

**To: Watertown School Committee**  
**From: John R. Brackett, Interim Superintendent**  
**Date: February 13, 2017**

**RE: Recommendation to reclassify district administration positions**

I recommend that the Director of Business Services position be reclassified to Assistant Superintendent, Finance and Operations. I further recommend that the position of Assistant Superintendent be retitled to Assistant Superintendent, Teaching, Learning, and Assessment; and the Director of Special Education be retitled to Director of Student Services.

- A. As was pointed out in the RSM report last year, the current title of Director of Business Services does not reflect the full breadth of the current roles and responsibilities of the position. In addition to the typical business services duties and functions, this position leads and manages food service, maintenance, transportation, and facility utilization. Reclassifying this to an Assistant Superintendent level and clarifying that broader school and district operations are within the purview of the role, provides the following benefits:
  - a. As Assistant Superintendent, the position will add an “educational” perspective to the business and operations function. This broader perspective and understanding how decisions, budgets, policies, etc. impact the educational process will enhance the leadership capacity in the district.
  - b. It allows for greater coherence within the district’s organizational structure and for future reorganization and reassignment efficiencies in district level leadership. This may include the possibility for greater alignment with human resources, district-town relationships, management and instructional technology and community education.
  - c. It elevates the position, and compensation, to a level that allows us to recruit and retain quality candidates. This issue was cited in the RSM report as a benefit in light of the turnover in directors and difficulty in recruiting qualified applicants.
  - d. Compensation for the position will be set at the same range as the current compensation for the Assistant Superintendent, Curriculum, Instruction and Assessment.
  - e. The Massachusetts Chief Business Official License is required for the position; the Assistant Superintendent license will be required within 1 year of hire, and will be preferred at the time of hiring.
- B. Currently we have the position of Assistant Superintendent. It is understood, not stated, that this position focuses on the educational aspects of the district, including curriculum, instruction, professional development, grants, digital learning, ESL, and wellness. If the recommendation proposed in ‘A’ above is approved, retitling the existing Assistant Superintendent position to Assistant Superintendent, Teaching, Learning and Assessment helps clarify and differentiate the roles. The responsibility for assessment is purposefully added to reinforce that assessment is part and parcel of quality instruction and continuous improvement of teaching and learning. I believe this change brings greater coherence to the leadership structure.
  - a. There is no financial impact to this change
- C. The current Director of Special Education role, for which there has also been frequent turnover, actually incorporates a broader set of responsibilities than special education. There are several general education responsibilities included as well, such as, administration and coordination of 504s, Title 9, related services (PT, OT, SLP,) and Early Steps Preschool. Again, changing to this more encompassing title allows us to consider further coherence in reorganizing district administration services in the future.
  - a. There is no financial impact to this change.