

Administrative Organization & District Wide Leadership “Emphasizing Student Achievement”

EXECUTIVE SUMMARY

In January of 2015, the Superintendent of Schools and the Board of Education of the Kenmore-Town of Tonawanda Union Free School District requested Harris Beach, PLLC conduct a study relating to the leadership and organizational needs of the District. The study was prompted by a myriad of factors including leadership changes at the District level, changing District demographics, significant concerns about student achievement and the increased need for innovative professional development as well as outside factors such as more challenging state standards, increased testing of students and the demand for more technologically savvy students both during their schools years as well as upon graduation.

This very complex combination of factors requires that the District look carefully at its 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. In assessing its management needs the District also wanted to ensure that any changes to the organizational structure are aligned with the District’s Mission, Vision, Goals, and Value Statements (Appendix I).

Consultants from Harris Beach PLLC examined the District’s leadership needs and developed a report reflecting current status and future needs. They took a holistic view of the District by engaging key administrators and leaders as well as examining both internal as well as external key documents. This thorough analysis spanned more than four months. Elements of the study included:

- Conversations with the Superintendent and Leadership Team;
- Conversations and communications with the Assistant Superintendent for Human Resources focused on the Context of the Study;
- Staff interviews in April and May 2015 (Appendix II) using a pre-constructed list of questions as guide to the conversations;
- Examination of District documents pertaining to job descriptions, titles and structure; and,
- Examination of prior reports and studies, including a very recent facilities report.

This process provided depth of understanding about District procedures and leadership structure. It offered diverse insight into operational issues, often providing differing views on the same issue (e.g., pace of change, professional development).

Key findings are provided in the body of the full report. Among them was an overarching desire for transparency, engaged decision making and a sense that Ken-Ton has the capacity to achieve more than it currently does.

This Executive Summary is intended to condense the report recommendations offered in the four main administrative functions: (1) Superintendent; (2) Instruction; (3) Business Services; (4) Human Resources. Affected parties are encouraged to read the entire report in order to better understand the background and the rationale for the recommendations.

Primary recommendations under each main administrative function are:

Superintendent

- A. The position Assistant Superintendent for Instruction and Students Services should be elevated and re-titled Associate Superintendent for Instruction.

- B. The Supervisor of Health Services, Physical Education, Recreation, and Athletics should be elevated and re-titled Director of Health, Physical Education and Athletics and re-assigned to the Office of Instruction, reporting to the Associate Superintendent for Instruction.

- C. A temporary (one year) position, School Consolidation Services Coordinator, should be added (reporting directly to the Superintendent) for the purpose of oversight with respect to the implementation of the closing of three schools and changes to grade configuration. This position is included in the 2015-16 budget as a Teacher On Special Assignment (TOSA).

Instruction

- A. The current Assistant Superintendent for Instruction and Student Services position should be elevated to Associate Superintendent for Instruction.
 - 1) Supervision of the Community Education Coordinator and the Director of Continuing Education should be re-assigned (including the clerical support) to the Assistant Superintendent for Human

Resources.

- 2) Supervision of the Coordinator of the Family Support Center (including the clerical support) should be re-assigned to the Supervisor of Pupil Services.
 - 3) Supervision of the Big Picture Program should be re-assigned to the Principal or an Assistant Principal at West High.
- B. Create two positions, a Director of Elementary Education and a Director of Middle/High School Education reporting to the Associate Superintendent for Instruction.
- 1) Elementary Principals (5) should report to the Director of Elementary Education. Middle and High School Principals (4) should report to the Director of Middle/High School Education. These Directors, as well, should have the responsibility for recommending professional development for instructional staff under their supervision. The Associate Superintendent for Instruction should ensure that professional development be consistent throughout the elementary, middle and high school levels. The Director of the Staff Development Center [a Teacher on Special Assignment, (TOSA)] should continue to report to the Associate Superintendent for Instruction.
 - 2) With two Director positions in place, the three Program Supervisor and the Supervisor of Curriculum positions should be abolished.
- C. Make the Director of Technology Services position permanent, reporting to the Associate Superintendent for Instruction. The position should focus on the use of technology for student learning and the improvement of student achievement.
- 1) The Director of Data and Research position should be titled Chief Information Officer and the District and report to the Director of Technology Services. The position should not be represented by the Ken-Ton Administrators Association (KAA).
 - 2) District technology staff including the supervision of designated technical and clerical staff, should be re-assigned from the Assistant Superintendent for Human Resources to the Director of

Technology Services.

- 3) Conduct an internal study to further define the responsibilities of staff (administrative, supervisory, technical and clerical) assigned to the Director Technology Services.

D. Re-title the Director of Special Education to Director of Special Education and Student Services, reporting to the Associate Superintendent for Instruction.

- 1) Add a Supervisor of Student Services, reporting to the Director of Special Education and Student Services, who should have direct responsibility for the oversight of all student support services and Central Registration, and supervise the Coordinator of the Family Support Center.
- 2) Conduct an internal review the role of the 2.0 Teachers on Special Assignment (TOSA's) who report to the two current Supervisors of Elementary and Secondary Special Education.

E. 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 Associate Superintendent for Instruction.

- 1) Clarify this Director's responsibilities related to the health and physical education instructional programs along with the overall responsibility for interscholastic athletics.
- 2) Re-assign the school nurses and the school physician to the Supervisor for Student Services.

F. Continue to staff each elementary school with one Principal who reports to the Director of Elementary Education. Add a Teacher on Special Assignment (TOSA) who reports to the Principal who should serve a portion of the day providing instructional support for staff or remedial support for students and a portion of the day addressing managerial concerns, allowing the Principal to focus efforts on instruction and the improvement of student achievement.

G. Continue to staff each middle school with one Principal who reports to the

Director of Middle/High School Education and one Assistant Principal. At Hoover, consider adding a Teacher on Special Assignment (TOSA) who reports to the Principal who should serve a portion of the day providing instructional support for staff or remedial support for students and a portion of the day addressing managerial concerns, allowing the Principal to focus efforts on instruction and the improvement of student achievement.

H. Staff East High School with one Principal and two Assistant Principals and West High School with one Principal and three Assistant Principals. The Principals should report to the Director of Middle/High School Education. The West Principal (or one Assistant) should be assigned full responsibility for the Big Picture Program. One Assistant Principal at each school should be designated up to 0.4 F.T.E. for interscholastic athletic responsibilities.

I. Re-examine the role of the Department Chairperson positions.

Business Services

A. Continue the current staffing pattern in the Business Office.

B. Continue the current staffing pattern in the Facilities Department. The Assistant Superintendent for Finance should establish an action plan to study and implement the recommendations in the Ramming Report regarding the Facilities Department.

C. Continue the current staffing pattern in the Transportation and the Food Services Departments with an on-going review of the shared School Lunch Manager's shared employment arrangement with another school district.

D. The Assistant Superintendent for Finance should authorize a security audit and establish an action plan to study and implement the recommendations in such audit.

Human Resources

A. The Director of Employee Negotiations position responsibilities should be examined and possibly reconfigured, in order to provide for clearer position definition and the opportunity to examine other staff assignments in both the Human Resources and Business Offices.

B. The Director of Continuing Education and the Community Education Coordinator (including clerical support) should be re-assigned and report

directly to the Assistant Superintendent for Human Resources.

- C. District technology responsibilities, including the supervision of designated technical and clerical staff, should be re-assigned from the Assistant Superintendent for Human Resources to the Director of Technology Services.
- D. The Assistant Superintendent for Human Resources should ensure that job descriptions are updated regularly; annual employee evaluation is made a priority and administrators and supervisors are held accountable for such evaluations; that recently developed procedures included in the Hiring Guides are implemented as articulated in such documents; and that a plan is developed to update the Employee Handbook and to design an aligned Human Resource Manual, both to be online.
- E. Once decisions are made with respect to the evaluations included in this study, conduct an internal review of clerical responsibilities and make adjustments accordingly.

Implementation of the recommendations included in the report, over time, will increase the probability of the District's long term viability, improved student achievement and the attainment of annual Board and District goals set forth by the Board in collaboration with the Superintendent and her Leadership Team.