



Oak Park Elementary School District 97

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TO: Members, Board of Education
FROM: Dr. Carol Kelley, Superintendent
SUBJECT: Organizational Excellence - Central Office Audit
DATE: June 14, 2016

Type of Report: Proposal (*Addendum to May 24, 2016 Proposal*)

Preview of purpose and content of report:

The Board of Education is being asked to approve an organizational audit of central office.

Budgetary Impact: \$30,000

District goals aligned with report: Goal Area 4 (Resource Stewardship)

During the May 24th meeting, I shared with the Board of Education my rationale for Board of Education support to conduct an organizational audit of central office (*including all administrative departments which support our 10 schools*). Specifically, I am seeking support to have an external review of the systems, roles and responsibilities and overall functionality of the central office staffing.

Recently, we conducted a survey of central office personnel to see where we stand in supporting the evolving role of principals as instructional leaders. The results to our results can be found [here](#). This site presents the numerical results of the survey for D97 with comparisons to responses received from other participating districts. While the names of the other participating districts are withheld for confidentiality, we are able to see our results in comparison to other systems (27 districts, 403 total responders).

By conducting this organizational audit process, we will enable our district to:

- Understand strengths and weaknesses of our current organizational structure;
- Identify areas of strength and opportunities for improvement as suggested by cabinet- and site-level leadership in the district; and,
- Compare and contrast Oak Park's organizational structure with other districts of similar size and complexity.

Not only will we have an opportunity to further reshape and redefine roles and responsibilities, by clarifying each function as the new leadership team emerges, we will also improve efficiencies. Finally, we will be able to integrate performance measurement and objectives into our evaluation processes for central office staff because each individual will have a clearer idea of the interdependency of his/her role and how the entire central office works together for shared outcomes.

I met recently with a representative from Atlantic Research Partners, Dr. Le Nunnery. Their representative submitted a proposal to support the district's effort of better understanding how to

organizationally structure our central office staff so that our district can better support our principals, schools, and staff.

Atlantic Research Partners has provided references from other districts for who they have completed not only organizational audits of central offices but also instructional audits. I have reached out to several of the references and have heard positive responses from those with whom I have spoken. Here is one example:

Hi Carol,

I used Atlantic Research Partners when I was a new superintendent in Community Unit School District 300. The ARP team was instrumental in providing an objective look into the support and structures that were in place as I moved into my position. I shared my 90 day plan along with the strategic plan of the school district and they interviewed each person in the district office. The comprehensive review was a relevant balance between interviews, observations and possibilities for the future. The ARP team was willing to continue conversations throughout the recommendations and into the future as they were interested in keeping up with the changes I put into place and wanted to support me through the process. They were coaches, not dictators and certainly not "know-it-all" retired administrators. I have also used ARP to help with professional development and a transportation audit. I have been extremely pleased and give them an A+. I hope this helps!

A motion for this item has been included on the June 14th agenda. I am seeking Board of Education support to allow the district to proceed with this process. With at least 7 new members* of the central office team transitioning into their new roles on July 1st and several others during the 2016-2017 school year, this audit will present an outstanding opportunity to clarify roles and responsibilities and potentially create efficiencies.

**(3) Human Resources, (2) Business, (2) Special Education, (2) Teaching & Learning, (1) Buildings & Grounds*

A full description of the written proposal is attached for your review.