reporting, and Site Health Analysis

The National Director of Site Operations uses data, reports, and site health indicators to understand network trends, identify needs, and guide strategic support for Local IC Sites.

Responsibilities include:

- Oversee the annual site reporting process in coordination with relevant IC National team members.
- Develop and monitor dashboards or tracking tools related to site health, reporting, compliance, recognition, renewal, training participation, system adoption, and sustainability.
- Analyze site data to identify network-wide trends, recurring challenges, emerging risks, and opportunities for new training or resources.
- Track key indicators such as site activity, staffing stability, Site Director retention, financial sustainability, reporting completion, recognition status, policy compliance, and engagement with IC National support.
- Use data to identify which sites are thriving, which sites need support, which sites are drifting, and which sites require formal intervention.
- Prepare regular reports for IC National leadership regarding site capacity, site health, compliance concerns, sustainability benchmarks, and operational trends.
- Translate data into practical coaching, training, resource development, and accountability steps.
- Ensure that data collection is purposeful, useful, and not merely administrative.
- Help Site Directors understand and use their own site data to make wise leadership and operational decisions.
- Strengthen IC National's ability to support sites proactively rather than waiting until problems become crises.

9. Cross-Functional Collaboration

The National Director of Site Operations works closely with the broader IC National team to ensure Local IC Sites receive coordinated, consistent, and mission-aligned support.

Responsibilities include:

- Collaborate closely with the National Legal Director and Legal Team regarding DOJ recognition, accreditation, legal representative readiness, site compliance, legal quality concerns, and boundaries between legal work and site operations.
- Maintain clear ownership lanes with the Legal Team: Legal owns legal representative competence, legal training, legal readiness, and accreditation quality; Site Operations owns site structure, operational readiness, policies, procedures, systems, supervision, and organizational health.
- Collaborate with the Partnerships Team when churches, organizations, or partners move from general engagement into possible Local IC Site development.
- Maintain clear ownership lanes with the Partnerships Team: Partnerships owns early relationship development, church readiness, welcome programs, and non-legal pathways; Site Operations owns Site Director assessment, site readiness, systems, staffing, recognition preparation, and long-term sustainability.
- Partner with Finance and Operations to support site reporting, sustainability, administrative health, agreements, and financial accountability.
- Partner with Communications to ensure site-facing materials are clear, consistent, accessible, and aligned with IC messaging and brand standards.
- Partner with Development and Advancement to support site fundraising capacity, grant-related reporting, and sustainability planning where appropriate.
- Collaborate with Executive Leadership on high-risk site concerns, network-wide trends, strategic priorities, and major accountability decisions.
- Ensure Local IC Sites receive consistent communication from IC National and are not confused by overlapping or conflicting guidance.
- Build shared workflows and handoff points so cross-functional collaboration strengthens rather than blurs responsibility.

10. Team Leadership, Delegation, and Scalable Systems

The National Director of Site Operations leads and coordinates the people, workflows, and systems needed for Site Operations work to scale beyond one person.

Responsibilities include:

- Lead, supervise, or coordinate staff, contractors, or team members who support site operations, site reporting, administrative systems, training materials, launch logistics, helpdesk functions, or related work.
- Clarify roles, responsibilities, workflows, and expectations for Site Operations team members.
- Assign work, review deliverables, support follow-through, and ensure Site Operations projects are completed with quality and consistency.
- Build documented systems so that site support does not depend on one person's memory, personality, inbox, or availability.
- Develop shared project-management tools, calendars, trackers, templates, and communication rhythms for Site Operations work.
- Coordinate with administrative and operations staff to ensure recurring tasks such as reporting, renewal tracking, training logistics, and site communication happen consistently.
- Identify work that should be delegated, systematized, simplified, paused, or reassigned.
- Build a Site Operations function that can grow as the IC network grows.
- Ensure Site Operations team members understand the IC model, site standards, communication expectations, and accountability posture.

- Model a leadership culture that is coachable, clear, relational, humble, organized, and committed to helping Local IC Sites flourish.

Key Outcomes

A successful National Director of Site Operations will help IC National move from informal site support to a clear, consistent, relational, and accountable site development system.

Key outcomes include:

- A complete Site Director curriculum for initial onboarding, DOJ recognition preparation, ongoing development, and advanced leadership formation.
- Stronger Site Directors who understand the IC model, lead with clarity, use required systems, build healthy teams, and guide their sites toward sustainability.
- Healthier Local IC Sites with clearer operations, stronger policies and procedures, better reporting, stronger host organization alignment, and fewer preventable crises.
- Clearer DOJ recognition and renewal processes on the site side, with stronger coordination between Site Operations and the Legal Team.
- A regular rhythm of site check-ins, cohorts, site visits, evaluations, and documented follow-up.
- Earlier identification of struggling sites and clearer improvement plans when sites are out of alignment or compliance.
- Better use of site data, reports, dashboards, and health indicators to guide training, coaching, intervention, and strategic planning.
- Stronger trust between IC National and Local IC Sites through consistent communication, relational presence, practical tools, and clear expectations.
- Greater operational consistency across the network without removing the local character and contextual flexibility of each Local IC Site.
- A Site Operations team and system that can scale as the IC network grows.

Key Performance Indicators

The National Director of Site Operations will be evaluated through both relational and operational outcomes, including:

- Completion and implementation of a Site Director curriculum and training pathway.
- Participation of Site Directors in coaching, cohorts, Connection Calls, trainings, and annual conference sessions.
- Improvement in site health rubric scores over time.
- Timely completion of annual site reports and required documentation.
- Timely completion of DOJ recognition and renewal site-side requirements.
- Reduction in preventable site crises and repeated compliance concerns.
- Increased retention and satisfaction of Site Directors.
- Increased clarity and consistency in site policies, procedures, and required systems.
- Improved financial sustainability indicators across Local IC Sites.
- Regular completion of site visits, site evaluations, and documented follow-up plans.
- Effective use of dashboards and site data to guide coaching and accountability.
- Stronger coordination between Site Operations, Legal, Partnerships, Finance, Communications, and Executive Leadership.
- Positive feedback from sites regarding clarity, support, communication, and usefulness of resources.
- Documented improvement plans for sites needing corrective action, with clear follow-through and escalation when needed.

Required Qualifications

The ideal candidate will have significant experience in nonprofit leadership, network leadership, church or ministry leadership, organizational development, operations, coaching, training, and systems-building. This person must be able to lead relationally while also creating structure, clarity, accountability, and consistency.

Required qualifications include:

- Bachelor's degree in nonprofit leadership, organizational leadership, ministry, business administration, public administration, social services, or a related field, or equivalent experience.
- At least 3-5 years of progressively responsible leadership experience in nonprofit, ministry, legal services, community development, church-based, business (multi-site / franchise), or network-based work.
- Demonstrated experience coaching leaders, developing teams, and supporting organizations through growth, change, or accountability processes.
- Strong understanding of operations, systems, policies, procedures, reporting, and organizational sustainability.
- Excellent relational, communication, facilitation, and conflict-resolution skills.
- Ability to build trust with local leaders while also holding them accountable to shared standards.
- Experience developing curriculum, training materials, tools, templates, or leadership development pathways.
- Ability to interpret data, reports, and operational indicators in order to guide decision-making and support.
- Strong writing, documentation, and project-management skills.
- Ability to travel for site visits, trainings, conferences, and network gatherings.
- Deep alignment with Immigrant Connection's mission, model, values, and commitment to high-quality, low-cost immigration legal services.

Preferred Qualifications

Preferred qualifications include:

- Experience working with local churches, church-based nonprofits, faith-based organizations, or community-based legal service programs OR with multi-site business models or franchise style business models OR the operational team of a large, scaling business
- Experience in coaching and developing leaders and managers
- Experience supervising staff or coordinating cross-functional teams.
- Experience developing policies and procedures.
- Experience with case management systems, scheduling systems, reporting dashboards, or other operational platforms.
- Familiarity with financial sustainability models, fee-for-service structures, fundraising basics, and grant-related reporting.
- Experience leading cohorts, peer learning groups, leadership trainings, or adult learning environments.
- Bilingual ability, especially in Spanish or another language commonly used in immigrant communities, is helpful but not required.

Core Competencies

Relationship-Centered Leadership

The National Director of Site Operations must lead through trust, presence, listening, and consistency. This role requires someone who can build strong relationships with Site Directors and local leaders over time, not merely manage tasks from a distance.

Coaching and Shepherding

This position requires a coaching posture. The Director must be able to encourage, guide, correct, redirect, and develop leaders with both grace and clarity. The work involves helping Site Directors grow as people, leaders, and stewards of their local sites.

Operational Clarity

The Director must be able to turn complex expectations into clear systems, workflows, checklists, policies, procedures, and training pathways. This role requires someone who can build structure without overcomplicating the work.

Accountability and Follow-Through

The Director must be willing to name concerns, document expectations, create improvement plans, and follow through when sites are out of alignment. Relational leadership must be paired with clear accountability.

Systems Thinking

This role requires the ability to see how people, policies, finances, legal compliance, host organization dynamics, technology, reporting, and leadership structures all interact within a Local IC Site. The Director must be able to diagnose root issues rather than only respond to symptoms.

Training and Curriculum Development

The Director must be able to create practical, accessible, high-quality training and resources for Site Directors and site leadership teams. The training should help sites understand the IC model, live it out, and continue growing over time.

Mission Alignment

The Director must understand and champion the Immigrant Connection model: church-based and community-rooted immigration legal services that are high-quality, low-cost, sustainable, and grounded in both compassion and competence.

Working Relationships

The National Director of Site Operations reports to the Executive Director and works closely with the National Legal Director, legal training staff, technical legal assistance staff, site launch staff, partnership staff, finance and operations staff, communications staff, and development staff.

This role serves as the primary IC National relationship and accountability leader for Site Directors and site operational leadership. The Director will also interact with host pastors, host organization leaders, board or advisory team members, office support staff, DOJ Legal Representatives, and other local stakeholders when needed.

Travel Expectations

This is a remote position with regular, monthly travel required. Travel may include Local IC Site visits, site launch support, regional trainings, cohort gatherings, annual conference, staff meetings, partner meetings, and other IC National events.

Compensation

Compensation will be commensurate with experience and qualifications. Immigrant Connection National seeks to provide generous, mission-aligned compensation within the realities of nonprofit leadership.

Equal Opportunity and Mission Alignment

Immigrant Connection National is committed to building a team that reflects humility, excellence, hospitality, integrity, and a deep commitment to serving immigrant communities. The National Director of Site Operations must be aligned with IC's mission to expand access to trusted immigration legal services.

This role requires a leader who believes that healthy sites do not happen accidentally. They are built through faithful leadership, clear systems, strong relationships, careful training, honest accountability, and a shared commitment to the immigrant families IC exists to serve.