

## MEMORANDUM

To: ICS School Committee & Faculty

From: Laura Houle, Chair, ICS School Committee

Date: December 18, 2017

Re: Process for Researching Possible Alternative Administrative Structure

1. Board's initial goals in considering alternative administrative structures:
  - a. Promote continuity/longevity in administration (reduce turnover of superintendent).
  - b. Promote a clear and compelling administrative vision for ICS (using private school "Head of School" model).
  - c. Promote deep working relationships with faculty.
  - d. Promote effective development of a 10-year strategic plan that addresses initial issues (school population, magnet program, finances, innovative practice, sustainability, student normalization, etc.).
  - e. Continue to build an effective model for school leadership.
  - f. Ensure that leadership roles are manageable/doable.
  
2. Process considerations in researching options:
  - a. Board expects ongoing participation by faculty and board members.
  - b. Board chair facilitates the work of a small committee of board and faculty (with non-voting, ex-officio support from current administration).
  - c. The time line is short, so feedback through survey will be one part of the process.
  - d. Board hopes to have a report/recommendation by late January.
  - e. Process will involve reaching out to other schools/districts to research their administrative approaches/alternative structure.
  - f. The board is committed to thinking creatively and flexibly about possible changes, including the possibility that more than one administrative role will be necessary (possible combination of full and part time).
  
3. Core functions that would be assigned flexibility if more than one administrator/school leader were considered:
  - a. Teacher supervision/evaluation (K-5), (6-12).
  - b. Curriculum development (K-5), (6-12).
  - c. State reports.
  - d. Discipline, 504/special ed (K-5), (6-12).
  - e. Magnet program.
  - f. School building/transportation (snow calls).
  - g. Contract negotiations/personnel.
  - h. School board relations/meeting minutes.

- i. Community relations/media.
- j. Contracted services supervision.
- k. Athletic program supervision.
- l. Subcommittee (faculty & board).
- m. Budget development.

Note: It is possible that alternative structures might be divided by grade span responsibility as the process moves forward.

4. Survey questions for ICS faculty/staff and board:

Grade Span:                           \_\_\_K-5  
    \_\_\_6-12  
    \_\_\_Staff Role

Number of Years at ICS:           \_\_\_1-5  
    \_\_\_5-10  
    \_\_\_More than 10

As the school board investigates possible modifications to the current administrative structure, we wish to gather input in a variety of ways (small committee, face-to-face meeting & written response). Please take a few minutes to respond to the following questions.  
 Thanks!

- a. What are the strength and challenges with the current structure (principal & part time superintendent)?

Strengths:

Weaknesses:

- b. In the past, ICS has utilized a combined superintendent/ principal role. What do you consider the strengths and weaknesses of that structure to be?

Strengths:

Weaknesses:

- c. What other factors may contribute to a potential candidates' willingness or ability to work at ICS?

- d. What is your biggest worry as the board considers possible changes for the administrative structure?

- e. The board and the research committee will also look at other models and combinations of roles that would still use two people. For example:
- i. HS principal/superintendent (FT) & Elementary instructional leader (PT).
  - ii. Superintendent/principal (FT) & Curriculum/Instructional leader (PT).
  - iii. K-8 principal/superintendent (FT) & HS instructional leader/curriculum (PT)  
(Note: The part time positions would ideally be combined with a teaching role).

What are the strengths and weaknesses of such combinations?

Strengths:

Weaknesses:

- f. What other combinations do you think the board should consider to best reach its goals?

5. School districts the committee will talk to about their experiences with alternative administration situations:

District/ School	Superintendent/ Principal	Phone	Email	Board Chair	Contact
Acton	Jonathan Ross	636-2100	<a href="mailto:jross@actonschool.org">jross@actonschool.org</a>	Judith Shain	636-1900
Medway	Dawn Pray	746-3470	<a href="mailto:dpray@emmm.org">dpray@emmm.org</a>	Dawn York	746-3470
Millinocket	Frank Boynton	723-6400	<a href="mailto:fboynton@millinocketschools.org">fboynton@millinocketschools.org</a>	Richard Angotti, Jr	<a href="mailto:rangotti@millinocketschools.org">rangotti@millinocketschools.org</a>
RSU 78 (Rangeley)	Bill Richards	864-3311	<a href="mailto:brichards@rangeleyschool.org">brichards@rangeleyschool.org</a>	Nancy Hillard	864-5384
Veazie	Matthew Cyr	947-6573	<a href="mailto:mcyr@veaziecs.org">mcyr@veaziecs.org</a>	Kristen Bagley	kbagley@veaziecs.org
Sebego	Al Smith	647-3048		Janice Barter	693-3012
Harpwell Academy	Carrie Branson	833-3229 x 602	<a href="mailto:cbranson@harpwellcoastalacademy.org">cbranson@harpwellcoastalacademy.org</a>	Sally Mackenzie	833-3229
Greenbush	Gwen Smith	826-2000	<a href="mailto:gsmith@hsdgreenbush.org">gsmith@hsdgreenbush.org</a>	Michael Williams	826-2000
Kents Hill Academy	Christopher S. Cheney	685-1627	<a href="mailto:ccheney@kentshill.org">ccheney@kentshill.org</a>	Edward W. Lane III	
Waynflete	Geoff Wagg	774-5721x 1201	<a href="mailto:gwagg@waynflete.org">gwagg@waynflete.org</a>	Kate Jeton	
Baxter Academy	Kelli Pryor	699-5500	<a href="mailto:kelli.pryor@baxter-academy.org">kelli.pryor@baxter-academy.org</a>	Allison Crean Davis	
Berwick Academy	Gregory Schneider	384-2164	<a href="mailto:gschneid@berwickacademy.org">gschneid@berwickacademy.org</a>	James Jalbert	

Jackman	Dr. William Crumley	668-5291	William.Crumley@sad12.com	Linda Griffin	linda.griffin@sad12.com
Greenville	Jim Chasse	695-3708	Jim.Chasse@ghslakers.org	Ann Murray	Ann.Murray@ghslakers.org

6. Questions for school/district leaders:

(Prior to committee members placing calls to district leaders each member will obtain basic school/district information from website).

- a. What administrative/leadership roles do you currently utilize?
- b. What do you consider the advantages of the current structure to be?
- c. What challenges have you encountered?
- d. Do you also assign various administrative or leadership functions to others in-house or contracted staff?
- e. Are you considering making any changes to the current structure in the near future?
- f. What other suggestions do you have for a small K-12 school exploring alternative administrative structure?
- g.
- h.
- i.