

# Westport Public Schools

## Proposal for Alignment of Administrative Structure to Support Success of All Students

December 18, 2017



# Elementary Enrollment Decreased by 300 Since 2007-08

Historical Enrollment in Grade Combinations									
Year	PK-5	K-5	K-6	K-8	5-8	6-8	7-8	7-12	9-12
2007-08	2612	2557	3005	3899	1782	1342	894	2618	1724
2008-09	2641	2584	3036	3953	1805	1369	917	2682	1765
2009-10	2593	2541	2989	3877	1758	1336	888	2675	1787
2010-11	2620	2567	3004	3892	1771	1325	888	2725	1837
2011-12	2563	2524	2984	3876	1826	1352	892	2721	1829
2012-13	2537	2491	2970	3871	1818	1380	901	2783	1882
2013-14	2537	2496	2942	3887	1852	1391	945	2782	1837
2014-15	2492	2441	2909	3843	1841	1402	934	2789	1855
2015-16	2443	2393	2832	3756	1818	1363	924	2811	1887
2016-17	2380	2325	2775	3695	1798	1370	920	2774	1854
2017-18	2351	2284	2717	3621	1755	1337	904	2792	1888

# Elementary Enrollment Predicted to Decrease by Another 150 in Next 5 Years

Projected Enrollment in Grade Combinations*									
Year	PK-5	K-5	K-6	K-8	5-8	6-8	7-8	7-12	9-12
2017-18	2351	2284	2717	3621	1755	1337	904	2792	1888
2018-19	2311	2243	2661	3553	1745	1310	892	2768	1876
2019-20	2264	2195	2630	3494	1679	1299	864	2708	1844
2020-21	2250	2180	2560	3426	1658	1246	866	2697	1831
2021-22	2204	2133	2545	3372	1624	1239	827	2616	1789
2022-23	2198	2126	2511	3314	1574	1188	803	2582	1779

# Projections of Enrollment

We are enrolling cohorts in the low 300s in kindergarten and graduating cohorts in the mid-400s in terms of number of students.

Enrollment Projections By Grade*																				
Birth Year	Births		School Year	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	UNGR	K-12	PK-12
2012	190		2017-18	67	331	348	387	370	430	418	433	450	454	475	463	487	463	0	5509	5576
2013	172		2018-19	68	320	349	363	400	376	435	418	437	455	460	477	456	483	0	5429	5497
2014	175		2019-20	69	331	338	364	375	407	380	435	422	442	461	462	469	452	0	5338	5407
2015	154	(prov.)	2020-21	70	310	349	352	376	381	412	380	439	427	448	463	455	465	0	5257	5327
2016	155	(prov.)	2021-22	71	311	327	364	364	382	385	412	383	444	432	450	456	451	0	5161	5232
2017	169	(est.)	2022-23	72	325	328	341	376	370	386	385	416	387	450	434	443	452	0	5093	5165

\*Projections should be updated annually to reflect changes in in/out-migration of families, real estate sales, residential construction, and births.



Based on an estimate of births



Based on children already born



Based on students already enrolled

# Milone & MacBroom Data

## Current & Historic Enrollments

Westport Public School Enrollment History  
Pre-Kindergarten to 12th Grade

School Year	Birth Year	Births	K	1	2	3	4	5	6	7	8	9	10	11	12	PK
2001-02	1996	357	418	447	433	467	422	433	396	394	342	354	329	273	270	29
2002-03	1997	326	388	442	442	430	464	415	421	404	397	350	346	319	268	40
2003-04	1998	309	369	412	439	446	422	464	416	413	395	404	337	344	314	49
2004-05	1999	314	375	396	430	435	445	412	465	403	410	387	400	327	344	51
2005-06	2000	335	414	400	410	438	438	452	427	480	412	420	389	392	321	55
2006-07	2001	281	379	443	415	435	434	439	461	419	490	406	426	384	380	59
2007-08	2002	296	370	418	460	424	443	438	448	464	430	487	413	433	388	56
2008-09	2003	301	408	412	430	465	433	435	449	445	471	437	484	411	429	56
2009-10	2004	259	377	430	405	442	464	421	448	444	445	466	435	474	410	56
2010-11	2005	261	392	402	441	421	462	446	436	445	443	463	467	433	469	52
2011-12	2006	228	355	400	421	442	430	473	461	436	456	464	461	471	428	39
2012-13	2007	191	364	387	421	431	451	438	479	462	439	477	468	468	466	46
2013-14	2008	219	365	387	398	435	450	461	446	484	461	442	475	463	454	41
2014-15	2009	168	343	390	408	412	449	439	467	445	489	472	441	478	463	54
2015-16	2010	192	346	346	405	419	423	455	439	468	456	492	476	437	477	50
2016-17	2011	176	327	372	361	421	413	428	450	451	469	464	492	467	430	54

State Department of Education - CeDar Enrollment Reports for 2001-02 to 2011-12; Westport Public Schools 2012-13 through 2016-17.

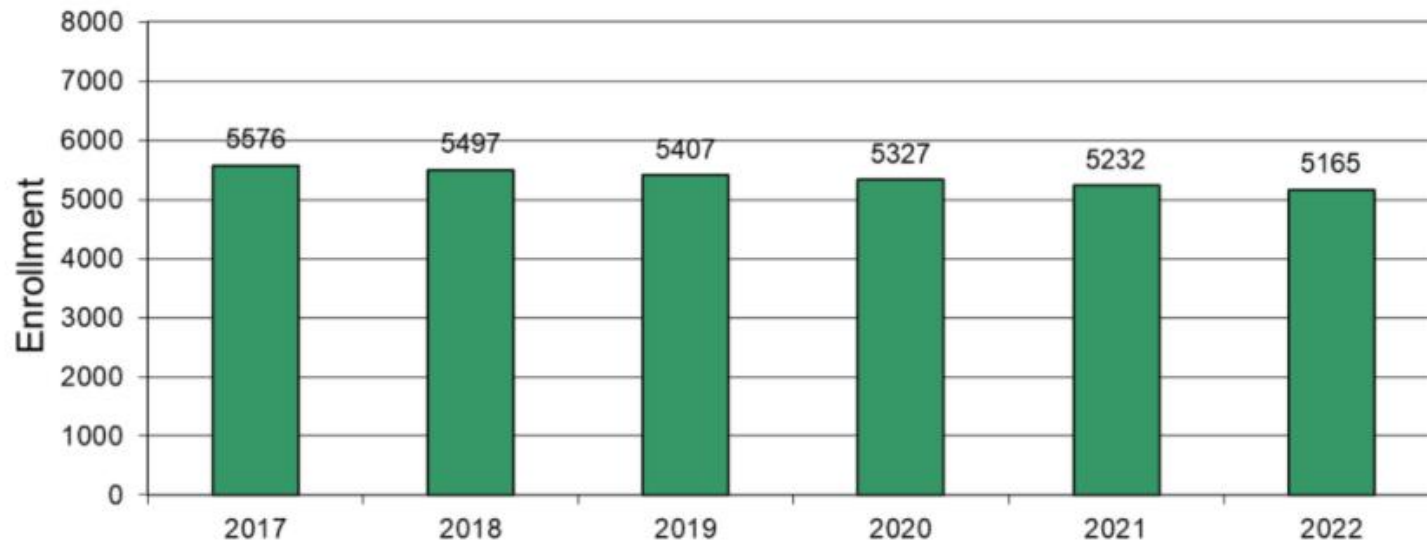
- Examination of historic record shows declining size of entering cohorts beginning in 2011-12 (from average of 390 down to 350)
- Positive migration in elementary grades followed by net neutral migration through middle and high school grade levels



# NESDEC Predicts We Will Decrease by 400 Students in Next 5 Years to 5,165



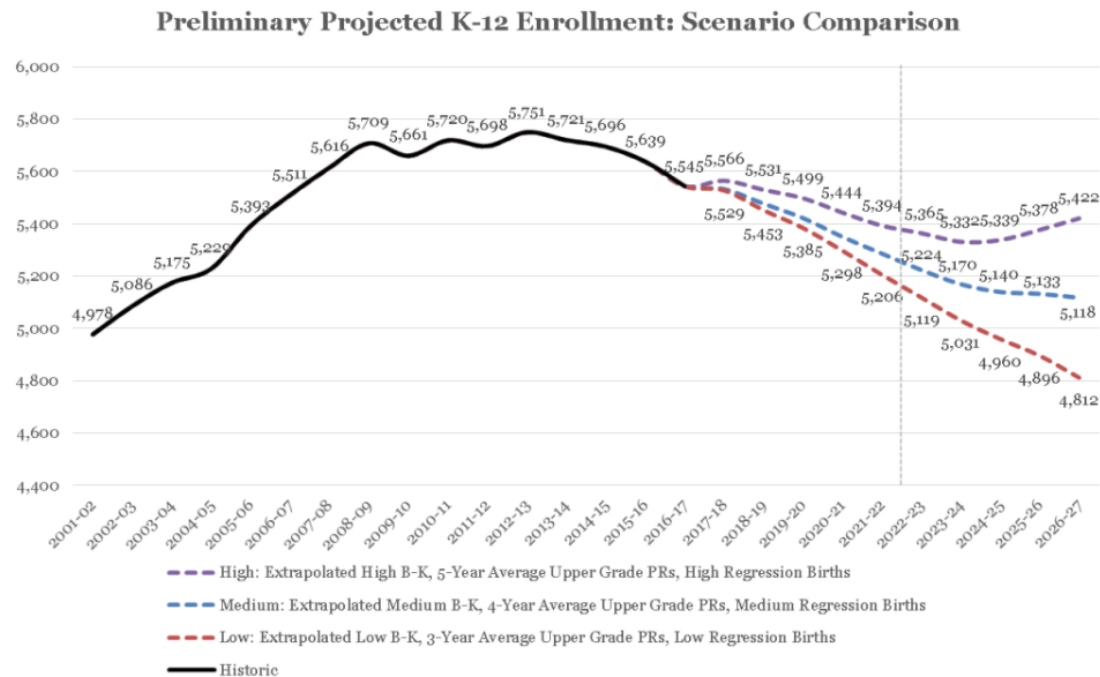
PK-12 TO 2022 Based On Data Through School Year 2017-18





# Milone and MacBroom Predict We Will Settle at 5,224 (middle scenario)

## Districtwide Projections




Source: CT CeDar, Westport Public Schools, MMI analysis



# Predictions of Shifts in Elementary

## Projection Takeaways School Specific

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- Elementary projections scenario depicts rising enrollment at King's Highway and Green's Farms and declines at other three buildings in the near future
    - King's Highway enrollment expected to grow based on birth 'bubble' in past few years
    - Green's Farms seeing more gradual growth based on greater in-migration
  - Middle school projections show declines at both schools, but steeper decrease in enrollment expected at Bedford based on known cohorts currently progressing through elementary schools which will begin matriculating to the middle grades in 2019-20





# Elementary Enrollments Today

Elementary School	Current Enrollment
Coleytown Elementary	376
Greens Farms Elementary	426
Kings Highway Elementary	461
Saugatuck Elementary	482
Long Lots Elementary	543

Our largest elementary school, LLS, is 45% larger than our smallest elementary, CES, and we have resourced all elementary schools at the same level in terms of administration and coaching support for teachers.

# Elementary Administrative Structure

Prior 2000	Shift from 2000 to 2004 Current Model	Shifts Per School	District Impact
1 Principal	1 Principal	0	0
1 Assistant Principal	2 Assistant Principals	+1.0	+5.0
.5 SPED Administrator		-.5	-2.5
1 Curriculum Resource Teacher		-1.0	-5.0
1 Central Curriculum Resource Teacher	1 Central Curriculum Resource Teacher	0	0

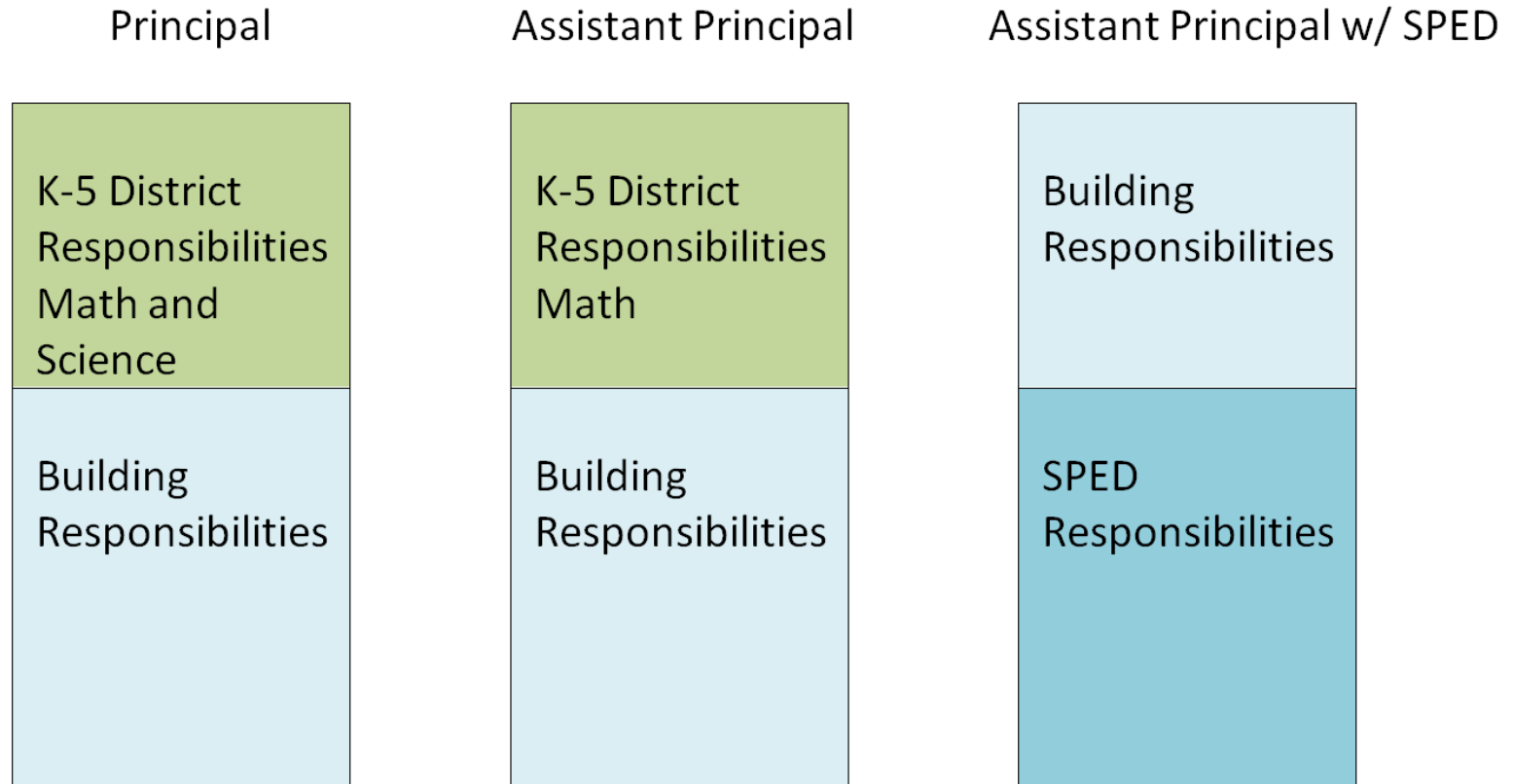
Shift in responsibilities:

- SPED oversight was integrated within each school administration
- Curriculum and instruction oversight became housed within the principals
- Curriculum Resource teachers in schools eliminated

# Cooperative Education Services

- Contracted for review of administrative structure for oversight of Special Education
- Commended the expertise in each school within our current model, which will remain the same
- Recommended additional support for Special Education administrative support at the high school level
- Full written report will be presented to Board in January 2018

# Current CES Administrative Structure

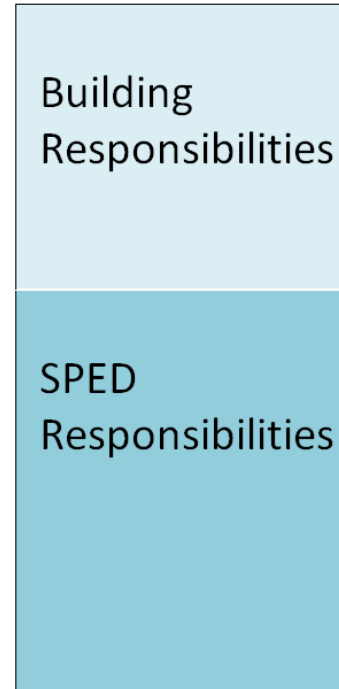


# Proposed CES Administrative Structure

Principal



Assistant Principal w/ SPED

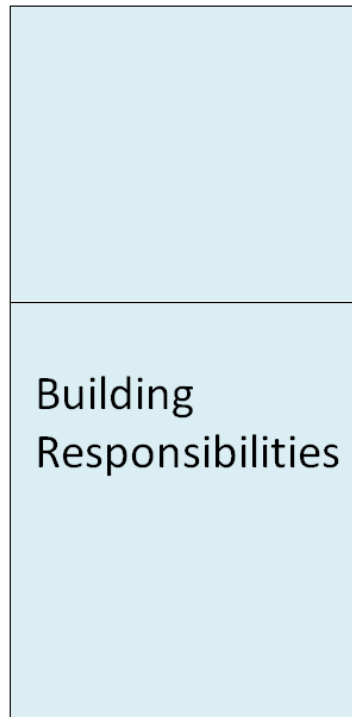


# Current GFS Administrative Structure

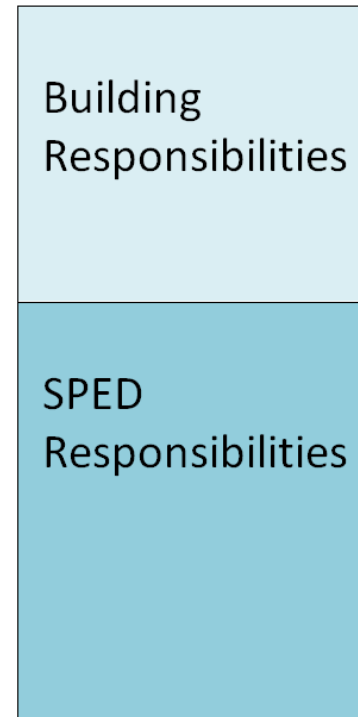
Principal



Assistant Principal



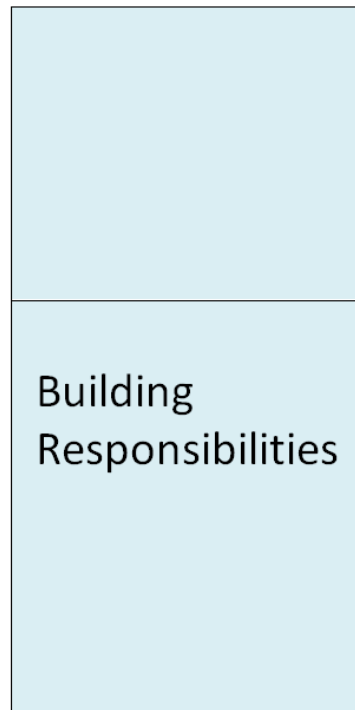
Assistant Principal w/ SPED





# Proposed GFS Administrative Structure

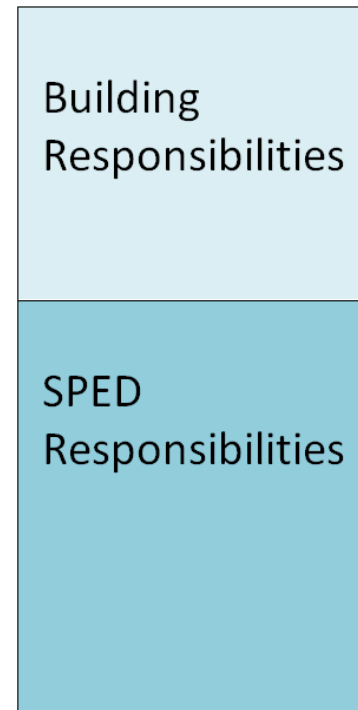
Principal



Assistant Principal



Assistant Principal w/ SPED



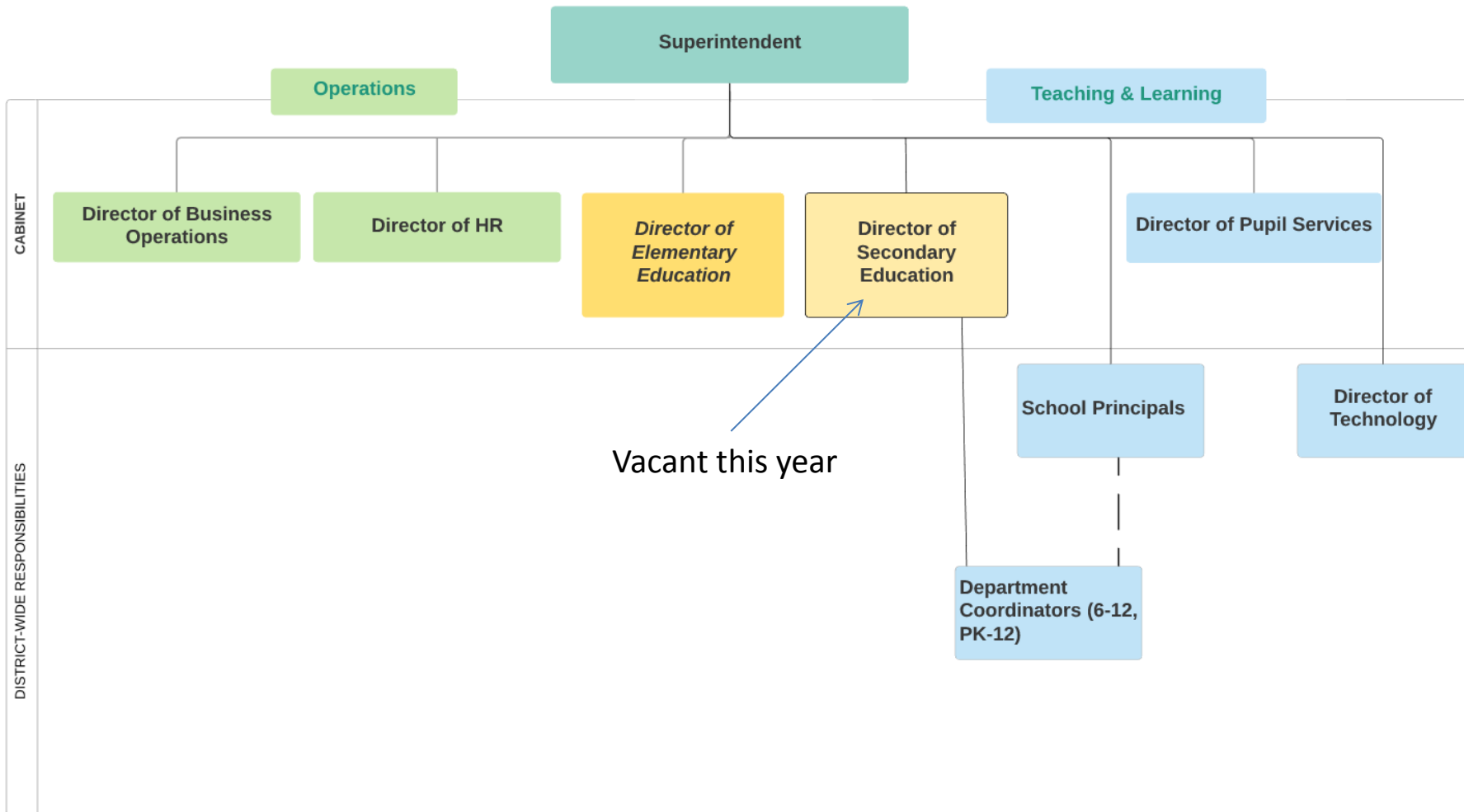
# Reallocate Building Resources

- **Coleytown Elementary** – eliminate the position of regular education assistant principal and create a new PK-5 District Math Coordinator
- **Greens Farms Elementary** – eliminate the .5 FTE of the regular education assistant principal and create a new .5 FTE PK-5 District Science Coordinator
- **Eliminate major responsibility of District curriculum oversight by the elementary principals**, allowing these professionals to focus more intensely on their schools

# Goals of Elementary Shift

- Focus building administrators more directly on the work of their own schools
- Allocate resources based on enrollment and need
- Provide additional support for all PK-5 teachers in mathematics and science, supporting the success of all students across the District

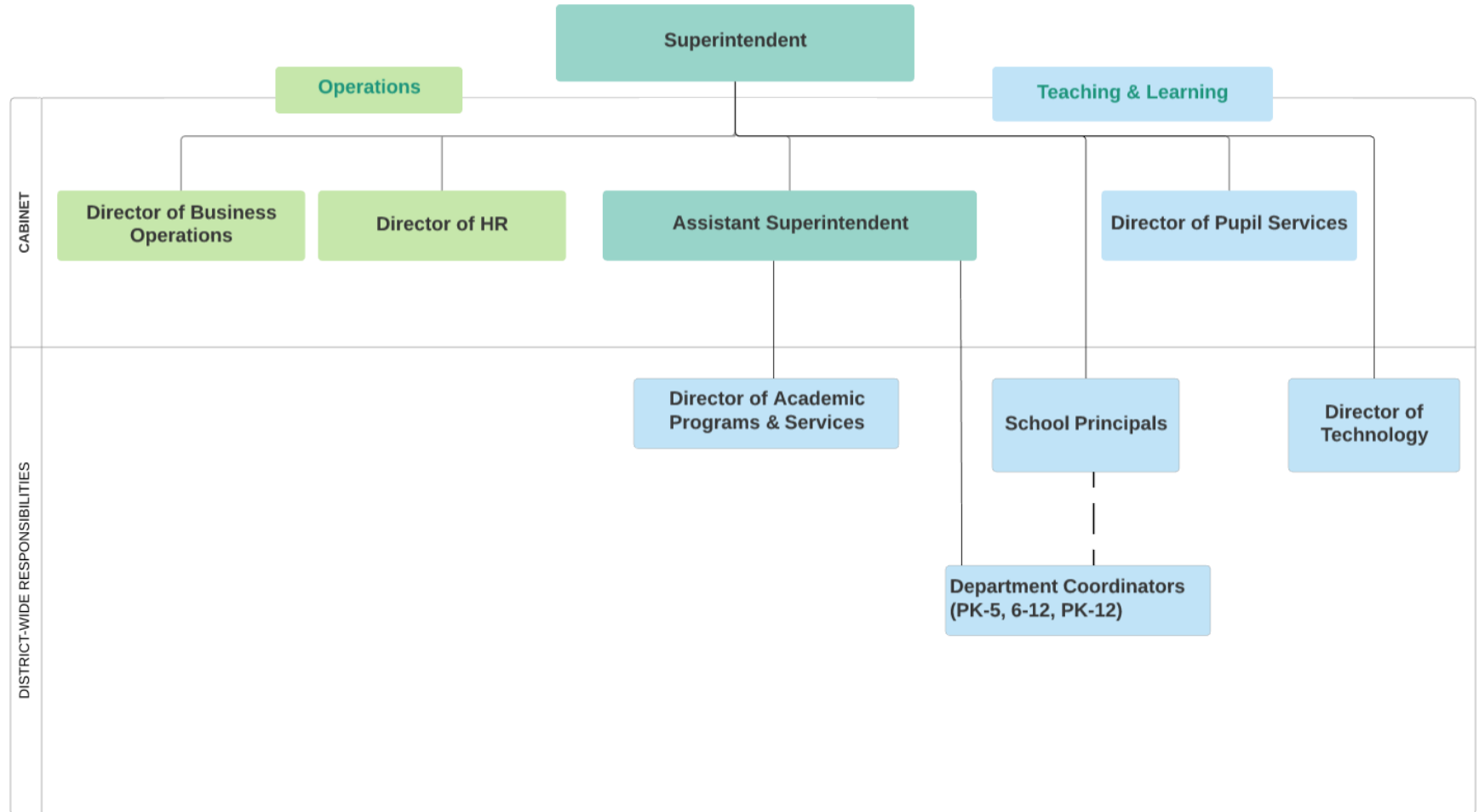
# WESTPORT PUBLIC SCHOOLS ORGANIZATIONAL CHART 2017-2018



# Restructure Oversight of Teaching and Learning PK-12

- Eliminate both the Director of Elementary Education and the Director of Secondary Education
- Create an Assistant Superintendent of Schools and Director of Academic Programs and Services to serve as a team to oversee District work

# WESTPORT PUBLIC SCHOOLS PROPOSED ORGANIZATIONAL CHART 2018-2019





# Goals of Central Office Shift

- Increase coherence of the District
- Increase capacity to support PK-5 teachers to personalize education and to provide support in curriculum and instruction
- Create one “powerhouse nested team” to lead teaching and learning in the District, allowing more flexibility of resources and greater student outcomes

# The Restructuring Process

- Increase support and develop further capacity of our teaching staff
- Foster increased collaboration and coherence among our schools and throughout our areas of work
- Increase the quality of the educational program for all students
- Remove structural barriers that create challenges for frontline educators

# Every Student, Every Day



*Westport Public Schools empowers and inspires our students  
to make the world a better place.*