

V-D

**State College Area School District
Administrative / Curriculum Leadership Staffing Report
Presented to Board of Directors
September 26, 2011**

Overview

During the past two years, several administrative and curriculum leadership positions have been eliminated, merged or left vacant. The board's intent has been to ensure the new superintendent has the opportunity to collaborate with our staff to provide a recommendation relating to what unfilled positions are critical to student learning. Specifically, the board is expecting the superintendent to identify how to best restructure our district level administrative and curriculum leadership staff to best move our district into the future.

The goal of this report is to recommend to the board an intent to restructure our district administrative team and fill only the most critical vacancies needed to develop and deliver a high quality curricular program.

Please note that this report includes district office administrators (superintendent & assistant superintendent), building administrators and curriculum administrators. We will be assessing other administrative positions via program analyses throughout the course of this school year.

Organizational Structure

- 2010 - 2011 Organizational Chart
- During the past two years, the following leadership positions were eliminated, merged or left vacant:

<u>Positions Cut/Unfilled</u>	<u>Status of Role</u>	<u>Cost (Salary + Benefits)</u>
Director of Education	<p>This position was unfilled in July of 2011. The board intended to enable the new superintendent to assess and restructure our district-level administration.</p> <p>The position was responsible for the district-wide development of instructional programs, curriculum, professional development, and assessment of students.</p>	\$ 151,000
Director of Curriculum (9-12)	<p>This position was included in the 2011-2012 budget and remains unfilled since August 2011.</p> <p>This position is responsible for the coordination, development and support of curriculum, assessment, and professional development for grades 9-12.</p> <p>Currently, we have one role which is attempting to be responsive with our K-12 curricular, professional development, and assessment needs.</p>	\$ 115,000
2 Curriculum Coordinators (K-6)	<p>One position was eliminated at the conclusion of the 2009-2010 school year. The second position was eliminated at the conclusion of the 2010-2011 school year.</p> <p>One position focused on Math and Science, while the other position focused on Language Arts and Social Studies. Currently, the Director of K-8 Curriculum and the Elementary and Middle School principals are attempting to meet the short-term needs of teachers in our nine elementary schools and two middle schools (grade 6).</p>	$\$ 115,000 \times 2 =$ $\$ 230,000$
4 Curriculum Support Teachers (K-6)	<p>These positions were eliminated at the conclusion of the 2009-2010 school year.</p> <p>These teachers collaborated with K-6</p>	$\$ 78,000 \times 4 =$ $\$ 312,000$

	teachers to organize, distribute resources, model quality lesson planning, model quality instruction, develop/refine assessments and use student performance information, and write curriculum units.	
High School Dean of Students	This position was eliminated at the conclusion of the 2010-2011 school year. The need is currently being met through expanded responsibilities of the Director of Career & Technology Center/CTC (includes Grade 11 Principal responsibilities).	\$ 90,000
	<i>Estimated Sum of Above Positions =</i>	\$ 898,000

Current Needs

- Along with our core mission, the need for a high quality instructional plan is critical now more than ever.

Mission: to prepare students for lifelong success through excellence in education.

- The demands of No Child Left Behind and our governor's top focus - school choice, require us to continue to provide a high quality curriculum and assessment plan to anchor what our teachers use for the ongoing development of our students.
- Our district is in need of a refined and systemic K-12 continuous improvement model for curriculum, instruction and assessment development.
- As part of the fidelity to our curriculum, our district is in need of a more coherent leadership structure with the purpose of supporting and ensuring staff members have the tools and training to successfully implement updated curriculum.
- Our district is in need of a K-12 plan to move our scope and sequence (stage one of our curriculum framework - *Understanding by Design*) to a transparent format for staff, students and parents. Note: Stages Two and Three include assessment and instructional activities.
- With the current environment of Charter Schools and impending voucher legislation, our district must be a leader of curriculum development in a transparent manner so the public may make informed decisions when identifying their best choice for educating their children.

Recommendations

1. Restructure the *Director of Education* position to become the *Assistant to the Superintendent for K-8 Education*.
2. Restructure the *Assistant Superintendent* position to result in responsibilities focusing on our 9-12 educational programs, as well as several K-12 programs and services throughout our district.
 - Rationale:
 - These recommendations will be important parts of our effort to improve the district's oversight, development and support of our curricular programs and staff development. Consequently, this will improve our efforts to develop a more coherent instructional model, as well as increase district-wide accountability.
 - Both positions will be critical for leading the development of a comprehensive and transparent K-12 curriculum plan that is accessible to our entire school community.
 - Through reviewing the structures of six similar school districts, we identified that these recommendations meet the needs identified in our district while having some similarities to aspects of those districts.

Proposed Next Steps

1. Request the Board of Directors approve the creation of the position of *Assistant to the Superintendent for K-8 Education* during the October 10, 2011 meeting.
2. Request the Board of Directors approve the enclosed recommended job description for *Assistant to the Superintendent for K-8 Education* during the October 10, 2011 meeting.
3. Request the Board of Directors approve the enclosed revised job description for *Assistant Superintendent* during the October 10, 2011 meeting.
4. Pending approval by the Board of Directors, post and fill the anticipated vacancy for *Assistant to the Superintendent for K-8 Education*.
5. Post and fill the current vacancy for *Curriculum Director for 9-12*.

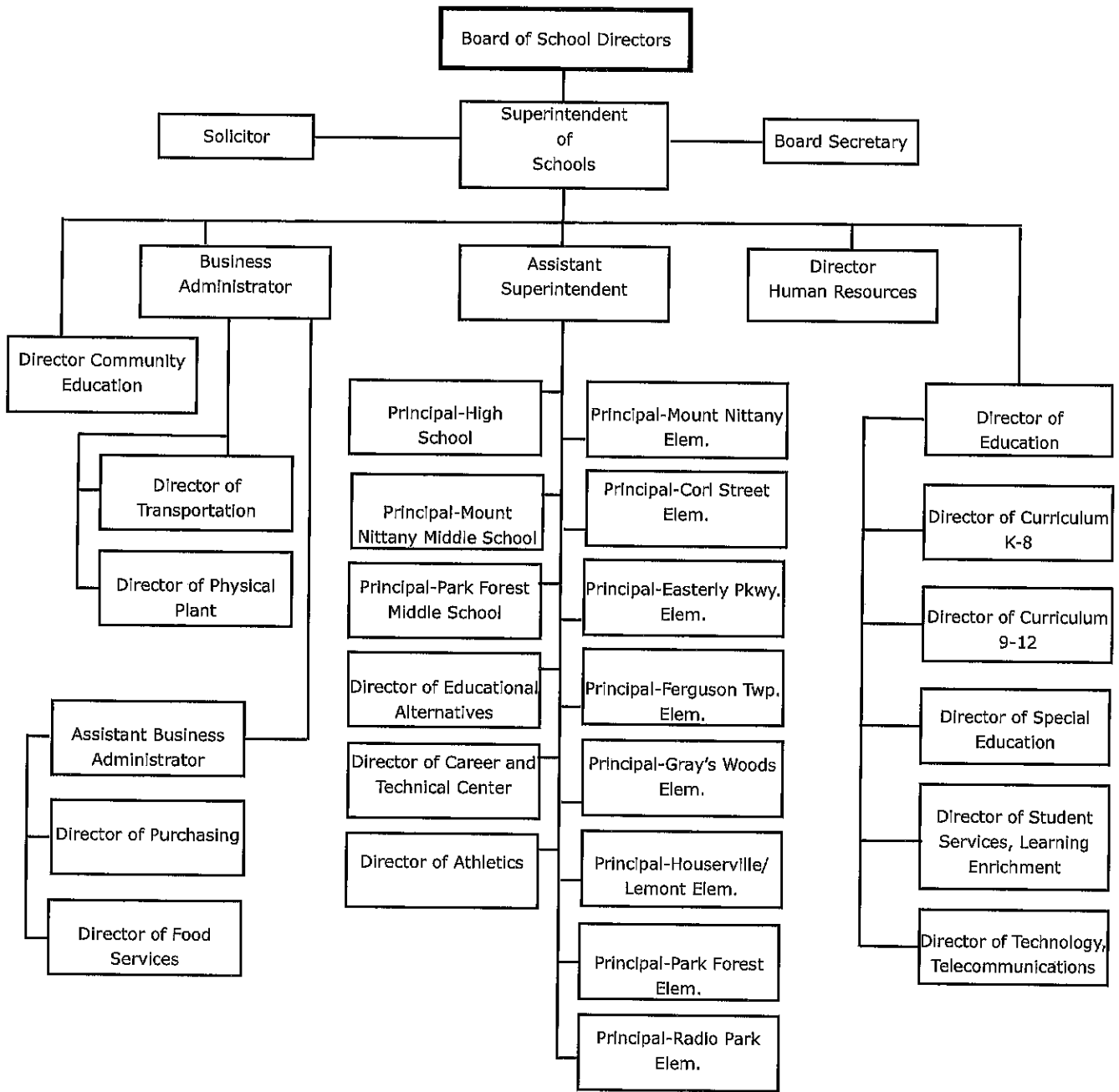
Other Districts' Organizational Structures (see attached informational chart)

1. Abington
2. Cumberland Valley
3. Lower Merion
4. North Allegheny
5. Parkland
6. Tredyffrin-Easttown

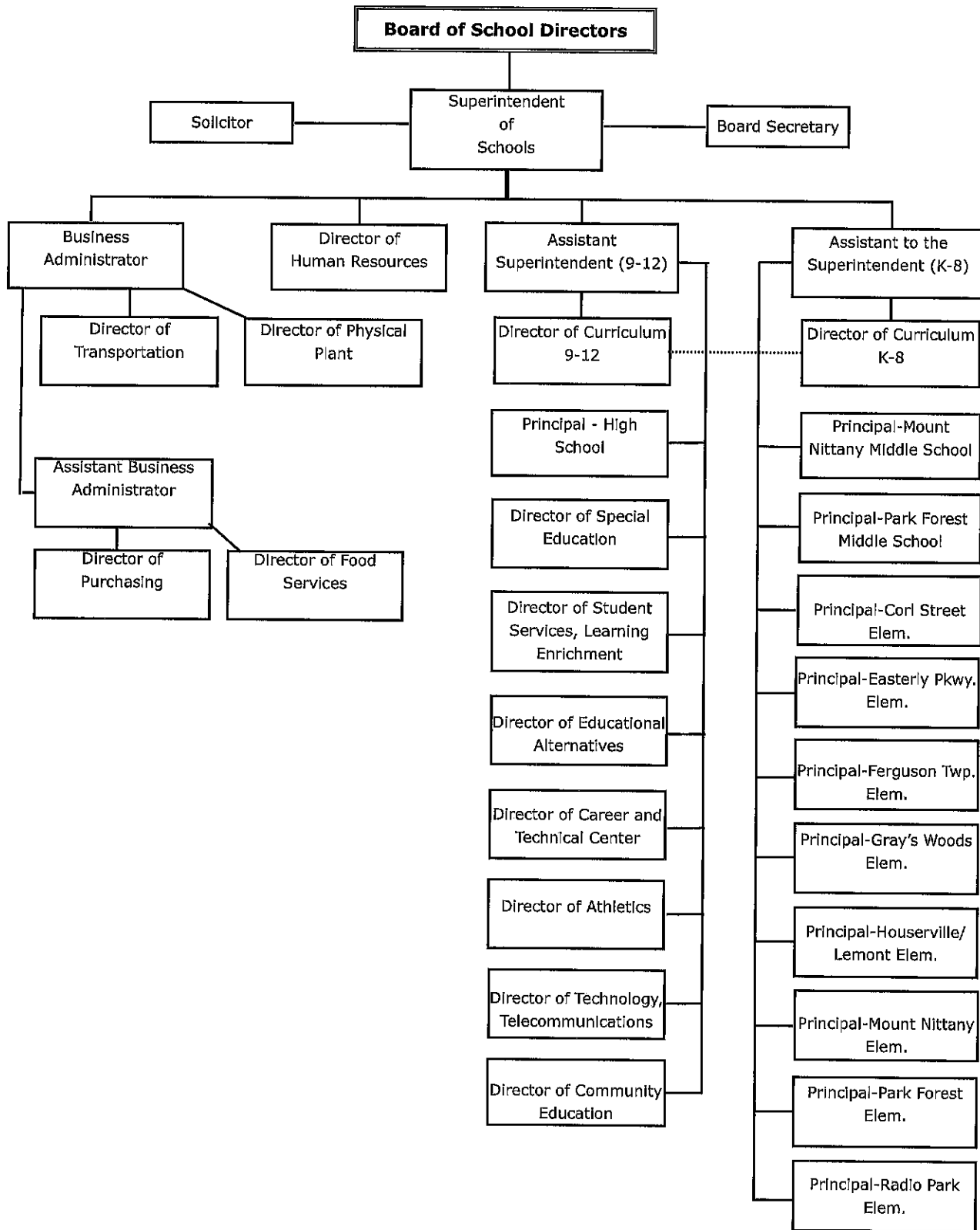
Persons Responsible for Report

- Robert O'Donnell – Superintendent
- Michael Hardy – Assistant Superintendent
- Jeffrey Ammerman – Business Administrator
- Denny Guth – Director of Human Resources
- Julie Miller – Public Information Specialist

State College Area School District
 Administrative Organizational Chart 2010-11



State College Area School District
Proposed 2011-12 Administrative Organizational Chart



	Cumberland Valley	SCASD	Tredyffrin-Easttown	Abington	North Allegheny	Parkland	Lower Merion
# Commissioned Officer Positions (Superintendent / Assistant Superintendent)	2	2	1	2	5	2	2
* Titles for Above	Superintendent	Superintendent Assistant	Superintendent	Superintendent Assistant	Superintendent Assistant for Secondary Education	Superintendent Assistant	Superintendent Assistant
Overview of District Administrators (including principals)	Assistant Superintendent Director of Secondary Education-oversees 3 Dept. Supervisors/10 Dept. Chairs	Superintendent		Superintendent	Assistant Superintendent for Secondary Education	Assistant to the Superintendent (not commissioned)	Superintendent
	Director of Elementary Education				Assistant Superintendent Elementary Education		Director of Secondary Education
					Assistant Superintendent for Special Education		Director of Elementary Education
			Director of Instruction, Curriculum, Staff Development and Planning	Director of Curriculum		Director of Curriculum, Instruction and Professional Development	
Curriculum Leadership	Supervisor of Assessment	Director of Curriculum (K-8)	Director of Assessment and Accountability/Supervisor of Health & PE, FCS, Tech Ed. and Career Ed.	Assistant Director of Curriculum	Assistant Superintendent for Curriculum	Supervisor Elementary Curriculum	Supervisor of Instructional Technology, Data Analysis, & Business Education (7-12)
	Director of Professional Development	Director of Curriculum (9-12) VACANT			Coordinator of Academic Technology	Supervisor Secondary Curriculum	International Baccalaureate Coordinator
	International Baccalaureate Coordinator			Supervisor of Curriculum and Instruction	12 Department Chairs- Teach 60%/Chair 40% - no supervisory responsibilities	Coordinator of Data, Assessment and Federal Programs	
			Supervisor of Math, Science, Technology & Music; Math Department Chair, Science Department Chair	Coordinator of Mathematics and Elementary Science; Math Department Chair; Science Department Chair			Supervisor of Math/Science (7-12); Math Department Chair (9-12); Science Department Chair (9-12)
Math/Science	Supervisor of Math; Science Department Chair	Coordinators (7-12): Math, STEM (Science, Tech., Engineering & Math)	Supervisor of Staff Development- Language Arts, World Languages, Libraries; English Department Chair; Social Studies Department Chair	Supervisor of Communication Arts; English Social Studies Department Chair	Math Department Chair; Science Department Chair	Mathematics Dept. Chair	Supervisor of Math/Science (K-6)
						Science Dept. Chair	
English/Reading/Language Arts & Social Studies	Supervisor of English & Reading (6-12); Supervisor of Social Studies	Coordinators (7-12): English, Social Studies			Communication Arts/English Department Chair; Social Studies Department Chair	English Dept. Chair	Supervisor of Reading/Language Arts/SS/FLES (K-12: librarians, ESL); English Department Chair(9-12)
			Supervisor of Art, Social Studies & Gifted Ed.			Social Studies Dept. Chair	Supervisor of English, Social Studies and Languages (7-12); Social Studies Department Chair (9-12)

	Department Chairs - Agriculture, Art, Business, English as a Second Language, FCS, Health & Physical Education, Music, Technology Education, World Languages; Coordinators: Gifted (K-12)	Department Chairs - (K-12); Art, Music, Health & Physical Education; Coordinators (6-12): World Language, FCS	Department Chairs: World Languages; Visual & Performing Arts; Business & Technology; Health, PE & FCS	Supervisor of Music and Coordinator of Elementary Art; Health & Physical Education Department Chair	Department Chairs - Business, Computer and Information Technology; FCS; Health & Physical Education Library; Music; Technology Education; Visual Arts; World Languages	Department Chairs - Art, Business, Driver Education; FCS; Health & Physical Education; Music; Social Studies; Technology Education; World Languages	Department Chairs - Art, Business, Computer Information Technology; FCS; Health & Physical Education; Music; Technology & Engineering; World Languages
Non-Core: Art, Business, Gifted, Health & Physical Education, Library, Music							
Elementary Schools							
# Elem Principals	7 7	9 8	5 5	7 7 P/2 AP	7 7	8 8	6 6
Middle Schools							
# Middle School Principals	2 2 P/2 AP	2 2 P/2 AP	2 2 P/4 AP	0 Jr. High 1 P/3 GL	3 3 P/3 AP	2 2 P/4 AP	2 1 P/1 P-2 AP
Jr. High School	0	0	0	1 (7-9)	0	0	0
High School	1	1 (2 buildings)	1	1 (10-12)	1 (2 buildings)-NASH	1	2
# High School Principals	1 P/1 Assoc. P/4 GLAP + Principal of Alt. Ed.	1 P/3.5 GLP/5CTC	1 P/4 AP	1 P/1 Assoc. P/1 AP	NASH 1P/2AP; NAI 1 P/2 AP NAI (9-10)	1 P/5 AP	1 P/4 GLAP; 1 P
Aid Ratio	0.28	0.18	0.15	0.22	0.33	0.27	0.15
09-10 ADM	7844	7226	6397	7499	8181	9555	6782
09-10 Expense/ADM	\$11,954	\$14,388	\$16,324	\$15,724	\$14,454	\$13,007	\$26,572
09-10 Total Expenses	\$93,766,325	\$103,968,751	\$104,423,164	\$117,913,069	\$118,250,618	\$124,285,093	\$180,210,907
09-10 Total Professional Staff (Certificated) **	627	646	510	631	660	667	725
09-10 # of Professional, Certificated Administrators **	30	29	28	47	27	25	38
09-10 Average Professional Salary **	\$55,009	\$67,198	\$78,397	\$80,416	\$72,895	\$68,437	\$91,113
Attendance Rate	96.37%	96.40%	96.25%	96.00%	96.58%	96.15%	96.04%
Graduation Rate	92.74%	97.55%	100.00%	95.22%	98.71%	97.36%	98.47%
At or Above Proficient- Gr 3-5 Reading	83.9%	84.4%	90.5%	81.8%	88.4%	79.0%	89.7%

At or Above Proficient- Gr 3-5 Math	92.4%	89.7%	91.5%	90.0%	93.2%	86.6%	93.2%
At or Above Proficient- Gr 6-8 Reading	85.4%	88.3%	93.5%	85.0%	92.7%	88.1%	92.8%
At or Above Proficient- Gr 6-8 Math	89.0%	87.4%	90.5%	88.3%	92.8%	92.8%	93.1%
At or Above Proficient- Gr 9-12 Reading	85.6%	86.7%	91.6%	84.6%	90.6%	82.5%	91.2%
At or Above Proficient- Gr 9-12 Math	79.3%	77.4%	91.6%	80.4%	85.8%	76.9%	85.2%
** Data from 2009-10 Professional Personnel Summary from PDE							

STATE COLLEGE AREA SCHOOL DISTRICT

TITLE: Assistant to the Superintendent **DATE:** 9/22/2011
for K-8 Education

REPORTS TO: Superintendent **APPROVED BY:**

JOB SUMMARY: Provide leadership in the areas of instructional administration, supervision and evaluation; including the process of budget development, staffing plans, demographic review and student assessment procedures. Assist the superintendent in all aspects of the operations of the district.

PRIMARY DUTIES AND RESPONSIBILITIES:

1. Assist the Superintendent and Board of School Directors in establishing educational goals that will foster instructional excellence, maintain compliance with requirements of the PA Department of Education, and ensure an understanding of the educational goals and instructional policies of the school district.
2. Provide instructional leadership for coordination of the elementary educational program.
3. Support the process of K-8 curriculum development, implementation, and evaluation; interpret the existing curriculum for all district staff, the community, and the Board of School Directors, and ensure that the district's professional staff evaluation procedures are aligned with the curriculum and implemented in a consistent manner.
4. Collaborate with PA Department of Education and regional, state, and national organizations to ensure knowledge of developing best practices in educational leadership and compliance with state and federal regulations.
5. Oversee the selection process, administration, and the reporting of results from K-8 testing and assessment programs to measure the programs' effectiveness.
6. Works cooperatively with Assistant Superintendent to ensure coordination between elementary and secondary levels in the areas of respective responsibility.
7. Direct, supervise, and evaluate the K-8 principals and K-8 Director of Curriculum.
8. Supervise the preparation, presentation, and management of the K-8 instructional budgets; prepare annual instructional staffing plans, in collaboration with the Superintendent, Assistant Superintendent, principals and instructional directors.

9. Collaborate with the Assistant Superintendent in the preparation, submission, and reporting of grant proposals and various local, state, and federal reports.
10. Assist with the strategic planning process.
11. Collaborate with K-8 principals to develop master instructional schedules and facilities utilization plans for each school; establish administrative procedures for the selection of textbooks, instructional supplies, materials, and equipment.
12. Maintain communication with the community to ensure that the K-8 instructional program is responding to student needs and resolve any conflicts that arise.
13. Establish and maintain favorable relationships with PTA/PTO Council and local community groups to increase understanding of K-8 instructional programs and initiatives and promote partnerships, and interprets community interests and concerns regarding elementary education issues to the Superintendent.
14. Facilitate development of collaborative initiatives with Penn State University and other colleges/universities; review and recommend proposed research projects for district participation.
15. Perform other duties as assigned by the Superintendent.

QUALIFICATIONS: Eight (8) to ten (10) years experience in multiple areas of public education necessary, including elementary or secondary school instruction and administrative/supervision
Masters degree necessary
Proper Pennsylvania administrative certification
Pennsylvania letter of eligibility preferred
Knowledge of K-12 curriculum, instruction, assessment, school organization and management, school district policy, and PA school law

PHYSICAL DEMANDS: Ability to reach above and below the waist
Ability to use fingers to pick, feel and grasp objects
Ability to lift and/or carry supplies and/or papers weighing no more than 10 lbs.
Ability to mostly sit with some walking, standing or moving throughout the district

SENSORY ABILITIES: Visual acuity
Auditory acuity

WORK ENVIRONMENT: Typical office environment
Subject to inside environmental conditions

TEMPERAMENT: Must possess excellent interpersonal skills
Must be able to work in an environment with frequent interruptions
Able to make judgments and work under high level of stress

COGNITIVE ABILITY: Ability to communicate effectively
Ability to organize tasks
Ability to handle multiple tasks
Ability to exercise good judgment

SPECIFIC SKILLS: Must possess leadership skills
Must possess supervisory skills
Must possess computer skills
Ability to operate various office equipment

(Reasonable accommodations may be made to enable a qualified individual with a disability or disabilities to perform the primary duties and responsibilities of the job.)

STATE COLLEGE AREA SCHOOL DISTRICT

TITLE: Assistant Superintendent **DATE:** 9/22/2011

REPORTS TO: Superintendent **APPROVED BY:**

JOB SUMMARY: Provide leadership in the areas of instructional administration, supervision and evaluation; including the process of budget development, staffing plans, demographic review, curriculum, development processes, and student assessment procedures. Assist the superintendent in all aspects of the operations of the district.

PRIMARY DUTIES AND RESPONSIBILITIES:

1. Assist the Superintendent and Board of School Directors in establishing educational goals that will foster instructional excellence, maintain compliance with requirements of the PA Department of Education, and ensure an understanding of the educational goals and instructional policies of the school district.
2. Support the process of curriculum development, implementation, and evaluation; interpret the existing curriculum for all district staff, the community, and the Board of School Directors, and ensure that the district's professional staff evaluation procedures are aligned with the curriculum and implemented in a consistent manner.
3. Collaborate with PA Department of Education and regional, state, and national organizations to ensure knowledge of developing best practices in educational leadership and compliance with state and federal regulations.
4. Oversee the selection process, administration, and the reporting of results from district-wide testing and assessment programs to measure the programs' effectiveness.
5. Direct, supervise, and evaluate the following:
9-12 Principals, Director of Education, Director of Student Services and Learning Enrichment, Director of Curriculum 9-12, Director of Technology/Telecommunications, Director of CTC Program, Director of Athletics, Director of Education Alternatives, Director of Special Education, and Director of Community Education.
6. Supervise the preparation, presentation, and management of the 9-12 instructional budgets; prepare annual instructional staffing plans, in collaboration with the Superintendent, Assistant to the Superintendent, principals and instructional directors.
7. Oversee the preparation, submission, and reporting of K-12 grant proposals and various local, state, and federal reports.
8. Assist with the strategic planning process.

9. Act on behalf of the Superintendent during his/her absence.
10. Collaborate with 9-12 building principals, Director of Career and Technical Center and Director of Educational Alternatives, to develop master instructional schedules and facilities utilization plans for each school; establish administrative procedures for the selection of textbooks, instructional supplies, materials, and equipment.
11. Maintain communication with the community to ensure that the 9-12 instructional program is responding to student needs and resolve any conflicts that arise.
12. Assist the Superintendent with oversight of the home schooling procedures to ensure compliance with State regulations.
13. Facilitate development of collaborative initiatives with Penn State University and other colleges/universities; review and recommend proposed research projects for district participation.
14. Establish and maintain favorable relationships with PTA/PTO Council and local community groups to increase understanding of 9-12 instructional programs and initiatives and promote partnerships, and interprets community interests and concerns regarding elementary education issues to the Superintendent.
15. Assist with the process of collective bargaining.
16. Perform other duties as assigned by the Superintendent.

QUALIFICATIONS: Eight (8) to ten (10) years experience in multiple areas of public education necessary, including elementary or secondary school instruction and administrative/supervision
 Masters degree necessary
 Doctorate preferred
 Proper Pennsylvania administrative certification
 Pennsylvania letter of eligibility necessary
 Knowledge of K-12 curriculum, instruction, assessment, school organization and management, school district policy, and PA school law

PHYSICAL DEMANDS: Ability to reach above and below the waist
 Ability to use fingers to pick, feel and grasp objects
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SENSORY ABILITIES: Visual acuity
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WORK ENVIRONMENT: Typical office environment
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TEMPERAMENT: Must possess excellent interpersonal skills
Must be able to work in an environment with frequent interruptions
Able to make judgments and work under high level of stress

COGNITIVE ABILITY: Ability to communicate effectively
Ability to organize tasks
Ability to handle multiple tasks
Ability to exercise good judgment

SPECIFIC SKILLS: Must possess leadership skills
Must possess supervisory skills
Must possess computer skills
Ability to operate various office equipment

(Reasonable accommodations may be made to enable a qualified individual with a disability or disabilities to perform the primary duties and responsibilities of the job.)