



TO: Harlem School District Board of Education
FROM: Scott Rollinson, Assistant Superintendent of Human Relations
Dr. Michael Flanagan, Superintendent Designee
RE: Assistant Principal Proposal
DATE: April 12, 2021

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Our District does not currently employ full time Assistant Principals in every elementary school. Over the last several years, we have been increasing the assistant principals so that we have one in every elementary building, which is in line with the national norms that have been moving this direction for quite some time. Having an assistant principal is critical to maintaining the educational program, supporting the behavioral management, and assisting the principal in his/her many duties of instructional leader when the principal may not be readily available. In addition, having two administrators is critical to the safety of students, particularly in an emergency situation (such as a lockdown of varying degree).

That said, what is driving this need at the current time is the anticipation of students returning from remote learning next fall that will have incredibly diverse learning and socio-emotional needs. It is going to be a significant effort to transition students back to the classroom environment when they have been learning under very significant circumstances individually. We honestly don't know the challenges that will come alongside this transition, but we know they are coming. We want to be able to address the needs of the students and staff in a flexible and personalized way. We can re-address the need and benefit down the road as the enrollment evolves at each school.

Current Assistant Principal FTE equivalency:

- Loves Park - 0.8 FTE
- Machesney - 1.0 FTE
- Maple - 0.8 FTE
- Marquette - 0.4 FTE
- Olson Park - 0.4 FTE
- Parker Center - 1.0 FTE
- Ralston - 0.4 FTE
- Rock Cut - 0.6 FTE
- Windsor - 0.6 FTE

When anecdotally surveyed, district and building leaders noted the following benefits to a 1.0 FTE equivalency assistant principal at each building:

- Provide consistency
- Development of stronger relationships with staff, students and families.
- Increased instructional leadership at each building



A Community of Leaders

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- Identification of student needs at the most local level
- Enhanced communication with parents
- Ensure a safe (physical, emotional, psychological, behavioral) environment for all
- Provide more time for observations, support, and thus increasing the accuracy and fidelity of evaluations.
- Focus on curriculum implementation vertically and horizontally
- Decreased need for external substitute principals
- Additional support for teachers as to provide time for reflection and adjustment to teaching

In order to provide a full time Assistant Principal at every location and finish closing the gap, we would need to hire only three (3) more Assistant Principals next year.

Total cost: 3 Assistant Principals @ \$75,000 plus benefits = **\$225,000 plus the cost of benefits.**
Funded through attrition across the elementary and secondary levels.