

Looking Forward: Supporting Excellence into the Future

Administrative Leadership Study - Findings and Recommendations
Board of Education -February 15, 2022



Statement of Purpose

Having the opportunity to look carefully at the District these last several years, I've been observing the work of school leaders and district administrative staff navigating the litany of system challenges under our longstanding organizational structure and roles and responsibilities. For some time now, I've recognized the limitations and pressure on the school system. As the Board and I engaged in conversations this summer about our mission and vision, I formed new ideas for leadership roles and responsibilities—considering system alignment, instructional and curricular priorities, and innovative programs. Seeking to test my assumptions and ideas for positioning the District for continuing success in the future, I invited consultants Dr. Marty Brooks and Ms. Judith Wilson to study our system and engage in focused conversations with fifty-six stakeholders as a means to surface and confer ideas for adding and aligning human resources. As an outcome of a leadership study, I've identified several new administrative positions that will serve as a strategic investment to maintain excellence into the future.



The Why

- **Investing in the Future**- forward thinking institutions assess current conditions and focus on vision to help make clear the building blocks of the vision.
- **Scarcity or Misalignment of Resources** - progress towards realizing our district priorities is impacted by the multiple demands on staff time and system challenges.
- **Organizational Structure Has Not Kept Up With The Pace of Change** - Our district has undergone changes while the organizational structure has remained mainly static.



Context

Why The Study? What Was On
My Mind About the Future?

- Student and staff growth
- Static administrative structure
- Significant time designated to supervision of staff
- The desire to take a systemic look at the district and position it for the future being mindful of the tax cap and fiscal responsibility



Major Findings of the Report - 3 Takeaways

Continuing innovation and advancement of our vision/mission is challenged by the current administrative structure due to the following factors :

- ◆ understaffed in relation to the work required to achieve goals and objectives (36th out of 43) regionally.
- ◆ need to further align curriculum and articulate student outcomes.
- ◆ priorities of SEL, DEI, mental health and positive school climate will require more administrative time and specific responsibilities.



The Sense I Make of It

The Conclusions I've Reached

- The district needs to be in a better position, administratively, to address the challenges of the future
- The district needs to strengthen K -12 curriculum articulation and alignment
- The district needs to work on improving its internal capacity for leadership
- An investment in leadership positions that leverage content knowledge with time flexibility will strengthen programs, instruction and learning



Framework

Questions to Consider:

- What areas have the most pronounced challenges and staffing needs?
- What new leadership positions and/or adjustment of roles and responsibilities will position our district for future success?
- What will the impact be for students and staff?



Proposed Leadership Positions

Position	Rationale	Impact
<ul style="list-style-type: none">● Director of STEM, K-12	<p>System-wide focus on program development in science, technology (digital skills), computer science, engineering, math curriculum and learning experiences aligned with Next Generation Learning Standards</p>	<ul style="list-style-type: none">● Defined curricular experiences / student outcomes at all levels● Articulated course sequence pathways grades 6- 12● Shift in instructional practices and curricular focus● + Supervisory resources
<ul style="list-style-type: none">● Director of Early Literacy Pre-K - Grade 3	<p>Maintaining a primary focus on early literacy is essential and at the core of our teaching and learning strategic plan</p>	<ul style="list-style-type: none">● Ensure consistency of implementation of early literacy programs such as Bridges and Foundations● Provide systemic administrative oversight of our Response to Intervention plan.● Focused professional development for teachers in early literacy.

Proposed Leadership Positions

Position	Rationale	Impact
<ul style="list-style-type: none">● Director of Humanities Grades 4 - 12	<p>System-wide focus on program development in the humanities, with the inclusion of more opportunities for interdisciplinary and culturally-responsive learning for students.</p>	<ul style="list-style-type: none">● Defined curricular experiences / student outcomes at all levels● Increased vertical articulation of expectations for what students should know and be able to do
<ul style="list-style-type: none">● Director of Guidance, DEI, and SEL K-12	<p>Establish district-level oversight and goal alignment for all guidance functions, district equity initiatives, and social-emotional learning experiences.</p>	<ul style="list-style-type: none">● Provide direct supervision of all guidance functions K - 12 to ensure that all students are supported appropriately.● Ensure the implementation of specific goals and program elements for DEI and SEL

Proposed Leadership Positions

Position	Rationale	Impact
<ul style="list-style-type: none">● Director of Performing Arts, K-12	<p>To promote program refinement, expansion, and/or improvement in the performing arts.</p>	<ul style="list-style-type: none">● Ensure that programs are responsive to student interests.● Provide supervision and professional development to improve instructional practices.
<ul style="list-style-type: none">● Assistant Director of Athletics	<p>To increase the level of oversight over our interscholastic-sports program to improve student experience and participation.</p>	<ul style="list-style-type: none">● Ensure the safety and supervision of all student-athletes.● Develop consistent standards of performance and provide ongoing training for coaches.

Phased Approach: 2022 - 2025

2022-2023	2023-2024	2024-2025
<ul style="list-style-type: none"><li data-bbox="170 547 639 634">• Director of STEM K - 12<li data-bbox="170 710 595 798">• Director of Humanities, 4 - 12	<ul style="list-style-type: none"><li data-bbox="743 547 1136 634">• Director of Early Literacy PreK - 3<li data-bbox="743 710 1174 841">• Director of Guidance, DEI and SEL, K-12	<ul style="list-style-type: none"><li data-bbox="1317 547 1748 678">• Director of Performing Arts K -12<li data-bbox="1317 754 1748 841">• Assistant Director of Athletics

Framework

Questions to Consider:

- Given our commitment to fiscal responsibility, how can we invest strategically (over time) in new leadership positions?
- How will we know the investment in new leadership positions is having an impact on students and the system?
- How do we integrate new positions, roles and responsibilities in a living organization?



Additional Considerations

- There is a strong interest, need, and priority to build a shared-vision for Hommocks Middle School parallel to the multi-year investment in administrative positions.
- The newly-formed distributive leadership and consultancy structure guiding to District Equity Teams goals and initiatives is working well to build capacity in the near-term.
- The process of investing in director positions should include a clear annual assessment of system impact and effectiveness prior to recommending/committing to additional positions.
- Committing to a multi-year implementation strategy will align with the Board of Education and administration's commitment to fiscal responsibility and results-oriented accountability.



“We know that most school districts operate in a short-term reactive environment. Few have a strategic vision of the core problems of practice that merit their substantial attention, much less a focused, data-driven plan of action for solving them.”

—*Anthony S. Bryk, President, The Carnegie Foundation for the Advancement of Teaching*

