

## BOARD MEMO

Date: December 19, 2019

For ACTION

For INFORMATION

Board Agenda: Yes

No

**FROM:** Gregory C. Hutchings, Jr., Ed.D., Superintendent of Schools

**TO:** The Honorable Cindy Anderson, Chair, and Members of the Alexandria City School Board

**TOPIC:** Proposed Organizational Structure of Superintendent's Leadership Team

### **ACPS 2020 STRATEGIC PLAN GOAL:**

Goal 1: Academic Excellence and Educational Equity  
Goal 2: Family and Community Engagement  
Goal 3: An Exemplary Staff  
Goal 4: Facilities and the Learning Environment  
Goal 5: Health and Wellness  
Goal 6: Effective and Efficient Operations

### **SY 2019-2020 FOCUS AREA:**

Focus Area 2: Budget Process (Organizational structure)

### **FY 2020 BUDGET PRIORITY:**

Communications and Customer Service for External Stakeholders  
Leadership and Professional Development  
Retention and Recruitment  
Optimal and Equitable Learning Environments  
Communications and Customer Service for Internal Stakeholders

### **SUMMARY:**

This organizational structure is being proposed with the purpose of delivering on all goals of the ACPS Strategic Plan and the 2019-20 priorities, along with ensuring a high academic return on investment through efficient and effective support from the central office to schools, students, parents and the community. The proposed organizational structure reclassified the Chief Human Resource Officer to the Chief of Staff. The Chief of Staff will oversee the Department of Human Resources and the Department of Facilities and Operations (with the establishment of an executive director in each department using repurposed central office FTEs). It also eliminates the Chief Operating Officer position to establish a new position, Chief of School and Community Relations that will oversee the Office of Communications and the Office of School, Business and Community Partnerships.

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### **BACKGROUND:**

Organizational structure is key to ensuring a high academic return on investment. The proposed organizational structure narrows the superintendent's span of control, supports better interdepartmental collaboration, and increases alignment with the scope of work within departments and offices. Delivering a high academic return on investment requires clear alignment within departments, and an intentional focus on supporting staff to work collaboratively to attain the school division's strategic planning goals. To achieve this endeavor, we must refine and change the organizational structure of our senior leadership team to better serve our schools through intentional support to attain our school improvement and department improvement planning goals.

### **RECOMMENDATION:**

The Superintendent recommends that the School Board review the proposed organizational structure proposed in this presentation.

### **IMPACT:**

This proposed organizational structure will continue our focus on student achievement through efficiency and effectiveness of the senior leadership as well as afford more intentional efforts to provide the necessary supports to schools, students, families and the community.

### **ATTACHMENT(S):**

Power point presentation  
Organizational Charts  
Draft Job Descriptions

### **CONTACT:**

Dr. Gregory C. Hutchings, Jr., Superintendent of Schools