Executive Summary / Presented January 13, 2025 Directors' Study

Options	*Number Position(s) and Title(s)*	*Expenses*	*Pros*	*Cons*	*Timeframe*
A	1. Assistant Superintendent (K-12)	$254,000 (Budgeted)	○ Positive Budget Impact ○ Unified Vision ○ Streamlined Decision-Making ○ Simplified Communication	○ Lack of Curriculum Specialization ○ Volume of Tasks ○ Curriculum Support	Current Contract Expires 06/30/2025 (Renew or Appoint New)
B	1. Assistant Superintendent (K-6) 2. Assistant Superintendent (7-12)	$641,500 $210,000 **more than** Budget	○ Specialization ○ Focused Support ○ Specified Communication ○ Relationship Building ○ Professional Development ○ Administrative Efficiency ○ Increased Bench Strength	○ Increased Costs ○ Increased Contractual Positions ○ Increased Board Time ○ Increased Silos ○ Role Ambiguity ○ Duplication of Efforts ○ Coordination Challenges ○ Additional Administrative Assistant Support Needed	Current Contract Expires 06/30/2025 (Renew or Appoint New) Post 2nd Open Position Recruit, Interview, Select, Contract Negotiations, Hire by 07/01/2025
C	1. Assistant Superintendent of Administration and Operations 2. Assistant Superintendent of Curriculum	$641,500 $210,000 **more than** Budget	○ Balanced Workload ○ Specialization ○ Focused Support ○ Professional Development	○ Increased Costs ○ Role Overlap ○ Coordination Challenges ○ Potential Gaps ○ Resource Allocation ○ Increased Contractual Positions ○ Increased Board Time ○ Increased Silos ○ Unclear Line of Authority ○ Role Ambiguity ○ Duplication of Efforts ○ Coordination Challenges ○ Additional Administrative Assistant Support Needed	Current Contract Expires 06/30/2025 (Renew or Appoint New) Submit new/revised job descriptions for board approval Post 2nd Open Position Recruit, Interview, Select, Contract Negotiations, Hire by 07/01/2025
D	1. Assistant Superintendent (K-12) 2. Director of Curriculum	$431,600 (Budgeted)	○ Increased Curriculum Focus ○ Specialization ○ Focused Support ○ Professional Development ○ Budgeted Costs ○ Act 93 Alignment	○ Transition Disruptions ○ Coordination Challenges ○ Role Overlap ○ Resource Allocation	Current Contract Expires 06/30/2025 (Renew) Submit new job description for board approval Post Open Position Recruit, Select, Hire by 04/01/2025

Option A - CURRENT STATE **-** Assistant Superintendent (K-12)

Pros

Positive Budget Impact: Maintain current costs without filling additional budgeted administrative position and benefit expenses.
Unified Vision: Provides for a cohesive vision and strategy for the entire K-12 system, promoting continuity and alignment across all grade levels.
Streamlined Decision-Making: Increased efficiency in decision-making.
Simplified Communication: One consistent communication channel simplifies dissemination of information.
Continuity of Current Position

Cons

Lack of Curriculum Specialization: Balancing multiple priorities, including curriculum development, leadership responsibilities, school operations, and nurturing stakeholder relationships, prevents a specialization on curriculum matters.
Volume of Tasks: High volume of a variety tasks creates a scenario of breath of focus rather than depth of focus in a few areas.
Curriculum Support: Teachers, principals, and staff receive less targeted support due to the broader focus.

Option B- RETURN TO PREVIOUS MODEL: Organized by Grades - Assistant Superintendent (K-6) & Assistant Superintendent (7-12)

Pros

Specialization: Assistant superintendents can focus on unique needs and challenges of specific grade levels.
Focused Support: Teachers, principals, and staff may receive more targeted and tailored support and resources focused on grade level curriculum, pedagogy, and student needs.
Specified Communication: Communication can be tailored to specific to elementary or secondary needs.
Relationship Building: Assistant superintendents can develop deeper relationships with specific grade levels leading to increased understanding and responsiveness.
Professional Development: Increased specialization of professional development opportunities can be created, addressing the specific needs of K-6 and 7-12 educators.
Administrative Efficiency: Each assistant superintendent can lead to greater efficiency and effectiveness in administrative duties and strategic planning focused on K-6 and 7-12.
Increased Bench Strength: Prepare more than one member of the team to cover for the Superintendent in absence.

Cons

**** A THIRD (ADDED) COMMISSIONED POSITION - -**
Increased Costs: Hiring an additional assistant superintendent will increase salary and benefit expenses over budget.
Increased Contract Positions: A second assistant superintendent will require the negotiation of an additional employment contract with expressed employment conditions and timelines that will need to be managed and adhered to.
Increased Board Time: Increased board member time to interview, select, negotiate employment contracts, and evaluate the assistant superintendents.
Increased Silos with a gap in vertical alignment: There is risk of creating silos where K-6 and 7-12 operations are isolated leading to a lack of cohesion and continuity across the entire K-12 system.
Role Ambiguity: Defining the specific roles and responsibilities of each position might be difficult, especially when it comes to cross-departmental initiatives, making it harder to maintain smooth operations.
Duplication of Efforts: Increased risk of initiatives being duplicated, leading to inefficiencies.
Coordination Challenges: Aligning two assistant superintendents in goals and strategies can be challenging and requires effective communication and collaboration.
Additional Administrative Assistant Support Needed: Potential to need to add to administrative assistant support for additional assistant superintendent.

Option C- RESTRUCTURED PREVIOUS MODEL: Organized by Function
Assistant Superintendent for Administration and Operations & Assistant Superintendent of Curriculum

Pros

Balanced Workload: The assistant superintendent for administration and operations can focus on broader administrative and strategic issues, while the assistant superintendent of curriculum handles curriculum development and instructional practices.
Specialization: The assistant superintendent of curriculum brings specialized expertise to curriculum alignment, instructional strategies, and assessment practices across all grade levels.
Focused Support: Educators receive dedicated support for both administrative needs and curriculum development, from respective assistant superintendents, improving overall effectiveness.
Professional Development: More targeted professional development can be designed and implemented, addressing specific instructional needs and curricular goals.

Cons

**** A THIRD (ADDED) COMMISSIONED POSITION - -**
Increased Costs: Hiring an additional assistant superintendent will increase salary and benefit expenses over budget.
Role Overlap: Responsibilities are likely to overlap creating confusion for staff, parents, and internal stakeholders.
Coordination Challenges: Ensuring seamless coordination between administrative functions and curriculum development will be challenging given the crossover in roles that exists.
Potential Gaps: There might be gaps in addressing specific needs that do not neatly fall into either administrative or curricular domains.
Resource Allocation: Balancing resources and support between administrative tasks and curriculum development can be challenging.
Increased Contract Positions: A second assistant superintendent will require the negotiation of an additional employment contract with expressed employment conditions and timelines that will need to be managed and adhered to.
Increased Board Time: Increased board member time to interview, hire, negotiate employment contracts and evaluate the assistant superintendents.
Increased Silos with a gap in vertical alignment: There is risk of creating silos where K-6 and 7-12 operations are isolated leading to a lack of cohesion and continuity across the entire K-12 system.
Unclear Lines of Authority: Teachers and staff may be unclear on who to contact with certain issues. If not carefully managed, this can lead to confusion over the chain of command.
Role Ambiguity: Defining the specific roles and responsibilities of each position might be difficult, especially when it comes to cross-departmental initiatives, making it harder to maintain smooth operations.
Duplication of Efforts: Increased risk of initiatives being duplicated, leading to inefficiencies.
Coordination Challenges: Aligning two assistant superintendents in goals and strategies can be challenging and requires effective communication and collaboration.
Additional Administrative Assistant Support Needed: Potential to need to add to administrative assistant support for additional assistant superintendent.

Option D - RESTRUCTURED MODEL: As Budgeted - Assistant Superintendent (K-12) & Director of Curriculum

Pros

Increased Curriculum Focus: Dedicated curriculum development and instructional practices separate from broader strategic issues and leadership for building administrators.
Specialization: Increased specialization in curriculum alignment, instructional strategies, and assessment practices across all grade levels.
Focused Support: Dedicated support for teaching staff in both administrative needs and curriculum development, improving overall effectiveness.
Professional Development: Increased targeted professional development addressing specific curricular goals, and instructional needs and
Budgeted Costs: Position included in approved 2024-2025 budget.
Act 93 Alignment: Align new position within Act 93

Cons

Transition Disruptions: Separating the roles between two positions could disrupt continuity in leadership and decision-making.
Coordination Challenges: Ensuring seamless coordination between administrative functions and curriculum development requires effective communication and collaboration.
Role Overlap: Clear delineation of responsibilities is necessary to avoid overlap and ensure effective collaboration between the assistant superintendent and the curriculum director.
Resource Allocation: Balancing resources and support between administrative tasks and curriculum development may increase requests for resources.

Examples of jobs descriptions:

- Assistant Superintendent (K-6) from October 2007
- Assistant Superintendent (7-12) from October 2007
- Assistant Superintendent (K-12) from October 2015 - Current
- Assistant Superintendent for Adm. Services K-12 – Draft if adding Director of Curriculum
- Assistant Superintendent K-12 Curriculum and Instruction
- UPDATED Draft Director of Curriculum – January 2025

RECOMMENDATION #1: **Option D**