

A proposal from a consultant to Review Administrative Staffing is attached, pursuant to school board action at the March 9 meeting.

**A PROPOSAL FOR THE  
BECKER PUBLIC SCHOOL**

**Submitted to Superintendent Steven Malone**

**by**

**Greg Vandal, Vox Liberi**

**PROJECT:** An examination of administrative capacity for the Becker Public School

1404 9th Avenue North  
Sauk Rapids, MN 56379  
320-247-3739  
greg.vandal@voxliberi.com

March 2015

## 1.0 Project Description

Superintendent Steven Malone contacted Greg Vandal, a retired school superintendent who currently is engaged in group facilitation and other research projects, to design and implement a study to determine the extent to which the Becker Public School has both appropriate levels of administrative staff in place and is deploying those resources in an effective fashion. The study will examine available comparative data and it will engage select members of the Becker administrative team in facilitated discussions intended to reveal pertinent information. The results of the study, including any emergent recommendations for action, will be shared with the Board of Education.

## 2.0 Facilitator Credentials and Relevant Experience

2.1 Greg Vandal, sole proprietor for Vox Liberi, brings nearly four decades of education experience to the project. He has served as a school administrator since 1985 and a superintendent since 1990. Greg retired as the superintendent for the Sauk Rapids-Rice Public Schools in the summer of 2010 to start Vox Liberi, a consulting business. Greg is recognized in the business and education communities as an excellent communicator and a highly skilled facilitator. Greg has regularly been enlisted as a keynote speaker at state and regional conferences for the past three decades. He is frequently called upon to be a voice for children (Vox Liberi) and for those who serve kids.

An adjunct faculty member for St. Cloud State University with an earned doctorate from the University of Minnesota, Greg has been enlisted to assist special education cooperatives, university systems, school districts, nonprofit organizations, and private businesses with planning exercises and special projects. His concentration has been on strategic thinking, organizational spirit, and ethical leadership. Greg is a past Minnesota Superintendent of the Year and served as President for the Minnesota Association of School Administrators. In addition, he has held leadership roles in numerous state education, commercial, and service organizations. He has served in leadership with the St. Cloud Area Chamber of Commerce, United Way of Central Minnesota, the Central Minnesota Community Foundation, and, most recently, with Lutheran Social Service of Minnesota.

Perhaps Greg's greatest strength as a leader has been in his ability to bring together individuals of diverse, often competing, interests and to help form in those persons a resolve to engage in action devoted to the common good. Greg has helped three dozen school districts and other organizations with a host of projects involving everything from planning to executive search in recent years.

### 2.2 Recent experience:

Foley Public Schools – Strategic Planning Services and Superintendent Search Services

Darrin Strosahl, Superintendent (320) 968-7175

Staples-Motley Schools – Long Range Facilities Plan

Mark Schmitz, Superintendent (218) 296-1888

Chisago Lakes Public School – Strategic Plan and Communications Plan

Joe Thimm, Superintendent (651) 213-2096

STRIDE Academy – Strategic Plan and Executive Search

Larry Peterson, Interim Executive Director (320) 293-1011

2.3 A detailed resume and reference list are available upon request.

## 3.0 Proposed Work Plan and Time Line

As described in Section 1.0 above, the facilitator proposes to study the administrative structure of the Becker Public School. Three central, interrelated questions will be examined as the study unfolds:

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- Compared to school districts of like size and function and in accordance with the findings of the study, is the level of administrative staff for the Becker Public School appropriate to achieve the mission of the district?
- Considering the work assignments and other organizational expectations prescribed by the Board of Education, what changes in staffing numbers (up or down) should be considered?
- In an examination of the deployment of administrative staff relative to both numbers and job descriptions, how might assignments be restructured to achieve heightened effectiveness and efficiency?

Proposed action is as follows:

#### Mid to late April 2015

The facilitator will meet with the School Superintendent to gather additional information regarding current staffing levels and the deployment of those assignments. The Superintendent has, per early conversations, completed a preliminary study on staff levels at comparison districts. This study will be examined in detail as the facilitator takes steps to become more familiar with the study and with the Becker Public School.

#### May 2015

The facilitator will examine the central findings from the Becker study and extend those findings by queirying select participant school superintendents regarding the elements of the original study. Phone and on site research will be conducted with these superintendents to gain further insights into how these leaders deploy administrative personnel in their school districts. Efforts will be made to target school districts most like the Becker Public Schools for this element of the study. In addition, research will be conducted into current, relevant studies that have led to the development of recommendations for administrative staffing levels and deployment for like school districts.

#### June 2015

The facilitator will conduct on-site interviews with select members of the Becker administrative team and with support personnel for those administrators. An inventory of questions will be developed and shared with interview subjects prior to the site visit. The inventory will elicit perceptions from participants regarding the central research questions identified above. Twelve hours over two days will be devoted to site interviews.

#### Late June 2015

The facilitator will meet with a small district-selected (ad hoc) team of administrators and support staff to review preliminary findings and consider possible recommendations for staff levels and deployment. The work session will permit administrative staff to provide input into the emergent recommendations based on their insights into work completed to date.

#### July 2015

A narrative report will be developed that will contain the findings of the facilitator's study and include recommendations for possible changes in the numbers and/or deployment of administrative and support staff for the district. Said report shall be presented to the Board of Education at a work session.

## 4.0 Budget:

4.1 This financial proposal has been developed based on the Proposed Work Plan; it includes travel and professional time related to onsite meetings. In addition, travel, preparation, followup, and writing time has been calculated into the total package.

Design and delivery of the Becker Public School Project  
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\$6,600

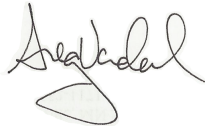
4.2 Logistics: It is understood that the district shall be responsible for providing baseling information and securing the meeting locations for on-site experiences.

4.3 Expenses: Mileage and other real expenses will be reimbursed. Travel expenses shall be compensated in accordance with IRS rates. Actual supply expenses shall be directly reimbursed upon submission of claims. Printing expenses will be at cost.

4.4 Additional services: Should the district wish to schedule additional meetings and/or add to the scope of the base project, said fees for service shall be negotiated with the consultant at rates in accordance with the base project. Said project extension shall happen only with the express authority of the Superintendent and at the agreement of the consultant. Should the district wish to work with the consultant on the development of detailed action plans, including implementation logistics, that might emerge from the study of administrative services, said additional service can be directly negotiated with the consultant.

5.0 Proposal Certification

The undersigned understands that this document shall become part of any agreement subsequently made with the owner and I attest, to the best of my knowledge, to its accuracy.



By \_\_\_\_\_  
Greg Vandal, Vox Liberi

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Date March 30, 2015