

# Academic Division

## Function Alignment Study Report

October 12, 2015

1. In August-September, 2015, Patricia Burns Dillard, Ph.D., to conducted a function alignment study of CCSD's Academic Division.
2. The study was designed to address the following questions:
  - Are services provided by the Academic Division effectively delivered and valued by schools?
  - Is the Academic Division organized to provide proper alignment of functions and optimal support for schools?

This presentation outlines the methodology, outcomes, and recommendations of the study.

# Study Methodology

Study methodology included four dimensions:

1. Individual, 45-minute interviews with 20 leaders at the district, learning community, and school levels (two conducted via phone).
2. A focus group of six principals representing respective learning levels and geographic areas of the district.
3. An electronic survey of all principals.
4. A comprehensive review of organizational charts and selected job descriptions for the Academic Division.

# Principals and District Staff Identified Four Major Impediments

- Lack of shared vision; lack of systems
- Isolation, disorganization among functions (silos) in academic division
- Ineffective communication within academic division and with schools
- Burdensome organizational structure

# Key Recommendations

- Restructure the Academic Division to promote integrated, coordinated leadership and support for teaching and learning in CCSD.
- Assure that the structure is aligned with and supports the priorities outlined in Vision 2016 and in the Profile of the South Carolina Graduate.
- Organize the work around six major departments led by the Chief Academic Officer:
  1. Curriculum/Standards
  2. Educator Effectiveness
  3. Innovation/Digital Learning
  4. Early Learning/Intervention
  5. Quality Assurance and Accountability
  6. Student and Family Support

# Staffing Implications

1. Potentially reduces 18 district-level positions.
2. Reassigns 49 coaches or other individuals with similar responsibilities, to a school, reporting to the principal.
3. Transfers the supervision of 124 classroom teachers/trainers who work directly with students from district staff to schools or learning communities.
4. Recommends organizing differently to address several key functions, including:
  - World Languages, Advanced Placement, and International Baccalaureate programs
  - Innovation and Digital Learning
  - Federal programs (Title I, Title II, Special Education, Grants)

# Conclusion

These recommendations, if implemented, could significantly improve services provided to schools by CCSD's Academic Division.

The proposed organizational structure is designed to:

1. Enable a strong focus on district priorities.
2. Promote significantly greater collaboration across departments and between departments and schools.
3. Mitigate the division's silos that currently obstruct quality support.
4. Simplify, streamline work and improve communication with schools.

# NEXT STEPS

1. Interim Chief Academic Officer
  - Dr. Valerie Harrison beginning January 1, 2016
  - Mrs. Patsy Pye – Assisting Oct, Nov, Dec, 2015
2. Interim Executive Director of Curriculum and Instruction – Sandy Brossard
3. Consider reorganizing the work around the 6 major functions:
  - Curriculum and Instruction
  - Educator Effectiveness
  - Innovation and Digital Learning
  - Early Learning
  - Quality Assurance and Accountability
  - Student/Family (Support)



# NEXT STEPS (Continued)

4. Streamline and restructure Academic Division functions to achieve greater efficiency and effectiveness
5. Develop a plan to reduce the number of positions in the Academic Division by placing individuals in vacancies at the school level
6. Design and implement protocols to promote effective communication between the Academic Division and schools
7. Begin staffing study for the Operational Division – move now to separate Capital Projects and Chief Financial Officer duties

*First Who: “Do whatever you can to get the right people on the bus, the wrong people off the bus, and the right people into the right seats.”*

*(Jim Collins, Good to Great and the Social Sectors)*