

ELKHART COMMUNITY SCHOOLS
BOARD OF SCHOOL TRUSTEES
Elkhart, Indiana

Special Board Meeting

July 13, 2023

AGENDA

1. Call to Order/Pledge
2. Appointment of Interim Superintendent/Approval of Contract
3. Board Policy 3421.01A – Professional Staff Contracts and Compensation Plans
– The administration seeks approval of proposed revisions to Board Policy 3421.01A – Professional Staff Contracts and Compensation Plans and asks to waive second reading.
4. Confirmation of Superintendent’s Administrative Appointments
5. Adjournment

Book	Policy Manual
Section	3000 Personnel
Title	PROPOSED REVISED PROFESSIONAL STAFF CONTRACTS AND COMPENSATION PLANS (ADMINISTRATORS)
Code	po3421.01A
Status	First Reading
Adopted	December 13, 2016
Last Revised	March 28, 2023
Last Reviewed	July 13, 2023

3421.01A - **PROFESSIONAL STAFF CONTRACTS AND COMPENSATION PLANS (ADMINISTRATORS)**

Administrative Salary Schedule

Salary - Low	Salary - High	Position
109,893	133,647	Assistant Superintendent of Exceptional Learners
109,893	133,647	Assistant Superintendent of Instruction
109,893	133,647	Assistant Superintendent of Student Services
109,893	133,647	Chief Operating Officer
108,893	132,426	Chief Financial Officer
108,894	132,426	Director of Elkhart Area Career Center
108,894	132,426	District Counsel/Chief of Staff
108,894	132,426	Executive High School Principal
98,904	120,216	Director of Secondary Curriculum
98,904	120,216	Director of Elementary Curriculum
98,904	120,216	Director of Human Resources
98,904	120,216	Director of Technology
98,904	120,216	Director of Federal Programs
88,914	108,006	Director of Transportation
88,914	108,006	Director of Food Services
96,906	117,774	Elkhart Area Career Center Principal
88,914	108,006	Elementary Principal
96,906	117,774	Middle School Principal
88,914	108,006	Director of Literacy
88,914	108,006	High School Principal School of Study
88,914	108,006	High School Principal Elkhart Academy
88,914	108,006	Supervisor of Special Programs
79,923	97,017	Alternative Programs Principal
89,913	109,227	High School Athletic Director
79,923	97,017	Assistant Director of Human Resources
79,923	97,017	Controller
79,923	97,017	Director of English Learners
88,914	108,006	Director of Counseling
79,923	97,017	High School Assistant Principal
79,923	97,017	Middle School Assistant Principal
79,923	97,107	Supervisor of Accounting, Audits, and Investments
71,931	87,249	Director of Communication
71,931	87,249	Director of Inclusion

71,931	87,249	Elementary Assistant Principal
88,914	108,006	Principal of School Without Walls
79,923	97,017	Supervisor of Student Services/Attendance Officer
88,914	108,006	Director of School Safety, Security, and Risk Assessment
96,906	117,774	High School Vice Principal
88,914	108,006	Director of High Ability

The Superintendent or his/her designee is directed by the Board to conduct a bi-annual analysis of administrative salaries to ensure pay equity exists for those administrators subject to the provisions of this policy.

Placement of Newly Employed Administrators on the Administrator Salary Schedule

The Superintendent shall place newly employed administrators on the salary schedule by application of the rubric set forth in the table below:

Hiring Rubric		Column A Times Factor	Column B Possible Points
Education	max 12	2	24
BA with Licensure	5		
MA with Licensure	8		
Ed.S with Licensure	10		
Ph.D. with Licensure	12		
Experience	max 15	2	30
3-5 years	5		
6-10 years	10		
10+ years	15		
Environment	max 13	2	26
Coming from District Unlike ECS	4		
Coming from District Like ECS	8		
Coming From ECS	13		
Superintendent Discretion	max 10	2	20
Total Points			100

The points awarded to the incoming administrator in Column B translate to the percentage of the range which would be applied. For example:

The range of salaries for elementary principals may vary by \$19,000 from the lowest possible salary to the highest possible salary for administrators in this category. A newly employed principal may have the following characteristics:

Education	MA = 8 points x 2	16 points
Experience	5 years = 5 points x 2	10 points
Environment	Like Elkhart Schools = 8 x 2	16 points
Discretion	Using no discretion	0 points
Total Points		42 points

For the purpose of this rubric, environment shall be defined as urban districts with demographics similar to Elkhart Community Schools.

The incoming administrator would then receive a percentage of the total variance between the lowest and highest possible salary equivalent to the points earned. In the example described above, the incoming administrator's initial salary would be \$7,980 above the lowest possible salary for an administrator in that category.

Rubric for Current ECS Admin Annual Review		Column A Times Factor	Column B Possible Points
Education	max 12	2	24
BA with Licensure	5		
MA with Licensure	8		
Ed.S. with Licensure	10		
Ph.D. with Licensure	12		
Experience	max 25	2	50
3-5 years	5		

6-10 years	10		
11-15 years	18		
16+ years	25		
Environment	max 13	2	26
Coming from District Unlike ECS	4		
Coming from District Like ECS	8		
Coming from ECS	13		
Total Points			100

The points awarded to the current administrator in Column B translate to the percentage of the range which would be applied for a compensation increase. For example:

The range of salaries for elementary principals may vary by \$19,000 from the lowest possible salary to the highest possible salary for administrators in this category. A currently employed principal may have the following characteristics:

Education	MA = 8 points x 2	16 points
Experience	5 years = 5 points x 2	10 points
Environment	Coming From Elkhart Schools = 13 x 2	26 points
Total Points		52 points

For the purpose of this rubric, experience shall be defined as experience as an administrator or in an administrator capacity within or outside of Elkhart Community Schools. This is also inclusive of time as an academic dean at Elkhart Community Schools.

A current administrator would then receive a percentage of the total variance between the lowest and highest possible salary equivalent to the points earned. In the example described above, the incoming administrator's initial salary would be \$7,980 above the lowest possible salary for an administrator in that category.

Position Value Matrix

A committee of three (3) administrators appointed by the Superintendent shall utilize the position value matrix, set forth below, in order to make a recommendation to the Superintendent regarding the appropriate placement of any newly created administrative position on the Corporation's Administrative Salary Schedule, and for the reclassification of any currently existing administrative position whenever there has been a substantial change in responsibilities for such position.

Normally, recommendations for reclassification of an administrator position shall be submitted to the Board for consideration on or before September 1st.

Component	Minimal	Low	Medium	High
Expertise and Education (Total Points Available 40)	10 POINTS Position involves complicated procedures, skills, or equipment that are integrated within the overall departmental operation, but does not require much experience. Position description indicates a Bachelor's Degree is preferred.	20 POINTS Position requires a college level education in a professional or technical field, advanced skills, and a vocational level knowledge of a professional field. Position description indicates a Bachelor's Degree is required but might also require further credentials or certifications.	30 POINTS Position requires college level education in a professional or technical field, broadened by extensive related work experience. Position description indicates a Master's Degree is required.	40 POINTS Position requires professional, technical, or managerial expertise in at least one field, developed through extensive experience, training and education to the point of being an authority in the Corporation. Position description indicates a requirement for education beyond a Master's Degree.

<p>Decision-Making Discretion and Impact (Total points Available 60)</p>	<p>15 POINTS</p> <p>Decisions made by this position usually directly affect the quality, quantity, and timeliness of work produced by this position itself, those closely engaged in related work (work unit), or, at times, by those in different work units. The majority of decisions made by this position relate to how the work should be done (work execution), but some relate to work planning.</p>	<p>30 POINTS</p> <p>Decisions made by this position usually directly affect the success of a major department or school in meeting its objectives. Decisions are roughly balanced between planning and execution.</p>	<p>45 POINTS</p> <p>Decisions made by this position usually directly affect the success of the District in meeting its objectives and mission. The majority of decisions are related to program and resource planning, allocation, and adjustment.</p>	<p>60 POINTS</p> <p>Decisions made in these positions regularly affect the short- and long-term success of the District. Decisions are balanced roughly between those related to strategic plans and program/resource planning and allocation. Effects of decisions are characterized by a high visibility inside and outside the organization.</p>
<p>Interpersonal Relations (Total Points Available 20)</p>	<p>5 POINTS</p> <p>Position requires the normal courtesy and respect for others expected of any employee. Contact is primarily with coworkers and supervisors.</p>	<p>10 POINTS</p> <p>Position requires the normal courtesy and respect for others expected of any employee, plus a moderate degree of tact. Contact is with employees, students, and the public on primarily routine requests or inquiries.</p>	<p>15 POINTS</p> <p>Position requires more than normal courtesy and respect for others. Position requires sufficient tact and diplomacy to effectively handle regular contact outside of the organization on difficult or sensitive matters; job might alternatively, require extensive interaction with students.</p>	<p>20 POINTS</p> <p>Position requires, in addition to tact and diplomacy, the ability to persuade and motivate others, both inside and outside the organization, to take desired action. Position is characterized by regular interaction with the Board of Education and the public on complex and highly sensitive matters.</p>

<p>Supervision <i>(Total Points Available 20)</i></p>	<p>5 POINTS</p> <p>Directly supervises non-administrative positions, does not have any direct reports, and/or completes limited work on cross-departmental projects.</p>	<p>10 POINTS</p> <p>Directly supervises employees and administrators mainly with Minimal Expertise and Education and/or Supervision requirements. Position maintains supervisory capacities consistent with those of Asst. Principals at the Elementary or Middle School Level.</p>	<p>15 POINTS</p> <p>Directly supervises employees and administrators mainly with Low Expertise and Education and/or Supervision requirements. Position maintains supervisory capacities consistent with those of Elementary/Middle School Principals, or School of Study Principals.</p>	<p>20 POINTS</p> <p>Directly supervises administrators, especially those with 1) Medium Expertise and Education and/or Supervision requirements, and 2) responsibility for large and complex departments or facilities. Position maintains supervisory capacities consistent to or greater than those of High School Principals.</p>
<p>Fiscal Responsibilities <i>(Total Points Available 20)</i></p>	<p>5 POINTS</p> <p>Position monitors a minimal budget, at most.</p>	<p>10 POINTS</p> <p>Position may monitor a small-to-moderate budget.</p>	<p>15 POINTS</p> <p>Position monitors a budget comparable to that of an Elementary or Middle School.</p>	<p>20 POINTS</p> <p>Position monitors a budget comparable to that of a High School or of a District.</p>
<p>Complexity <i>(Total Points Available 40)</i></p>	<p>10 POINTS</p> <p>Job tasks and conditions are diverse and considerable discretion is allowed and required to accomplish them utilizing a variety of procedures within a framework of general instructions.</p>	<p>20 POINTS</p> <p>The work objective and the fundamental principles of the job's discipline (teaching, accounting, social work, personnel, etc.) are the framework within which decisions are made and tasks are accomplished. The job tasks focus on the objective rather than the procedures used.</p>	<p>30 POINTS</p> <p>Goals, policies, and Board directives are fairly specific; however, this position must use considerable judgment in determining how to get work done or solve the problem. Job is characterized by rapidly changing issues, problems, and requirements dealing with the matters of significant and strategic importance to the district.</p>	<p>40 POINTS</p> <p>Within the framework of general Board policy, strategic planning, and long-range goals, this position is responsible for pointing the way by establishing more specific goals and objectives. This position is responsible for initiating changes in Board policy, district priorities, etc. in response to a variety of input from both inside and outside the organization.</p>

Annual Base Salary Amount

Each year, two (2) representatives of the Board; two (2) principals, one (1) certified and one (1) classified representative of the district administrative staff; the Superintendent; and Chief Financial Officer shall meet and determine a recommendation to the Board regarding allocation of funds toward salary range, fringe benefits, and funds for performance awards. A school year shall be July 1 through June 30.

Salary Ranges, Placement, and Appeal

Annually, the Superintendent, utilizing input from various sources where applicable, will establish a salary for each administrator. Such salary shall be established within the salary range for each position on the Administrative Salary Schedule. After establishing such salaries, the Superintendent shall report such recommended salaries to the Board.

During an administrator's annual evaluation conference, the supervising administrator shall review with the administrator their position description as well as the appeal process should the administrator believe their position on the salary matrix need to be re-evaluated as a result of a substantial change in responsibilities for said position. The supervising administrator would then initiate a discussion with the Director of Human Resources.

An administrator who is not satisfied with their salary placement may schedule a meeting with the Superintendent to discuss his or her concerns.

An administrator employed on a less than a twelve (12) month contract shall be eligible to be reimbursed for up to five (5) days for time worked beyond the term of his or her contract. The rate of pay shall be \$200 per day so long as the reason for working is shown on the list below.

- A. Required conference/training attendance
- B. Interviewing prospective employees
- C. Curriculum work
- D. Other, with prior approval of the Superintendent

To receive reimbursement, the administrator must prepare a properly completed payroll form and submit it to the Superintendent for approval. Additional days beyond five (5) may be utilized only with prior approval of the Superintendent.

Length of Administrative Contract

Each administrator who is to continue to be employed shall be recommended by the Superintendent for re-employment. The length of contract may be for a period not to exceed three (3) years with compensation review to be made on an annual basis. New administrators shall be issued an initial two (2) year contract with successive contracts, absent Board authorization, having a duration of one (1) year.

Revised 12/12/17

Revised 3/10/20

Revised 8/10/21

Revised 2/8/22

Revised 7/12/22



HUMAN RESOURCES

ELKHART
COMMUNITY SCHOOLS

INTERNAL MEMO

TO: BOARD OF SCHOOL TRUSTEES
FROM: MS. MAGGIE LOZANO
DATE: JULY 13, 2023

PERSONNEL RECOMMENDATIONS

CERTIFIED

- a. **Administrative Appointments**– The administration recommends confirmation of the following administrative appointments effective July 17, 2023:

Bruce Stahly	Assistant Superintendent of Instruction
Barbara Cripe	Director of Elementary Curriculum and Instruction
Frank Serge	Director of Secondary Curriculum and Instruction