

Executive Summary

As a consequence of the turmoil experienced during the 2005-2006 school year, the BFCCPS Board of Trustees officially established the Administrative Task Force (soon renamed to the Organizational Task Force) at the June, 2006, Board meeting with the following:

Charge to the Administrative Task Force:

- To propose recommendations intended to augment the future organizational/leadership structure of the Benjamin Franklin Classical Charter Public School.

Process

- Instruct the task force to investigate the organizational structures of schools similar in size, grade levels served, and mission to BFCCPS including other charter schools, those adhering to the Core Knowledge Sequence, those having received recognition as schools of character, etc.
- Establish a list of “best practices” and develop recommendations specific to BFCCPS.

The BFCCPS Organizational Task Force, made up of 10 parents, faculty, and Board members, met weekly throughout the summer and into the fall. The team was divided into three subgroups to allow concurrent focus on three areas:

Alternative Structures and Best Practices: Research, school visits, interviews and online investigations yielded several key concepts for the forward thinking school leader: the primacy of mission; the need for clarity and communication; shared decision making/shared leadership; teacher centered approaches; and the professional learning community.

Job Function Inventory: Interviews with staff uncovered a variety of potential organizational issues to address via our recommendations.

Staff and Parent Survey: Significant amounts of data were collected that pointed to concerns with the support of the mission; dissatisfaction with communications; organizational structures that were not optimal; eroded trust and respect; and an atmosphere that discouraged collaboration and creativity.

Synthesizing the research and best practices with the needs of the school uncovered by the Job Function Inventory and the Staff and Parent Survey, led the task force to make 7 major recommendations:

1. **Create and staff a position responsible for maintaining the integrity and embodiment of the mission.** The Director of Mission would be a school-wide resource to train and mentor faculty, staff, and parents and coordinate efforts to fully integrate the four pillars into the curriculum.

2. **Streamline the management structure** by eliminating the Dean role and creating the means for faculty to report directly to the HOS.
3. **Create opportunities for collaboration and shared decision making.** Form a Leadership Council to provide a forum for faculty to join with the HOS to resolve school issues and develop strategies to improve instruction and learning. Create four Pillar Councils, one for each pillar of our mission, under the oversight of the Director of Mission where teachers, staff, and parents collaborate to jointly define programs, projects, and activities to make the mission come alive in the classroom.
4. **Professionalize the Human Resource (HR) role** for the school by hiring or contracting for a seasoned HR person.
5. **Foster a communication-rich environment at BFCCPS** by implementing a variety of specific ideas, including developing a comprehensive communications plan.
6. **Create and staff a position responsible for managing the business affairs of the school.** The Director of Business Affairs would be able to assume business and operational responsibilities currently performed by the HOS, thus enabling the HOS to remain focused on educational issues as well as student and parent interactions.
7. **Modify the method by which new members are elected to the Board of Trustees** to enable meaningful involvement of both faculty and parent groups in the governance of the school.

A great deal of supporting material from each subgroup has been included in the report and provides background, context, and much of the rationale for these recommendations.

Faculty, staff, parents, and Board members will all have ample opportunity to discuss the contents and recommendations contained in the report during a series of meetings to be held over the next month. Copies of the report are available online at www.bfccps.org and in the BFCCPS Library.

The members of the BFCCPS Organizational Task Force hope that this report provides positive impetus for moving BFCCPS forward as a reenergized learning community grounded in its strong mission, guided by its talented and professional staff, and dedicated to its families.