


To: Board of School Commissioners

From: Mary E. Moran, Superintendent 

Date: January 3, 2008

Re: **Administrative Staffing Analysis**

This report is in response to the School Board request last year that we undertake a study of administrative staffing in the RCPS and comparable school districts in Vermont.

Attached please find three documents that we believe inform this analysis and discussion:

1. High School Administrative Staffing - Peter
2. Special Education Administrative Staffing - Ellie
3. Pre-K – 8 Administrative Staffing - Mary

We selected the six districts in the state whose high school student population is closest to RHS, three above and three below. We used these six districts for all three comparisons: high school, special education, and Pre-K to 8 schools.

In researching the high school staffing, we were careful to delineate between principals, assistant principals, special education administrators, department heads, team leaders, guidance directors and activities/athletic directors. Thus, you will see some fractional numbers in the spreadsheet based upon Ellie's and Peter's interviews.

In the Pre-K to 8 Level, the numbers come directly from the current school and enrollment directory and are clearly stated as such. Please note, for example, the Chittenden South SU, which appears to have a higher student/administrator ratio until you note that that district also has five (5) special education administrators (one per building) in addition to the building leadership. Add those five (5) to the listed nine (9) in the buildings, and the ratio is far lower.

It is my belief that our district compares favorably, average or lower number of administrators if that is the desired measure. In addition, I would suggest that our structure and those who serve in our administrative positions provide thoughtful, proactive, safe and positive leadership for our children, parents, staff and schools.

It is important to note as well that the Rutland City school district spends 1.10% on "general administrative expenses" (central office) which places it the lowest of all 62 supervisory unions/districts. We spend 5.08% on administrative costs at the school level, which places us 61 out of 62 in that category. Combining both types of administrative costs, Rutland City is the lowest of all supervisory unions/districts in Vermont. Rutland's 1.1% compares to the State average of 2.56% and the school buildings' 5.08% compares to the State average of 6.92% (latest published State data available FY06 SASRS report, Table 5, page 86.)

Vermont Public School Enrollment
Across Grade
For School Year 2006-2007

County	SU	LEA	ID	School Name	9th	10th	11th	12th		
Statewide Totals					8,164	7,944	7,947	7,599		
Chittenden	13	U046	PS388	Essex Comm. Ed. Ctr. UHSD #46	395	344	414	390	1,543	
Chittenden	14	U015	PS066	Champlain Valley UHSD #15	335	345	329	323	1,332	
Franklin	23	U048	PS406	Bellows Free Academy	305	311	281	278	1,175	
Chittenden	15	T037	PS052	Burlington Senior High Sch	306	306	310	250	1,172	
Rutland	40	T173	PS253	Rutland Senior High School	294	293	277	293	1,157	
Bennington	05	U014	PS196	Mt. Anthony Sr. UHSD #14	294	281	280	289	1,144	
Orleans	31	U022B	PS208	North Country Sr UHSD #22	283	311	241	215	1,050	
Windham	48	U006	PS040	Brattleboro Sr. UHSD #6	270	243	282	234	1,029	
Chittenden	12	U017	PS199	Mt. Mansfield USD #17	246	235	246	250	977	
Caledonia	00	P004	PA004	St. Johnsbury Academy	212	236	266	236	950	
Chittenden	16	T191	PS272	So. Burlington High School	219	215	259	256	949	
Washington	61	U041	PS276	Spaulding HSUD #41	250	235	218	214	917	
Chittenden	07	T050	PS072	Colchester High School	199	202	206	178	785	
Windsor	54	T093	PS134	Hartford High School	188	191	197	175	751	
Franklin	21	U007	PS187	Missisquoi Valley UHSD #7	197	173	183	178	731	
Bennington	00	P002	PA002	Burr & Burton Academy	178	170	186	174	708	
Addison	03	U003	PS180	Middlebury Sr. UHSD #3	161	177	183	172	693	
Addison	01	U028	PS195	Mount Abraham UHSD #28	174	171	161	158	664	
Washington	42	U019	PS138	Harwood UHSD #19	156	169	165	161	651	
Caledonia	00	P003	PA003	Lyndon Institute	162	155	175	157	649	
Lamoille	25	U018	PS158	Lamoille UHSD #18	173	166	129	152	620	
Washington	32	U032	PS305	U-32 High School (UHSD #32)	128	173	151	153	605	
Chittenden	10	T126	PS186	Milton Sr High School	141	162	129	122	554	
Windsor	56	T193	PS278	Springfield High School	153	136	129	120	538	
Rutland	04	U016	PS104	Fair Haven UHSD #16	143	113	148	132	536	
Rutland	33	U040	PS183	Mill River USD #40	112	118	134	130	494	
Rutland	36	U008	PS219	Otter Valley UHSD #8	130	121	136	98	485	
Addison	02	U005	PS312	Vergennes UHSD #5	112	115	116	112	455	
Windsor	51	U004	PS356	Woodstock Sr. UHSD #4	127	99	112	98	436	
Washington	45	T129	PS191	Montpelier High School	106	92	105	101	404	
Orleans	34	U024	PS157	Lake Region UHSD #24	122	96	80	89	387	
Franklin	22	T071	PS405	BFA High School - Fairfax	109	83	109	84	385	
Windham	47	U027	PS025	Bellows Falls UHSD #27	124	95	71	87	377	
Lamoille	26	T132	PS224	Peoples Academy	96	92	95	93	376	
Franklin	20	T068	PS098	Enosburg Falls Jr/Sr High Sch	101	111	77	85	374	
Orange	27	U030	PS220	Oxbow UHSD #30	111	80	83	69	343	
Orange	28	U002	PS237	Randolph UHSD #2	76	88	97	80	341	
Orange	00	P005	PA005	Thetford Academy	74	76	86	78	314	
Windsor	53	U035	PS124	Green Mountain UHSD #35	72	70	62	89	293	
Windsor	52	T247	PS348	Windsor High School	83	73	60	75	291	
Windham	46	U034	PS161	Leland & Gray UHSD #34	66	67	69	53	255	
Washington	43	T142	PS211	Northfield Middle/High School	63	72	61	58	254	
Caledonia	35	U026	PS139	Hazen UHSD #26	76	51	49	66	242	
Windham	49	J242	PS346	Twin Valley High School	44	60	55	79	238	
Chittenden	17	T249	PS351	Winooski High School	86	58	52	41	237	
Lamoille	26	T198	PS287	Stowe Middle/High School	57	61	65	47	230	
Rutland	38	T158	PS230	Poultney High School	53	50	49	51	203	
Franklin	20	T165	PS242	Richford Jr/Sr High School	59	38	46	48	191	
Orange	29	T243	PS344	Williamstown Middle/High Sch	51	45	49	45	190	
Windsor	30	T171	PS274	So. Royalton Elem/High School	50	42	55	41	188	
Orange	62	U146	PI004	Rivendell Academy	38	43	49	38	168	
Bennington	60	T005	PS011	Arlington Memorial	36	37	36	46	155	
Orange	57	U021	PS036	Blue Mountain USD #21	42	37	37	32	148	
Windsor	39	U039	PS035	Black River USD #39	32	31	43	40	146	
Washington	41	U033	PS304	Twinfield USD #33	36	41	35	33	145	
Caledonia	09	T057	PS082	Danville School	34	46	27	35	142	
Rutland	37	T237	PS331	West Rutland School	30	41	23	34	128	
Rutland	37	T160	PS233	Proctor Jr/Sr High School	29	23	33	32	117	
Essex	19	T041	PS059	Canaan Schools	25	34	27	23	109	
Windsor	50	T168	PS247	Rochester Elem/High School	28	25	19	26	98	
Orange	30	T046	PS069	Chelsea Elem. High School	18	31	21	27	97	
Washington	41	T038	PS055	Cabot School	20	34	18	22	94	
Windsor	50	T020	PS338	Whitcomb Jr/Sr High School	26	17	19	23	85	
Essex	18	T051	PS074	Concord Schools	27	17	23	17	84	
Orleans	35	T055	PS078	Craftsbury Schools	11	17	15	12	55	
Washington	99	S099	SC001	Woodside Juvenile Rehab Ctr	6	4	4	2	16	

Date: November 27, 2007

To: Mary Moran, Superintendent
From: Peter Amons, CFO

cc: Rob Bliss, Asst. Superintendent

Subject: Staffing at High Schools Similar in Size to Rutland High School

Summary: Rutland High School administrative staff counts are lower than high schools of similar size in Vermont.

We studied the administrative staffing patterns at the six high schools in the State who are closest in enrollment to Rutland High School. Three have slightly higher enrollments and three have slightly lower enrollments. That list of six, based on State data for size, is attached.

Each of the schools has between 5 and 8 administrators with Rutland having 5. Given that Rutland City Schools ranks 61 out of 62 from the bottom in school based administration costs in Vermont supervisory unions/districts, the 5 count versus 7 or 8 counts is not very surprising.

The difference between 5 and 8 may not be particularly telling because of differences among schools in what work is assigned where. An example of work being assigned outside of core administrators includes strong administrative assistants to some assistant principals (or house directors). In any event, there are differences among schools regarding how they distribute administrative workload or place emphasis. Although Rutland High School appears "under-administrated," merely comparing 5 to 8 would be too simplistic an interpretation. Schools' organizations and workloads have more dimensions to them than counts alone show.

The allocation of work among administrators varies. General observations include:

The high schools have either Athletic Directors or more broadly Activities Directors, but not both. More often, they are allowed to coach and receive stipends if they are coaching.

Each building (except Burlington) has a Special Ed director (or designated AP) doing virtually all Special Education (SPED) dedicated work.

Principals (except Mount Anthony) do not teach or serve as department chair.

Some high schools are organized by "houses" to simulate a smaller school environment where a number of children are assigned to a particular administrator and the administrator provides a wide range of services to his/her student group. Rutland is organized by function. Then there are other schools which have hybridized those two types of organization design.

Guidance Directors (or, in Rutland, coordinator) range between either 100% student loads, as their counselors, or none. If they do not have student loads, they have other administrative duties.

Based on comments I receive from the public questioning expenses, they readily understand the need for teachers but have little understanding of what administrators do or how they contribute to schools. They are generally not aware of the enormity of evaluating the performance of a large number of teachers per administrator, the monitoring of teachers' adherence to a planned curriculum, or the handling of student problems that would otherwise bog down a teacher's classroom. They do not see that administrators leverage up the investment in teachers.

Paradoxically, the public recognizes that organizations need bosses/supervisors/managers to maintain organizational efficiency and performance and productivity. But they don't easily make the jump to seeing that schools are no different than other organizations and benefit from good management (administration) and enough of it. It is well recognized in education that the highest performing schools in the US tend to have more administrators (and more teachers) than lower performing schools. Whether RHS has the correct number of administrators or too few, as the data might suggest, may well depend on the subjective assessment of how well the building functions today for both students and teachers.

Staffing Comparison of the 6 High Schools Closest To Rutland in VT FY2007 Enrollment

Name	Students	Principal	Department Chairs	Asst Principals or Equivalent/Other	Guidance Director	Athletic Director	SPED Director	Summary Count of Administrators (1)	Interviewed
Champlain Valley UHSD #15	1,332	No teaching duties Math dept. chair role	No department chairs, per se House Directors handle all	4 House Directors each has about 350 kids	yes, no student load, supv 4 counselors manages multiple other programs	Activities Director Could coach, does not. Stipend would be paid.	Director of SPED, 9-12	1+4+1+1+1 = 8	Dan Shepardson
Bellows Free Academy	1,175	No teaching duties No. dept. chair role	Teachers, paid stipends Teacher chairs do not do evals. 2 administrators act as chairs (no stipends)	2 APs divided by grade & different areas or school, 3rd on curriculum and P.D.	yes, 9-12, 30% load, supv 5, other duties	yes, 9-12, 10 month.	Dir. of Special Services, 9-12	1+3+0.7+1+1 = 6.7	Dennis Hill
Burlington Senior High School	1,172	No teaching duties Dept chair of several. No stipend	Prin or AP serve as chairs Lead teacher system. No evals No stipend, but extra time.	1 Student mgmt/SPED sup 0.6 Curriculum (.4 teaches) 1 Student mgmt/bldg. 1 Alternative Prog. Coord. (no teaching)	yes, 9-12, 1/2 load supv 4 counselors	yes, 9-12 coaches tennis & nordic gets stipend	none in bldg, 1/2 AP not SPED Re	1+3.6+0.5+1+1 = 7.1	Herb Perez
Rutland Senior High School	1,157	No teaching duties No. dept. chair role	Teachers, paid stipends, 7-12 Chairs do not do evals. Curriculum AP does K-12 PE	1st for Curriculum, Health, PE 2nd for Discipline/bldg 3rd for SPED, 9-12	Does 7-12, full load (on teacher's grid) Coordinator, non-admin.	7-12 duties coaches w/stipend	Done by Asst. Principal 9-12	1+3+1 = 5	Glenn Olson
Mt. Anthony Sr. UHSD #14	1,144	No teaching duties No. dept. chair role Heads guidance dept. Heads alternative prog.	Teachers, paid stipends Chairs do not do evals. Also get 90 minutes freed up	2 APs 0.5 AP for discipline balance of time teaches	yes, 9-12, 1/2 load master schedule, others (on teacher's grid) supv 6	Activities Director does not coach	Director of SPED, 9-12	1+2.5+0.5+1+1 = 6	David Beriau
North Country Sr. UHSD #22	1,050	Teaches leadership class 1 semes. no stipend. No. dept. chair role	Teachers, paid stipends Chairs do not do evals. Also get time freed up	1 Assoc Prin 1 Dean of Students 1 Director of Curriculum	yes, 9-12, 1/4 load supv 4, other duties	yes, 9-12 coaches Nordic events gets stipend	Director of SPED, 9-12	1+3+.75+1+1 = 6.75	Thomas Pound
Battleboro Sr. UHSD #6	1,029	No teaching duties No. dept. chair role	Teachers, paid stipends Chairs do not do evals.	1st for A-F students 2nd for G-O students 3rd for P-Q students They don't do SPED	yes, 9-12, 15% load supv 4, manages testing other admin duties.	9-12 duties	7-12 SPED Coordinator	1+3+0.85+1+1 = 6.85	Jahmal Mosley

(1) Assume all high schools have guidance director (full or part time) positions except Rutland.

Special Education Administrator/Team Leader Comparison of 7 Supervisory Unions

Name of Supervisory Union/District	High School	Special Education Students	Central Office Special Education Administrators	Building Based Special Ed Administrators (In addition to Assistant Principals)	Special Education Team Leaders	Summary Count of Special Education Administrators/Team Leaders	Interviewed
Chittenden South SU Total Students – 4332	Champlain Valley Union HS	554	1	5	0	6	Fran Williams
Franklin Central SU Total Students – 2925	Bellow Free Academy St. Albans	451	1.33	1	0	2.33	Nancy Talbott
Burlington PS Total Students – 3768	Burlington Senior HS	530	1.5	1.5	0	3	Brenda Trackim
Rutland City PS Total Students – 2751	Rutland Senior HS	450	1	0	0	1	Ellie McGarry
Southwest Vermont SU Total Students – 3444	Mount Anthony Union HS	680	3	0	.25	3.25	Kathy Buck
Orleans-Essex North SU Total Students – 3057	North Country Union HS	575	1.7	2	0	3.7	Richard Smith
Windham Southeast SU Total Students – 2903	Brattleboro Union HS	600	2	1	0	3	Marissa Duncan-Holley

Pre-K – 8 Administrative Staffing (Non-Special Education):

Burlington (Burlington HS):

Smith	K-5	276	Principal
Champlain	K-5	293	Principal
Edmunds	K-5	287	Principal
Wheeler	K-5	231	Principal
Flynn	K-5	332	Principal
Barnes	K-5	154	Principal
Edmunds MS	6-8	376	Principal and AP
Hunt MS	6-8	<u>446</u>	Principal and AP
		2395/10 = 239	

Chittenden South (CVU):

Allen Brook	PK-4	471	Principal
Charlotte Central	K-8	461	Principal and AP
Hinesburg	K-8	473	Principal and AP
Shelburne	K-8	676	Co-Principals
Williston Central	K-8	<u>686</u>	Principal and AP
		2767/9 = 307	

Franklin Central (Bellows Free Academy):

Fairfield	K-8	265	Principal
St. Albans City	K-8	770	Principal and 2 APs
St. Albans Town	K-8	<u>663</u>	Principal and AP
		1690/6 = 283	

Orleans-Essex (North Country):

Brighton	K-8	307	Principal
Charleston	K-8	109	Principal
Coventry	K-8	101	Principal
Derby	K-6	397	Principal and AP
Holland	K-6	72	Teaching Principal
Jay/Westfield	K-6	78	Principal
Lowell	K-8	124	Principal
Morgan	K-6	33	Part-time Principal
Newport City	K-6	306	Principal and AP
Newport Town	K-8	177	Principal
Troy	K-8	<u>172</u>	Principal
		1876/12 = 156	

Rutland City (Rutland HS):

Northeast	EEE-2	250	Principal
Northwest/PPLC	EEE-2	260	Principal
RIS	3-6	650	Principal, Two APs (each .5 SPED)
RMS	7-8	<u>375</u>	Principal and AP
		1535/7 = 220	

SWVSU – Bennington (Mt. Anthony):

Bennington	K-5	307	Principal
Molly Stark	K-5	403	Principal and AP
Monument	K-5	143	Principal
N. Bennington	K-6	137	Principal
Pownal	K-6	248	Principal
Shaftsbury	K-6	208	Principal
Woodford	K-6	31	Principal
MAMS	6-8	<u>641</u>	Principal and 2 APs
		2118/11 = 192	

Windham Southeast SU (Brattleboro HS):

Academy	K-6	355	Principal
Dummerston	K-8	164	Principal
Green Street	K-6	270	Principal
Guilford	K-8	155	Principal
Oak Grove	K-6	162	Principal
Putney	K-6	197	Principal
Vernon	K-6	166	Principal
BAMS	7-8	<u>330</u>	Principal and AP
		1799/9 = 199	

K-8 TOTALS: 13,550/64 = 211