

Decision Item #25: REDUCE FUNCTIONS AND FTE IN STAFF AND ORGANIZATION DEVELOPMENT

Background: The department of Staff and Organization Development is a crucial component of the District's efforts to ensure optimal staff effectiveness.

The functions performed by the department include the following:

- Consultation, collaboration, planning and facilitating the following:
 - District improvement initiatives
 - School Improvement initiatives
 - Special school projects
 - Use of student data
 - Classroom Action Research
 - Summer institutes
 - Grant development
 - Staff development, including principal staff development
- Researching, developing, and implementing a staff development framework and best practices around staff development and organizational improvements
- Maintaining infrastructure and logistics for course and credit opportunities and providing instructor process support
- Planning, organizing, and leading professional learning opportunities (such as team development and support)

While the District has not conducted studies specific to its staff development, general research does suggest a relationship between staff development and improvements in student learning. Thus, the direct staff development activities of this department are largely instructional support, while the other initiatives are instructional or corporate discretionary.

Based on workload figures provided by the Staff and Organization Development Department, the equivalent of 1.5 FTE is dedicated to the following functions:

- ✓ Consulting and facilitating special school projects, including school initiatives and team development and support – conflict resolution
- ✓ Consulting and facilitating special district projects, including district initiatives and consultation to central office departments
- ✓ Assisting with grant development
- ✓ Coordinating and facilitating classroom action research¹² (also includes \$23,000 in funding to support substitutes for participants conducting research)
- ✓ Student data assistance

¹² Classroom action research is a process that allows participants to reflect on their practices using the techniques of research.

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Background: (cont.) If the above functions were eliminated, 1.0 FTE staff development specialist position could be eliminated.¹³

These functions identified above are candidates for abandonment for the following reasons:

Consulting and Facilitating Special School Projects	Discretionary function – projects could be completed without facilitation assistance
Consulting and Facilitating Special District Projects	Discretionary function – projects could be completed without facilitation assistance
Grant Development Assistance	Assistance with grant development and writing is available from other internal district sources
Classroom Action Research	Discretionary function – although participants report strong benefits
Student Data Assistance	Assistance with student data applications and interpretation are available from other internal district sources

Expenditures: Total budget for the Staff and Organization Development department is \$910,000.

	Budgeted
Salaries	\$711,132
Purchased Services	\$105,870
Supplies and Materials	\$54,150
Equipment	\$1,000
Other	\$38,550
Total	\$910,702

Of the salary expenditures, approximately \$380,000 or 53% is required for Department staffing. In addition, over \$250,000 provides extended contract and other funding for teaching of summer institutes. The remainder of the salary dollars funds requirements for organizational or staff development initiatives.

¹³ Note: In 2001-2002 (the year for which data were collected) that department had 1.0 grant position, which is scheduled to end with the year. This grant position currently support other department functions half time, resulting in a need to eliminate 1.5 FTE of functions to achieve a reduction of 1.0 FTE.

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Revenues: The department's budget includes \$25,000 in miscellaneous revenue for a one-time gift.

FTE: 3.0 FTE dedicated as staff development specialists:

Anticipated Savings: Total savings anticipated to be:

\$94,000 1 FTE and Classroom Action Research funding

Student Impact: The services provided by staff and organization development specialists have an indirect impact on students as they provide support to curriculum and staff development, and organizational improvement. The impact on students or staff of eliminating only those selected functions identified above and 1.0 FTE should be minimal for those functions available from other MMSD departments.

The elimination of classroom action research would not directly affect students, except to the extent that participants learn and apply improved classroom techniques through the process. The effects of participation cannot be discerned, nor can it be determined how many of the 30-40 annual participants would conduct research in their classroom without the program.

Strategic Priorities: Supports strategic priorities of staff development. (3) It should also be noted that a key priority of the superintendent is school improvement planning. If the process is revised and greater role need be played by Staff and Organization development, the reduction of force by 1.0 FTE will limit the department's ability to respond to the need for that expanded role in School Improvement Planning. Many other departments are also involved in the School Improvement Planning process, including Research & Evaluation and Teaching & Learning. This analysis is based on current time allocations. The department contends that upcoming initiatives, including administering PI34 (new teacher licensing requirements) and the school intervention process will place additional demands on staff time in the future.

Board Priorities: NA

Effectiveness: The data were not available to assess the impact of staff development specialist functions on staff development or student achievement. The majority of the activities directed by these positions require additional implementation by teachers, principals or administrators.

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Redundancies or Availability of the

Service Elsewhere: Numerous units within the District have some identified responsibility for staff development, including teaching and learning. For many of the functions identified above for abandonment, there is another source within the District.

Service Delivery: In other organizations, staff and organizational development functions are often rolled into human resource functions. However, it is unlikely that such a consolidation would result in savings, as the functions would require staff allocation regardless of where they are performed.