



Code Fellows

Operational Handbook

A GUIDE TO THE INNER WORKINGS OF CODE FELLOWS

Getting Started

Hello! You're reading this document because you've joined the mission to bring tech education to more people.

Welcome to the club.

In the chapters ahead, you'll get the A-Z of running a successful code school. From state licensing to helping graduates get jobs, it's all in the pages ahead.

Let's get started.

How to Use this Handbook

A wise man once said, "With great power comes great responsibility." Thanks, Uncle Ben.

Just like Spider-Man discovering how to use his powers responsibly, you have a (brief) learning curve ahead. This document is designed for you to easily access the information to run every part of a code school, but there are some things you need to know before diving in.

The View

When using this document, we recommend taking advantage of the Document Outline feature (**View > Show document outline**). This feature will help you navigate the handbook as you're scrolling its pages.

Also, view the pages in Print layout (**View > Print layout**) so that all page numbers, headers, and footers are visible.

Helpful Resources

Before getting started, it will be helpful to read through the Code Fellows Glossary [here](#) and the FAQ [here](#). These and other helpful documents can be found in [Chapter 8: Resources](#).

Standard Operating Procedures

We document all our processes in Standard Operating Procedures (SOPs). We link to a lot of SOPs throughout the Operational Handbook. These SOPs will likely contain links to other SOPs for reference.

Powered by Code Fellows schools should create their own school-specific SOPs for internal processes, covering everything from opening your campus in the morning to making updates to your marketing website.

External Links

Throughout this document, there are links to external documents, such as SOPs mentioned above, Drive folders, and marketing assets. This handbook is an index of sorts, and the content on external links will be updated periodically.

Links that are italicized (*[like this](#)*), lead to documents that are accessible to internal Code Fellows employees only. Links that are not italicized lead to documents that are available to everyone who has access to this handbook.

If you need access to a specific document, please email documentation@codefellows.com.

Sharing this Document

If you need to share this document with anyone on your team, please email documentation@codefellows.com.

Reporting Errors

The Operational Handbook is ever-evolving. We strive to make this document and our processes as easy to understand and follow as possible, and will be updating this document as necessary. Please alert us to any typos, confusing instructions, broken links, or other issues you come across by highlighting the issue and tagging +documentation@codefellows.com with your feedback or question in a comment.

If you don't know how to make comments in Google docs, you can [read their guide here](#).

About Code Fellows

Code Fellows is a career launch platform: the educational environment that fuels transformation. Please read the “[Our Story](#)” page on our website, which includes our full Vision and Mission statements, our Core Values, and our Core Beliefs.

Get Your Biz

Before recruiting students, we need three things. Here's how to get started on the right foot.

Real Estate

The first thing on the to-do list is to get a place to house staff and students.

When initially starting with a 101 course to test a market and start building interest in the program, a temporary facility will work.

101 Facilities

101 facilities must have:

- A projector
- Ample desk space and chairs for students
 - We cap our 101 courses at 50 students, but you can run a smaller class if your space doesn't allow for this many people
- Plenty of outlets for students to charge their computers
 - Extension cords and power strips come in handy here, but don't cause a fire hazard by daisy-chaining power sources

Some of the locations that work well for 101s are:

- Libraries
- Coworking spaces
- Local colleges and universities

- Community centers

Finding a Permanent Campus

Campus should be situated close to bus lines and have options for parking, if possible. This can include street parking or parking lots and garages within walking distance. Campus needs:

- At least two classrooms, approximately 25' by 25' in size to accommodate a class of up to 30 students, plus instructional staff.
- Enough coworking space for all students
- An open presentation area where guest speakers can present to students and classes can demo their final projects
- A kitchen area with fridge
- A space for staff, with separate, quieter rooms where the admissions team can conduct phone interviews

Licensing

Properly licensing a technical training school varies from state to state. However, here are some things to keep in mind as you complete the process:

- Will your license allow you to admit students who are under 18?
- Are there materials you will need physical copies of, in case of an audit?
 - Signed student paperwork, transcripts, etc.
- What information can you include in your marketing, and what must be left out?
 - States are very skeptical of schools that guarantee a job to their graduates after graduation, so be aware of what marketing strategies may get flagged by your state office.

Facilities

On campus, the umbrella of “Facilities” includes anything related to the physical space where staff and students work. This covers everything from ordering supplies for classrooms to handling building or security issues. We have one person in charge of all things facilities, who has a direct line to the building’s superintendent.

You can see how we run facilities in the overview [here](#). We’ve documented our process for opening and closing the campus [here](#), restocking supplies [here](#), and managing lost student items [here](#).

Requesting Office Supplies

To reorder items, use this [form](#) for requests, instead of messaging the person in charge of facilities.

Software

The following tools help us run our business (and we recommend all Powered by Code Fellows schools use the same). This section only includes the names and functions of the tools—the nitty gritty of how we use them is covered via SOPs later in this handbook.

Organization-Wide

We use [Google Suite](#) for staff emails, easy collaboration on documents, file storage, and more. If you’ve never worked with Google Suite before (or if you need a refresher), check out the [G Suite Learning Center](#).

We integrate software and automate a lot of the functionality between software (such as Eventbrite and SurveyMonkey) with [Workato](#).

[Salesforce](#) is our customer relationship management (CRM) tool. It handles the full admissions process, as well as new partnerships and reporting.

We use [Slack](#) for team collaboration and communications. Because Slack charges based on the number of users, we use the free tier (which doesn't retain message history) for students and pay for a separate Slack workspace for staff, to keep message history.

Our task management system is [Asana](#), where we track course publication and management, marketing campaigns, our dev queue, and projects.

Human Resources & Finance

[BambooHR](#) manages all HR processes, including job postings, applicant assessment, and tracking internal tasks for team members when new employees are hired.

[QuickBooks Online](#) (QBO) is our finance tool for all incoming payments and outgoing expenses.

Marketing

[Pardot](#), owned by Salesforce, is our marketing tool. We use it for email marketing, landing page management, and lead automation. It's a powerful tool but requires knowledge of HTML and CSS to set up and customize unique landing pages and email campaigns.

[Later](#) manages social media posting. We use it to publish organic posts to our accounts on Twitter, Facebook, LinkedIn, Instagram, and Google+.

Our [website](#) is hosted with AWS. It explains our program to new students and partner companies and show upcoming courses. It's also where new students contact us and apply for courses. Our website uses a Content Management System (CMS) called [Contentful](#) to edit and publish blog posts, web pages, images, PDFs, and more.

We use [Eventbrite](#) to manage registration for our events—everything from internal events for students to lead-generating events, such as happy hours and info sessions. We also use Eventbrite for registration for all 101s and 501s.

[Google Tag Manager](#) is a centralized pixel manager, where we can add tracking pixels for ad platforms to our website without needing to add code to the site. It integrates with [Google Analytics](#), which we use to track all traffic to our website.

Admissions

The admissions team (and any team member who needs a way to book appointments with anyone outside the organization) uses the online scheduling tool [Calendly](#).

Our Admissions team uses [Canvas](#) to set up, manage, and grade the entrance test that students must pass before starting a specific course.

Education

[Canvas](#) is our learning management system to track student enrollment, grades, attendance, assignments, and more. Admissions, instructors, teaching assistants, and students all have varying levels of access to the Canvas platform during the course. [Canvas Guides](#) is a helpful resource as you're learning this tool.

We conduct surveys for all 101 through 501 courses via [Canvas](#). Within these surveys, we use the [Net Promoter Score](#) (NPS) rating system.

Our education team uses [GitHub](#) to manage course curriculum, so all instructors and all students will need a GitHub account.

If you work with a Powered by Code Fellows school, see [this guide](#) for more recommendations on lean startup systems.

Get Your Staff

We have a lean team at Code Fellows, and everyone wears many hats. Here's how we hire the right people and help everyone be successful in their roles.

Recruiting, Evaluating & Hiring

Use the job descriptions [here](#) to explain what skills you're looking for in each role. One core tenet of our hiring philosophy is that we evaluate candidates by working with them on something similar to what they will do in the role they're pursuing, to see how they communicate and get things done. We call this a “qualifying exercise.”

Instructional Staff

To hire instructional staff, publish the job opening to BambooHR and online job boards following the instructions in [this document](#), using the language in the instructor job posting template [here](#), the teaching assistant job posting template [here](#), or specific instructor job descriptions found [here](#). Since it can be challenging to find software developers who also have the desire (and ability) to teach, [here](#) are some tips for instructor recruiting.

Evaluate candidates using [this](#) process. You'll likely get many questions from these candidates—we've assembled the most common questions we receive for instructors [here](#), and general questions [here](#).

Support Staff

As you start to receive applications from the [job descriptions](#) you've posted in BambooHR, evaluate candidates with [this](#) evaluation process.

Onboarding & Training

After extending an offer to a new staff member, follow [this](#) onboarding process. In an employee's first week, they should read the [Employee Handbook](#) and [Code of Conduct](#) to get up to speed on how we handle documentation, organization, and other important company-wide practices.

Instructors

We believe that software development skills will better the lives of the individuals who embark on this journey. We also believe that it is vital to provide an immersive environment where students are able to learn at an accelerated rate, helping them get into the software development field in a matter of months, not years.

Instructors embody the culture and norms that create this environment. New instructors are trained in the methodologies, philosophies, and best practices that we have spent years developing, so that every student is given the high level of training and education required to go on to be successful developers in the industry.

All new instructors should follow the training plan, as documented [here](#).

Instructors have weekly one-on-one meetings with the campus Principal Instructor to check in on how classes are going, hear about any issues with students, and make sure the instructor is being supported. Document weekly notes for each instructor in individual documents, copied from the template [here](#). Each week, instructors should also share their top five students via the weekly top 5 student survey [here](#) (all survey results can be found [here](#)).

All instructors should also gather once a week. Those who can't be present for the meetings, such as night instructors who work full time, can call into the meeting via a Slack call, or another conference call platform. Notes should also be recorded for each meeting [here](#).

To help them grow in their skills, instructors are observed in the classroom following [this](#) process. Audience members should give candid feedback with the form [here](#).

Teaching Assistants

Teaching assistants help the instructor provide a premium educational experience for students. To recruit, onboard, and offboard teaching assistants, use [this document](#).

The [Teaching Assistant Handbook](#) and our Code of Conduct are automatically shared with new TAs via BambooHR, so they can familiarize themselves with the process and tools before the first day of class. New teaching assistants take the [TA Training Course](#) in Canvas.

Admissions Staff

To train new members to the Admissions team, follow the [Admissions Handbook](#).

Campus Team

The Campus & Events Coordinator manages everything from phone calls to event execution to facilities. This role is highly important to make sure the campus functions smoothly. Read through the handbook [here](#).

Day-to-Day Processes

The Building

[This document](#) has information on building access, printer setup, bikes, parking, buses, superintendent contact information, and more for Code Fellows' campus in Seattle. We recommend all Powered by Code Fellows schools have a similar doc to make commuting and facilities easier for their staff to manage.

Documentation & Files

All employees and Powered by partners should familiarize themselves with our documentation management system outlined [here](#). For instructions on how to create documents in Google Drive, read [this guide](#).

Meetings

All employees should follow the meetings etiquette outline in this [SOP](#).

Also, please review the guidelines on working with coworkers (and helping them be the most productive when they need to work heads-down for a while) [here](#).

Offboarding

We get it—people move on. If you have to conclude an employee's time, follow the offboarding process [here](#).

Get Your Students

Once campus and staff are ready to go, it's time to start attracting customers. Before marketing any courses, customer leads should be able to be managed in a Customer Relationship Management (CRM) platform. We use Salesforce.

Read how we track leads [here](#).

Marketing

Marketing is split between two categories: digital and traditional. Digital marketing relates to anything online—Google Ads, website, social media, etc. Traditional channels are everything else—print ads, radio ads, billboards, and so on. Find our handbook [here](#).

All of the high-level marketing terms and platforms can be found in the marketing planning document [here](#). When planning a new marketing campaign, follow the directions [here](#). All of our current and past marketing campaigns can be found [in this folder](#). Our [marketing calendar](#) tracks what campaigns we're running and where.

Branding, Messaging & Marketing Material

All of Code Fellows' branding material, images, content, and other marketing resources is in [this folder](#). It includes advertising, creative assets, [handouts](#), and more.

Assets for our Powered by partners can be found [here](#). Please note that if you are a Powered by partner and would like to use any of our marketing material, you must replace the Code Fellows logo with your own logo.

Events & Workshops

We use Eventbrite as the registration portal for all workshops (101s and 501s) and events. Follow the instructions [here](#) to set up new events and workshops in Eventbrite.

Course Marketing

The printable PDFs for each course are [here](#). The marketing pages for all of our workshops and courses can be found on our website:

- [Software Development](#)
 - [Code 100 index](#)
 - [Code 101](#)
 - [Code 102](#)
 - [Code 201](#)
 - [Code 301](#)
 - [Code 400 Index](#)
 - [Code 401: JavaScript](#)
 - [Code 401: Python](#)
 - [Code 401: Java](#)
 - [Code 401: ASP.NET](#)
 - [Code 500 index](#)
- [Ops and Cybersecurity](#)
 - [Ops 100 index](#)
 - [Ops 101](#)
 - [Ops 102](#)
 - [Ops 201](#)
 - [Ops 301](#)
 - [Ops 400 index](#)
 - [Ops 401: Cybersecurity](#)

Admissions

Because of the time and monetary commitment our program requires, we provide prospective students with a very high-touch admissions process. The Admission team's handbook is [here](#).

Every step of the admissions process is outlined [here](#), from the early phone screens to transferring a student to the withdrawal process, should a student choose to leave a course.

Prospective students will often call the campus with questions about Code Fellows, financing, upcoming courses, the admissions process, and more. Whoever is on "front desk duty" should follow the guidelines [here](#).

To properly plan enrollment and know how many teaching assistants to hire for each course, the admissions team uses [this guide](#) for enrollment projections. If a course needs to be cancelled for any reason, follow the instructions in [this guide](#). Information on managing scholarships is [here](#).

We get some funding from Washington State via the Worker Retraining Program (WRT). Information about WRT funding for students is [here](#). We also work with the Washington Technology Institute Association's (WTIA) Apprenti program to help students get trained for apprenticeships with tech companies in the Seattle area. All information around our relationship with Apprenti is [here](#).

Housing

Code Fellows has partnered with local hacker houses, should any out-of-town students need housing connections or recommendations. While most students opt to find their own housing, all information about our partnership is in [this document](#).

Train Your Students

We deal in the hopes and dreams of our students. They are the hero of the story, and we are here to help them achieve their goals. Here's how we make sure they get the best education and experience possible.

Canvas Setup and Overview

We use Canvas as a portal for our students to access and submit their homework, TAs to grade homework and record daily roll call, and instructors to upload assignments and resources.

[Canvas Guides](#) provide comprehensive training on this tool.

Courses and Curriculum

Course Catalogs

To find out how we ensure our Course Catalog complies with Washington State regulations, read the directions [here](#). We keep the latest version accessible on our site [here](#).

Programs and Courses

An overview of how we run each workshop and core curriculum course is in [this folder](#). A specific 501 course guide can be found [here](#). Additional resources are [here](#). Students are required to bring their own computer to all classes. If students ask about computer requirements, refer to the guidelines in [this document](#).

Instructors follow the grading guidelines [here](#) to ensure that all students are held to the same standard, and that all work is graded by the same rubric. All TAs and instructors should be familiar with this material.

Course Schedule

We internally track all details for our course schedule in the spreadsheet [here](#). This document should contain all information for each course, from teaching staff and location to budget and projected revenue. If changes need to be made to the Code Fellows schedule, follow the instructions [here](#).

Powered by Code Fellows schools can create their own version of this schedule using [this template](#).

Course naming conventions (details [here](#)) are very important, both for branding and for internal system organization. It's crucial that punctuation, style, and format are consistent.

401 Graduation

Each 401 graduate receives a certificate (template [here](#)) and graduation pin after presentations on the last day of class. Only students who successfully pass the course receive a certificate signed by their instructor.

We also provide lunch on all presentation days so that students can focus on their projects and have a celebration for successfully completing project week.

Career Transition Services

Our Career Transition Services help students successfully prepare for and conduct their job search. These workshops and resources start in 201 and continue on after graduation from 401. Read the SOP [here](#) on how we organize these events.

Tutoring Services

We provide students and the general public with tutoring services, outlined [here](#). For a fee, tutoring is available to students who need extra support with course material, or to members of the general public who want guidance as they learn to code.

Place Your Students

Once your students are ready to hit the job market, here's how you can best support their job search and career in tech.

Career Transition Services

Our [Career Transition Services](#) are broken into two sections: [career coaching](#), which students receive while they're in class, and the [Career Accelerator Program](#), which is ongoing support we provide to graduates, assuming they demonstrate an active, engaged approach to their job search. 401 students test into the Career Accelerator Program after they graduate, and are expected to take advantage of mentoring opportunities, mock interviews, guest lectures, job referrals, and any other opportunities that directly impact their job search and career.

Find Partners & Grow Relationships

Getting to know which companies in the market are hiring and what they're hiring for is an important piece to help graduates find employment afterward.

Collect Your Money

Here's how to manage a timely process for paying our staff, receiving payments from students, handling invoices, and more.

The answers to all in-depth accounting questions can be found in the [Accounting Handbook](#).

Payroll

If employees ever incur business expenses on a private account, they can request reimbursement by following the steps [here](#).

Student Payments

At Code Fellows, we require full payment up front, before students start their class. To properly bill students, follow the information [here](#).

Maintain Your Biz

The hard part—setting up the business—is over. Now let's focus on maintaining the school and leveraging the hard work to really scale the business.

Operations & Technology

Project & Task Management

We use Asana to manage projects and tasks. Our complete guide to how we use Asana can be found [here](#). Asana also has a lot of [guides](#) available to its users that will be helpful for anyone who has not used this tool before.

Business Intelligence & NPS Scores

To track how we're doing as a company, we use the Net Promoter Score (NPS) system. If you're new to NPS, the [Wikipedia page](#) has a great explanation.

Students rate their instructor, week, class, and overall course, and we use these numbers to determine influencers, detractors, and neutrals in each course.

Technology

For an overview of how we use the technology we use to run our business, see [this guide](#).

Resources

If something wasn't covered in this doc, it's probably explained in a reference doc below.

The [Glossary](#) contains all the terms we use at Code Fellows to refer to courses, students, etc.

A Powered By licensee FAQ about our program can be found [here](#).

Handbooks

Code Fellows Powered By licensing partners should reference the following handbook:

- [Powered By Licensee Handbook](#)

Every department should have a handbook with more details of how to perform specific roles. They are included in the appropriate chapters throughout this handbook and listed below for easy access.

- [Employee Handbook](#)
- [Admissions Handbook](#)
- [Instructor Handbook](#)
- [Teaching Assistant Handbook](#)
- [Digital Marketing Handbook](#)
- [Accounting Handbook](#)

- [Events and Campus Coordinator Handbook](#)