



HARRIS BEACH ^{PLLC}
ATTORNEYS AT LAW



Emphasizing Student Achievement

Kenmore-Town of Tonawanda Union Free School District
Administrative Organization and District Leadership
July 7, 2015

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Purpose of the Study

The Statement of Need Articulates the Purpose of the Study:

- ✓ To address a very complex combination of factors including, but not limited to: declining enrollment and related school closings, a changing student demographic and Federal and State requirements and a local direction to focus efforts on student learning and the improvement of student achievement.
- ✓ To examine the administrative organization (and leadership function) to be sure that it is efficient, effective, is focused on student learning and the improvement of student achievement, and builds on staff strengths.
- ✓ To ensure that any changes to the organizational structure are aligned with the District's Mission, Vision, Goals, and Value Statements.

Mission, Vision, Goals and Value Statements



KENMORE-TOWN OF TONAWANDA SCHOOLS
BOARD OF EDUCATION

VISION:

Be the premier school district in
New York State by 2020

MISSION:

We educate, prepare and inspire all students to
achieve their highest potential.

GOALS:

All students will reach mastery in literacy
and numeracy.

The District will achieve financial and
capital sustainability.

VALUES:

Passion for Excellence • Respect for All
Trust • Empathy • Integrity • Teamwork

KENMORE-TOWN OF TONAWANDA UNION FREE SCHOOL DISTRICT



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Purpose of the Study (Continued)

The Underlying Purpose:

- ✓ To offer recommendations for consideration by the Superintendent and the Board of Education as schools are consolidated and for the renewed focus on the District's Mission specific to instruction, student learning and the improvement of student achievement.

Study Context: The Perfect Storm

For every school district in New York State:

- ✓ Higher academic expectations and concerns about student performance with financial and other penalties for not “measuring up”.
- ✓ The need to use data to inform instruction and the training necessary to accomplish that task successfully.
- ✓ The need for greater accountability for everyone in the educational endeavor.
- ✓ Declining enrollment and a changing student demographic, including concerns about the performance of students in state-designated “subgroups”.
- ✓ School consolidation.

Study Context: The Perfect Storm (continued)

- ✓ Decreases in state aid, especially when compared to the 2008-09 Foundation Aid formula promise.
- ✓ A property tax levy limit that discriminates against poorer districts.
- ✓ Structural and systems issues that exacerbate financial stress. Examples include annual increases (until 2015) in required TRS and ERS expenses, negotiated labor agreements (esp., Triborough required salary increases and continuing health care contributions,) energy costs, and capital costs, as examples.
- ✓ Local financial challenges.

Study Methodology

The Study Methodology included:

- ✓ Planning conversations and follow-up communications with the Superintendent and the Leadership Team, specific to the Study Purpose and Methodology.
- ✓ An introductory meeting with the administrative, supervisory and teacher leader staff.
- ✓ A review of District-prepared as well as externally-prepared documents, studies and reports including all relevant documentation related to the consolidation effort.
- ✓ Twenty-two interview meetings, which included fifty-two administrators, supervisors and teacher leaders. Follow-up communications were encouraged and received.

Study Methodology (continued)

The Study Methodology resulted in a forty-three page report which included:

- ✓ A Statement of Need.
- ✓ A description of the Study Context and Methodology (Chapter 1).
- ✓ A summary of Interview Findings (Chapter 2), in three major categories.
- ✓ A summary of Critical Needs (Chapter 3) in twelve (overlapping) areas, based upon the Findings.
- ✓ A summary of Recommendations (Chapter 4) in the four major administrative functions, based upon the identified Critical Needs.
- ✓ Conclusions (Chapter 5).
- ✓ Personnel Considerations (Epilogue).

Study Findings

The Study Findings are summarized in three major categories:

- ✓ Major Challenges
- ✓ Leadership and Organizational Issues
- ✓ Administrative Function and Organizational Structure

Comments mentioned Very Often, Often and Other Significant Comments are included in the report. The Findings contributed to the Critical Needs and Recommendations included in the report.

Critical Needs

The Findings identified twelve (overlapping) Critical Needs related to the administrative organization of the District.

- ✓ Trust Building
- ✓ Communication
- ✓ Professional Development
- ✓ Curriculum and Instruction
- ✓ Board of Education
- ✓ Leadership
- ✓ Culture of Evaluation and Accountability
- ✓ Technology
- ✓ Buildings and Grounds
- ✓ Research and Analysis
- ✓ Organizational Balance and Consistency of Support
- ✓ Leadership Development

Recommendations

The Recommendations were based upon the identified Critical Needs and focused on the four major administrative functions:

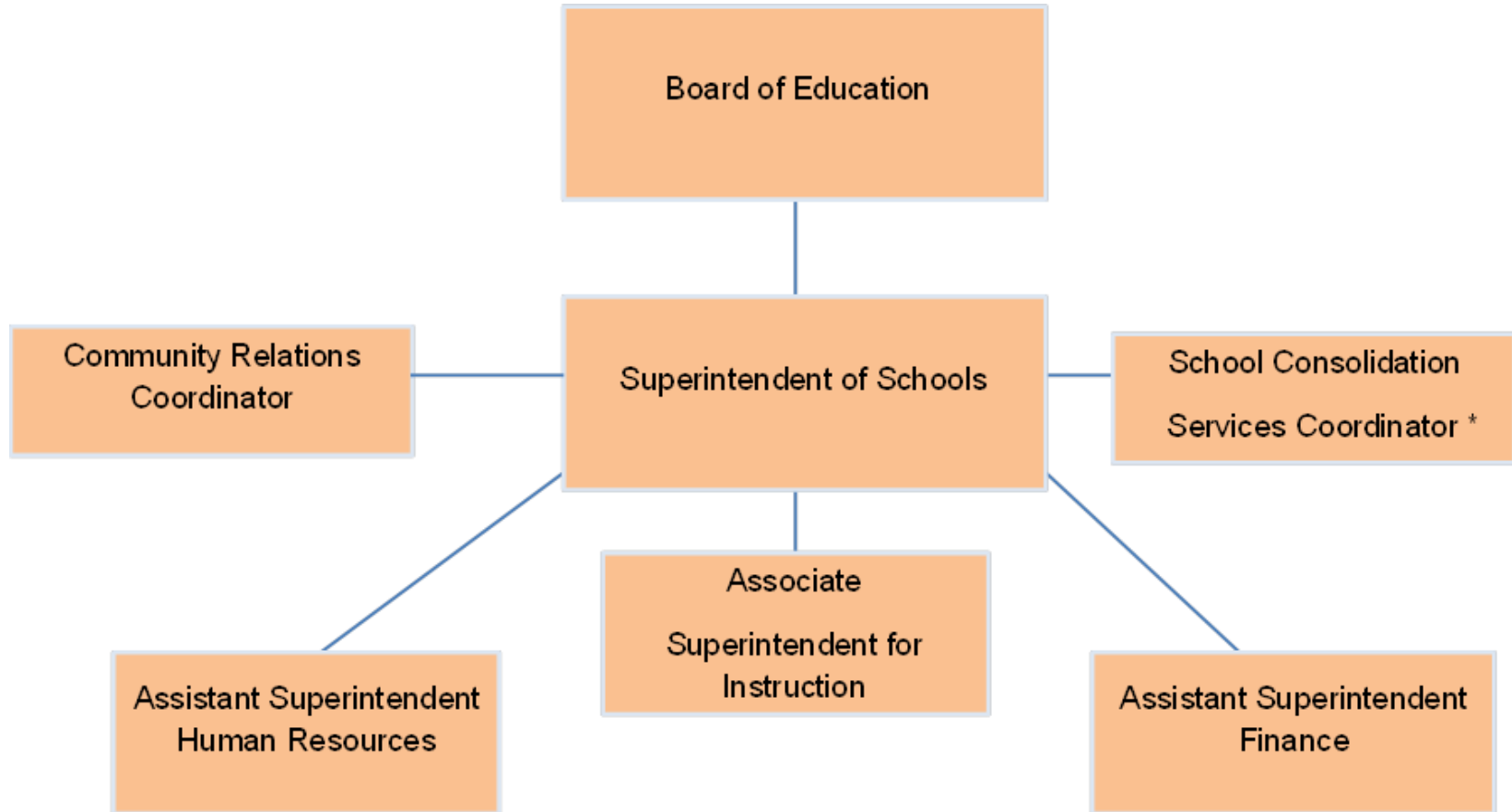
- ✓ Superintendent
- ✓ Instruction
- ✓ Business Services
- ✓ Human Resources

Office of the Superintendent

- ✓ Elevate the Assistant Superintendent for Instruction and Student Services to Associate Superintendent for Instruction (ASI).
- ✓ Elevate and re-title the Supervisor of Health Services, Physical Education, Recreation and Athletics to Director of Health, Physical Education and Athletics, reporting to the ASI, with a re-emphasis of position responsibilities related to instruction.
- ✓ Add a School Consolidation Services Coordinator reporting to the Superintendent (for 2105-16 only).
- ✓ Continue the Community Relations Coordinator and the two Assistant Superintendents [Finance (ASF) and Human Resources (ASHR)] reporting to the Superintendent.



Office of the Superintendent



* for the 2015-2016 school year only

Office of Instruction

- ✓ Elevate the Assistant Superintendent for Instruction and Student Services to Associate Superintendent for Instruction (ASI), reporting to the Superintendent.
- ✓ Elevate and re-title the Supervisor of Health Services, Physical Education, Recreation and Athletics to Director of Health, Physical Education and Athletics, reporting to the ASI, with a re-emphasis of position responsibilities related to instruction.
- ✓ Re-title the Director of Special Education to the Director of Special Education and Student Services, reporting to the ASI, and add the position Supervisor of Student Services, reporting to that Director.
- ✓ Assign the oversight of student support services (including the school physician and school nurses), the Coordinator the Family Support Center and Central Registration to the Supervisor of Student Services.

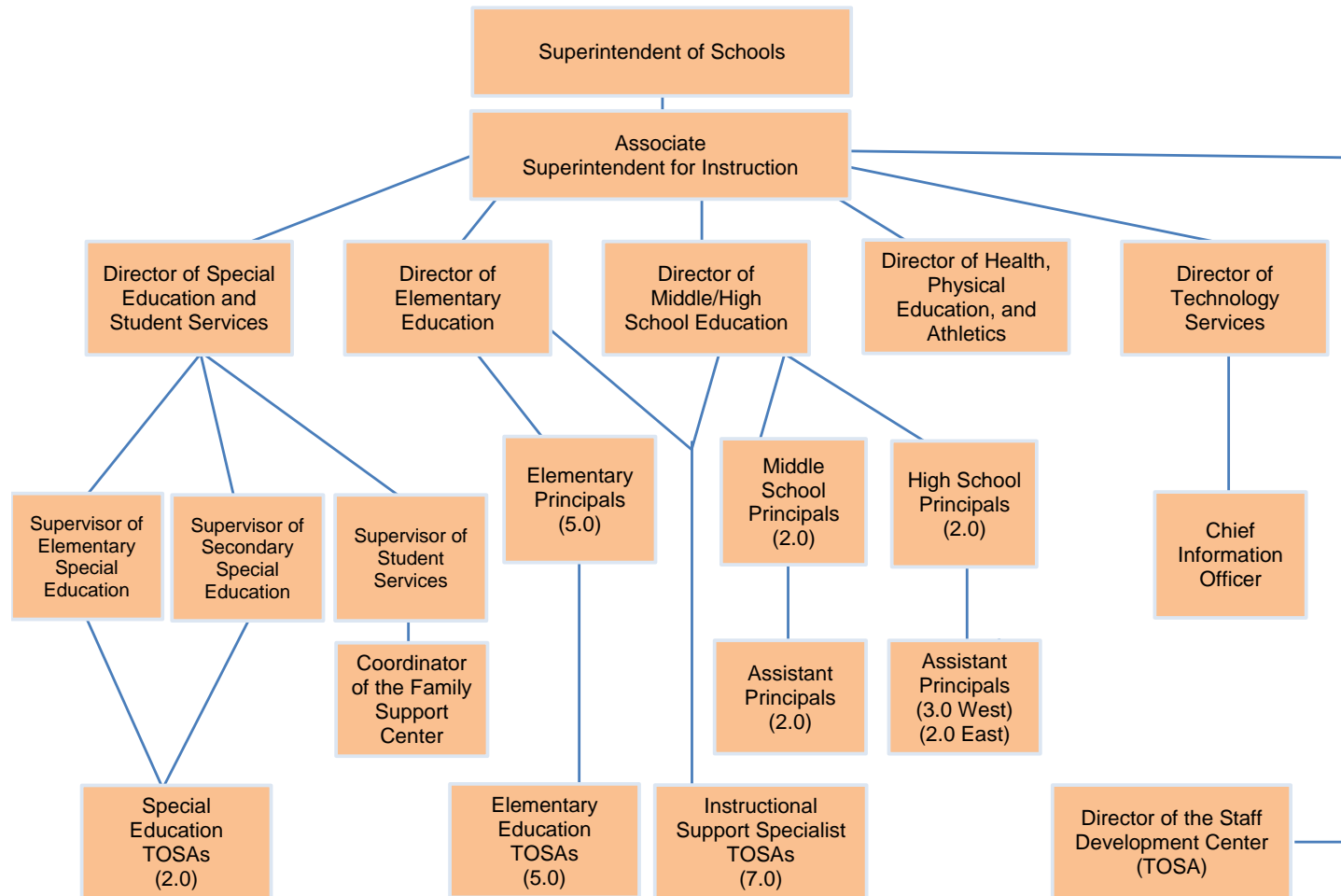
Office of Instruction (Continued)

- ✓ Assign the Community Education Coordinator and the Director of Continuing Education to the ASHR.
- ✓ Create a Director of Elementary and a Director of Middle/High School Education positions, reporting to the ASI. Principals would report to these Directors as would the Instructional Support Specialists [Teachers on Special Assignment (TOSAs)].
- ✓ Continue the Director of Technology Services position, reporting to the ASI, with the Chief Information Officer (Director of Data and Research) and other technology staff reporting to the Director of Technology Services.
- ✓ Add a Teacher on Special Assignment (TOSA) reporting to each elementary school principal. Consider a similar TOSA for Hoover Middle.

Office of Instruction (Continued)

- ✓ Add a third assistant principal to West High. Assign supervision of the Big Picture Program to one of the four administrators at the school. Assign up to 0.4 F.T.E. of assistant principal time at each high school to interscholastic athletic responsibilities.
- ✓ Continue the Director of the Staff Development Center reporting to the ASI.
- ✓ Re-examine the role of the Department Chairperson positions, reporting to the building principals, in the context of additional teacher leader responsibilities.

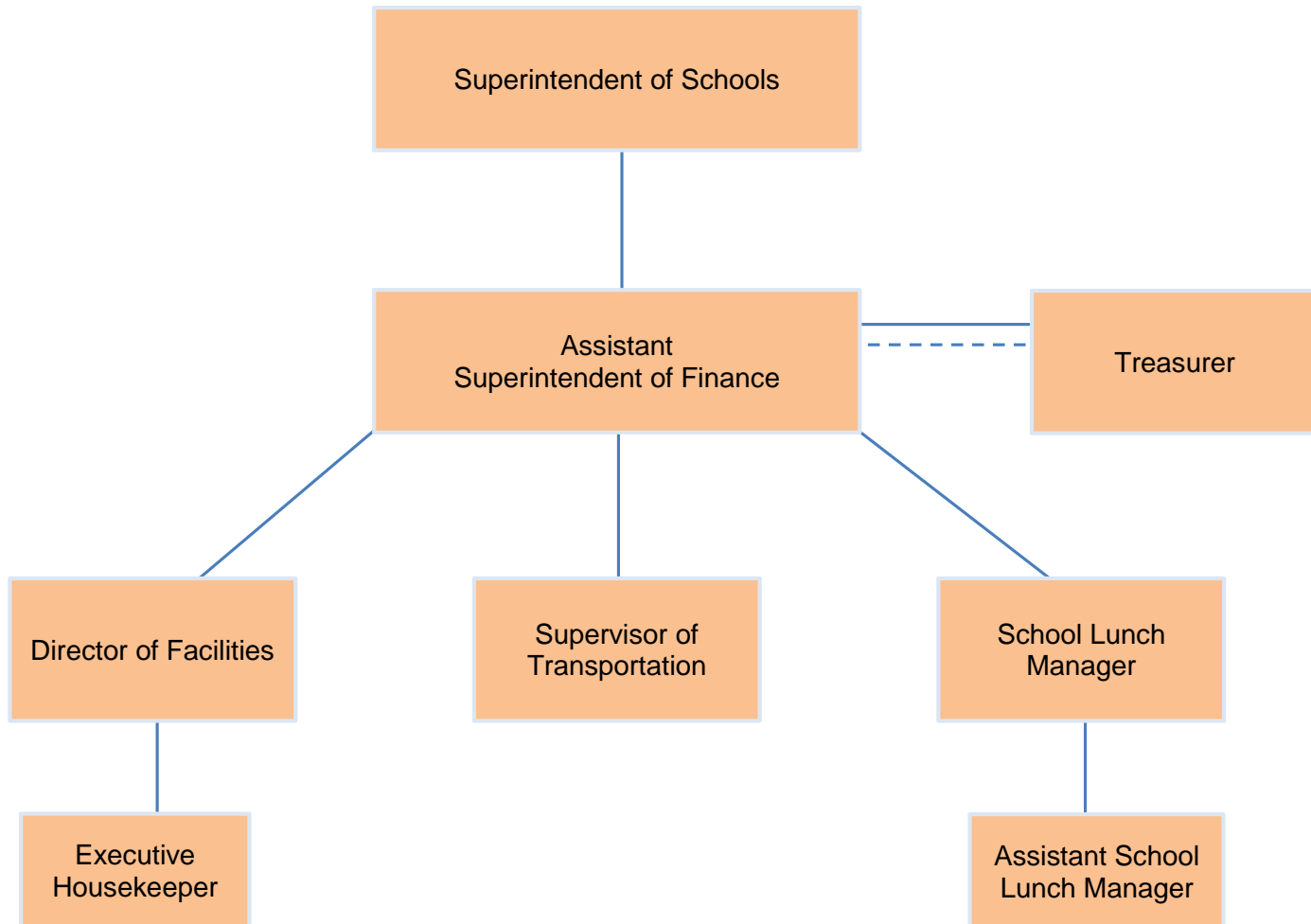
Instruction



Business Services

- ✓ No changes are recommended to the organizational structure of the Facilities, Transportation and School Lunch Departments. Department heads should continue to report to the ASF. The shared School Lunch Manager arrangement should be evaluated.
- ✓ Evaluate the Facilities Department recommendations included in the February 2015 Ramming report and, for those approved for implementation, develop detailed action plans with reasonable timeframes.
- ✓ Initiate a security audit with a plan to implement recommendations.

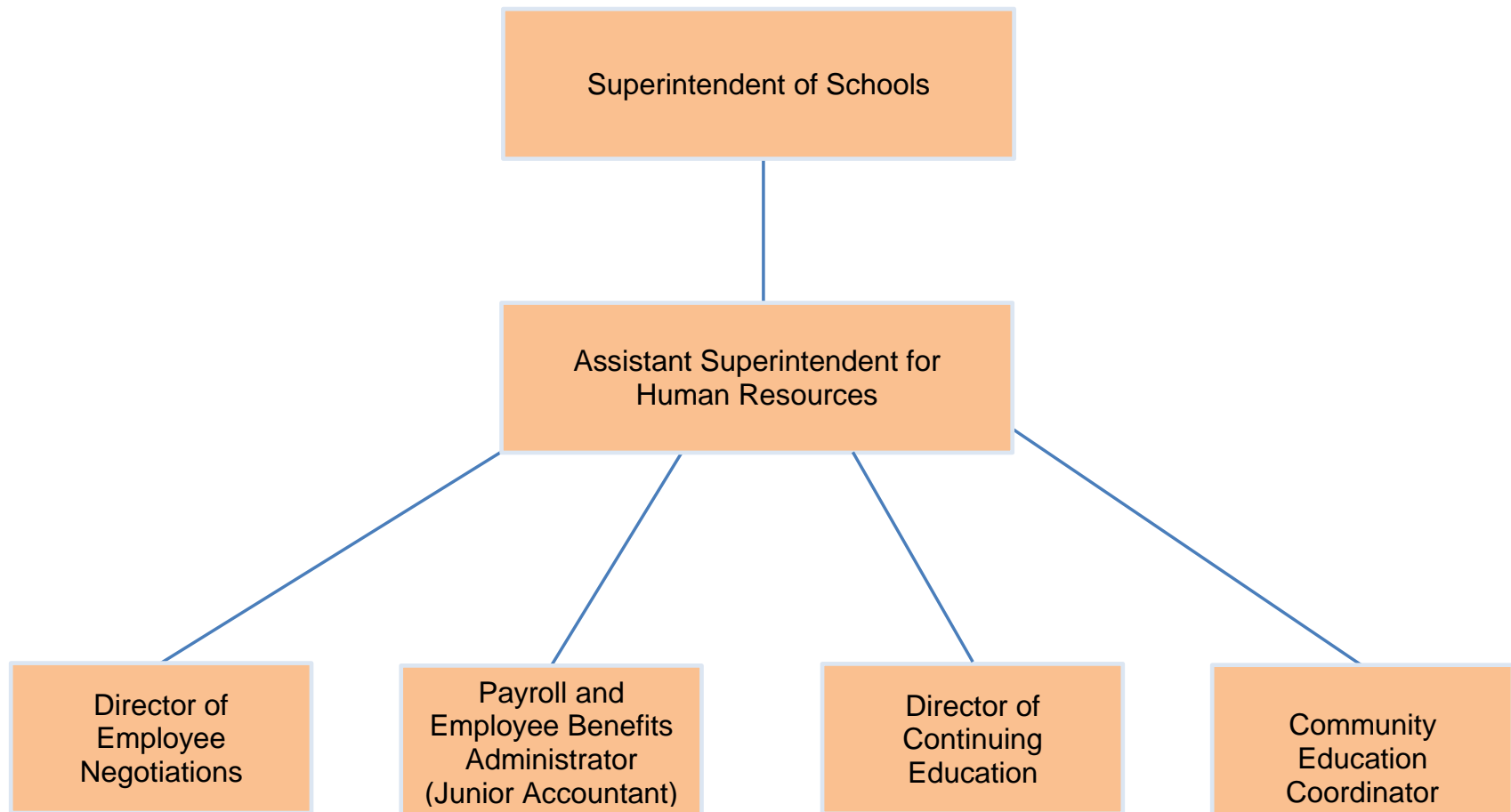
Business Services



Human Resources

- ✓ Continue the Director of Employee Negotiations reporting to the ASHR, and consider re-examining and further defining the responsibilities of the position.
- ✓ Assign direct supervision of the Community Education Coordinator and the Director of Continuing Education to the ASHR.
- ✓ Assign technology staff currently reporting the ASHR to the Director of Technology Services.
- ✓ Continue the payroll and benefits staff reporting to the ASHR.

Human Resources



Human Resources (Continued)

- ✓ Once decisions are made with respect to the administrative structure:
 - initiate an internal review of clerical responsibilities.
 - update job descriptions and align evaluation instruments.
 - update the Employee Handbook and Human Resources Manual and make them available electronically for staff.

Conclusions

- ✓ The study report offers recommendations about the administrative organization and leadership function from a neutral, experienced, point of view.
- ✓ The recommendations are based upon the need to refocus District efforts on instruction, the data gathered, a review of a number of District-prepared and externally-prepared studies and reports and the approved consolidation plan.
- ✓ The study recommendations should first be considered (and modified, as determined appropriate) by the Superintendent after an organizational review, and then forwarded to the Board of Education for discussion and necessary action.

Conclusions (Continued)

“This study offers findings and recommendations in order to enhance the efforts of those who are providing leadership within the current structure and to allow the Superintendent and the Board of Education an opportunity to study its needs and then address those efforts specifically related to the District’s Mission, Vision, Goals, and Value Statements. The recommendations have been made to offer alternatives to improve upon the current system, with the goal of improved student learning and an overall top quality educational experience for students.”

Conclusions (continued)

“...the consultants recommend that that the Superintendent share this report with the Board of Education and the administrative/supervisory team. The Board of Education should be informed of the plan for administrative review and a timeline for more detailed discussion with it after that review.”

“By gathering reactions and suggestions from the administrative /supervisory team and selected staff, the Superintendent will then have a thorough review of the issues from multiple perspectives. The consultants suggest that the Superintendent then formulate recommendations with respect to next steps and that they be forwarded to the Board of Education by no later than October 1, 2015 to allow ample time for budget planning and a quality hiring of staff.”

Personnel Considerations

“The consultants recognize that the implementation of certain considerations included in this report will raise possible legal (in particular tenure area) issues and, therefore, recommend that all applicable laws and regulations are reviewed with legal counsel prior to the implementation of any recommendations. This review will increase the probability that the hiring or placement of the best possible candidates for each administrative and supervisory position that is created or becomes vacant due to abolishment or resignation occurs. The consultants also recommend that position reductions are completed with consideration for the individuals involved within the limits of the law.”

Thank You

Thank you for the opportunity to work with the Superintendent and the Ken-Ton staff.

“The consultants were favorably impressed by the overall interest in the study initiative. All of those interviewed recognized the decline in student performance in recent years. Many offered reasons for that decline, including the lack of sufficient resources and a reduced focus on instruction during the school consolidation study process. Most recognized the need to modify the organizational structure to better serve students.”



Discussion

Questions?

Comments?