

San Diego City Schools
Community Relations and Integration Services Division

TASK FORCE TO STUDY
DISTRICT ADMINISTRATIVE REORGANIZATION

September 8, 1981

PROGRESS REPORT

I. INTRODUCTION

On July 30, 1981, the Board of Education appointed a Task Force to study the district's organizational structure. The task force was charged with developing an administrative structure which addresses the needs of the twenty-three racially isolated schools and all other district schools involved in any major element of the San Diego Plan For Racial Integration, such as schools receiving students enrolled in the Voluntary Ethnic Enrollment Program (VEEP). Task Force membership is indicated in Attachment I. Meeting agendas are included in Attachments II through VIII.

II. GOALS AND OBJECTIVES

The following goal, objectives and activities were approved by the task force:

Goal: To develop a model for a management structure for San Diego City Schools which defines the authority and responsibilities of the components of that structure.

Objectives:

1. To provide the support services necessary for the staff to meet the educational needs of all students.
2. To improve the development and implementation of integration programs.

Task Force Activities:

1. Establish a timeline for the task force activities.
2. Determine procedures for task force action including ways to receive district staff and community input.
3. Suggest ways to involve the Court's three experts into the operations of the task force.
4. Recommend to the Board the most appropriate management model.

III. COORDINATION WITH COURT'S SPECIAL CONSULTANTS

Subsequently, Judge Louis M. Welsh appointed Drs. Michael Kirst, H. Thomas James, and Ewald Nyquist to serve as special consultants and assist in the study.

A joint meeting of the special consultants and the task force was held on August 27, 1981. The following agreements were reached:

- A. Dr. Kirst will serve as chairman of the special consultants.
- B. The special consultants will work cooperatively with the task force.
- C. The task force and the special consultants will share information with each other.
- D. The special consultants will return to San Diego to work with the task force when significant developments occur. (One or two trips will probably be needed.)
- E. The special consultants will, in all probability, submit their own reports. However, the reports will be thoroughly discussed with the task force.

IV. STATEMENT OF PROCESS

The reorganization of an administrative structure can best be performed in a three-stage process. The first stage is analysis and preliminary planning. The second stage is the detailed development of the plan. The third stage is the implementation and monitoring of the plan.

STAGE I - Analysis and Preliminary Planning

The task force is preparing a list of needs relative to administrative concerns and reported problems. Sources for such statements may be found in the report entitled, "Organization Study of the San Diego Unified School District," the Court Memorandum of Intended Decision, the report of the Integration Task Force, the Board's approved goals and objectives, and divisional objectives. Additional needs and alternative ways to meet them will be developed with input from staff through oral and written communication.

The task force's interim recommendations will be submitted to the board on October 20, 1981. If the board approves the recommendations, the task force will continue into Stage II.

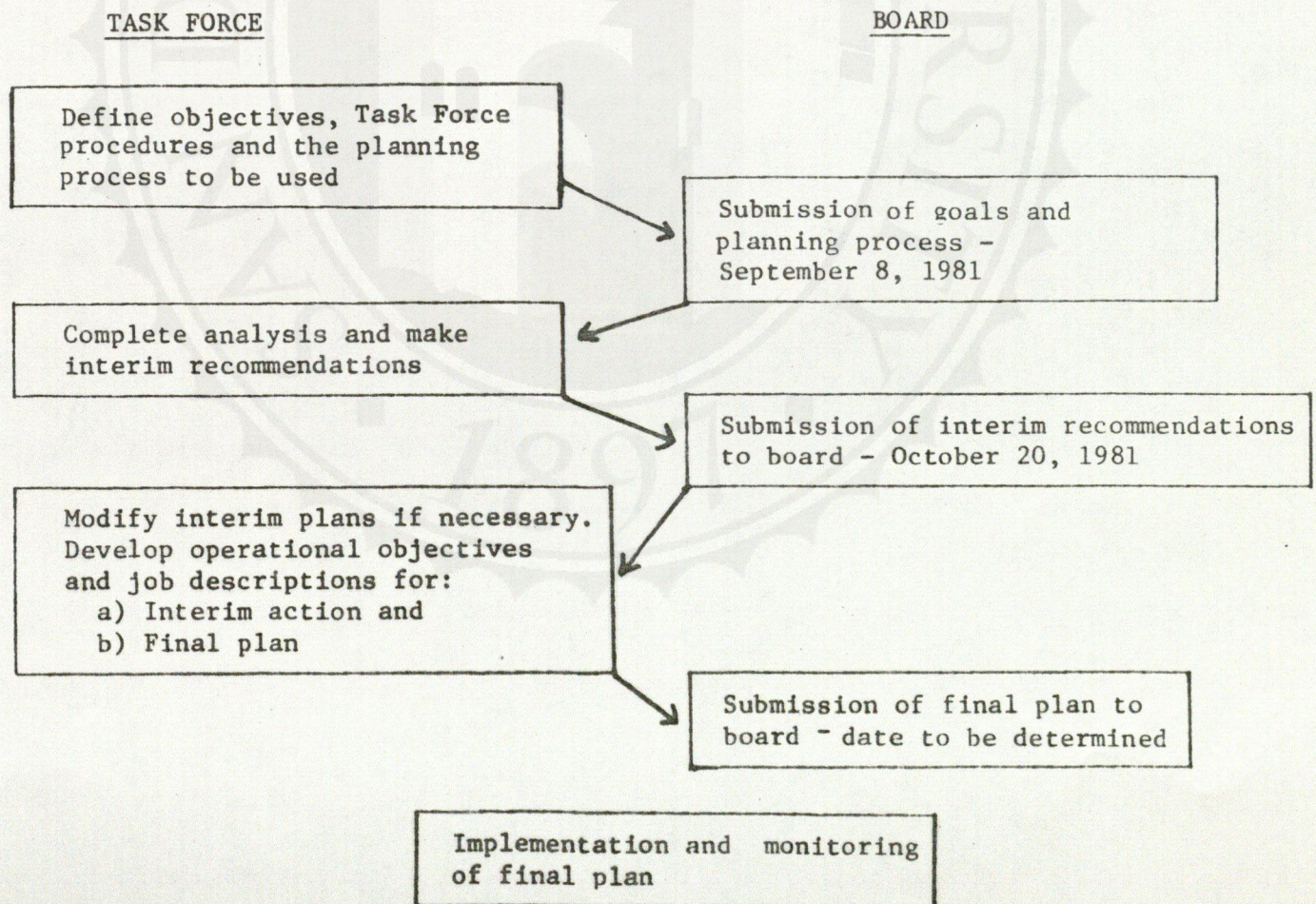
STAGE II - Development of the Plan

Operational objectives will be written to give a clear outline for a management system.

STAGE III - Implementation

Should the board decide to proceed to the implementation stage, tasks will need to be assigned and administrator teams formed or reorganized, if required, to achieve the stated objectives.

PROCESS DIAGRAM AND SCHEDULE

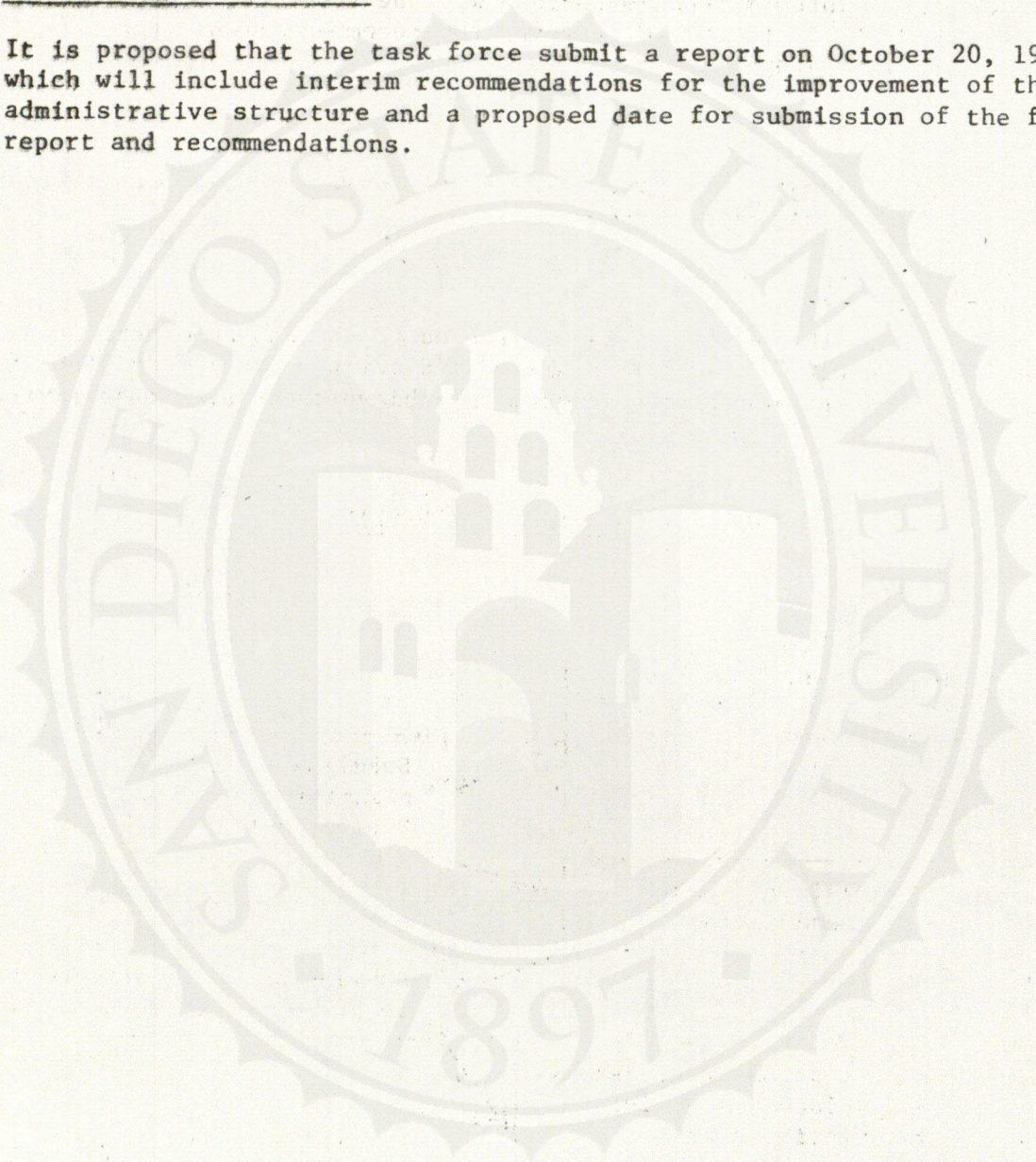


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V. PROPOSED REPORT SCHEDULE

It is proposed that the task force submit a report on October 20, 1981 which will include interim recommendations for the improvement of the administrative structure and a proposed date for submission of the final report and recommendations.



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ATTACHMENTS

<u>TITLE</u>	<u>ATTACHMENT NO.</u>
MEMBERSHIP LIST	I
AGENDA MEETING OF AUGUST 12, 1981	II
AGENDA MEETING OF AUGUST 17, 1981	III
AGENDA MEETING OF AUGUST 19, 1981	IV
AGENDA MEETING OF AUGUST 24, 1981	V
AGENDA MEETING OF AUGUST 26, 1981	VI
AGENDA MEETING OF AUGUST 31, 1981	VII
AGENDA MEETING OF SEPTEMBER 3, 1981	VIII

TASK FORCE TO STUDY
DISTRICT ADMINISTRATIVE REORGANIZATIONMEMBERSHIP LIST

Mr. Edward S. Fletcher, Chairman	Assistant Superintendent Community Relations and Integration Services Division
Dr. John L. McLevie	Integration Analyst
Mr. Louis A. Boitano	Executive Director San Diego Teachers Association
Dr. Carol J. Carnie	Evaluation Coordinator San Diego County Department of Education
Dr. Ronald Detrick	Executive Director San Diego Administrators Association
Mrs. Dorothy Leonard	Past President 9th District PTA Vice-Chairman, San Diego Planning Commission Member, Board of Directors SWRL (Southwest Regional Laboratory for Educational Research and Developmnet)
Mr. Jack Morse	Manager, Fleet Management San Diego Gas and Electric
Dr. Cornelius Page	Community College Teacher of English Member of District Advisory Committee- (Integration)
Ms. Rosalia Salinas	Bilingual Coordinator San Diego County Department of Education

San Diego City Schools
Community Relations and Integration Services Division

MEETING OF TASK FORCE
TO STUDY DISTRICT ADMINISTRATIVE REORGANIZATION

August 12, 1981

A G E N D A

1. Introduction
2. Discussion of Purposes of Task Force
 - Review Mrs. Larsen's Statement
 - Review Board-approved Approach and Timeline
 - Review Morse Committee Report
3. Discussion of Structure of Study
4. General Discussion
5. Establishment of Meeting Schedule
6. Adjournment

ESF:jgm

San Diego City Schools
Community Relations and Integration Services Division

Meeting of Task Force
To Study District Administrative Reorganization
August 17, 1981
7:30 a. m.

A G E N D A

1. Review Minutes of Meeting of August 12, 1981
2. Discussion of Role of Community in Reorganization Study
3. Discussion of Potential Significant Issues to be Included in Study
4. Plan for Discussion of Level of Participation of Staff - Meeting of August 19, 1981
 - Should there be a staff committee?
 - If so, what membership is desirable?
 - Should staff members be interviewed individually?
 - If so, by whom?
 - What other methods are available to obtain staff ideas and/or concerns?
5. Round Table
6. Adjournment

ESF:jgm

San Diego City Schools
Community Relations and Integration Services Division

Meeting of Task Force
To Study District Administrative Reorganization
Cafeteria Conference Room #2
August 19, 1981 - 7:30 a.m.

A G E N D A

- * 1. Approval of Goals Statement

- * 2. Approval of Planning Methodology

- 3. Review of Identified Needs

- 4. Summary of Future Meeting Topics
 - August 24 - Change Process
 - August 26 - Finalize Objectives (Experts here)
 - August 31 - Structure/Process/Timeline
 - September 2 - Draft Report
 - September 8 - Board Meeting

- 5. Round Table

* Attachments

/jgm

San Diego City Schools
Community Relations and Integration Services Division

MEETING OF TASK FORCE
TO STUDY DISTRICT ADMINISTRATIVE REORGANIZATION

August 24, 1981

A G E N D A

- I. Follow-up From Meeting of 8/19/81
 - A. Revised Goal and Objectives
 - B. Copies of Job Descriptions and Tables of Organization
 - C. Table of District Achievement Scores
- II. Approval of List of Identified Needs
- III. Discussion of the Change Process
- IV. Finalize Arrangements for Meeting with Task Force Consultants
- V. Round Table

ESF:jgm

SAN DIEGO CITY SCHOOLS
Community Relations and Integration Services Division

August 26, 1981

Joint Meeting of Task Force
To Study District Administrative Reorganization
and
Court Special Consultants

AGENDA

1. Introductions
2. Discussion of Role of Court Consultants and Task Force
3. Development of Specific Tasks

Next Meeting - Monday, August 31, 1981
7:30 to 9:30 AM - Education Center
Annex 1, Room 103

ESF:kkh

San Diego City Schools
Community Relations and Integration Services Division

Meeting of Task Force
To Study District Administrative Reorganization
Monday, August 31, 1981

AGENDA

1. Confirmation of Working Agreements With Special Consultants
2. Review of Proposed Schedule
 - September 8, 1981 - Progress Report
 - October 20, 1981 - Progress Report - Intermediate Proposal
 - February 16, 1982 - Final Report and Recommendations
3. Review of Identified Needs
 - Define Potential Intermediate Problems

Announcement

Mrs. Larsen has been invited to the next meeting to discuss the Task Force Assignment.

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San Diego City Schools
Community Relations and Integration Services Division

MEETING OF TASK FORCE
TO STUDY DISTRICT ADMINISTRATIVE REORGANIZATION

September 3, 1981

A G E N D A

1. Discussion of Task Force Role With Board of Education President
2. Review Draft of Progress Report
3. Discussion of Methods For Receiving Input From Staff and the Public
4. Revision of List of Identified Needs
5. Round Table
6. Adjournment

ESF:jgm