

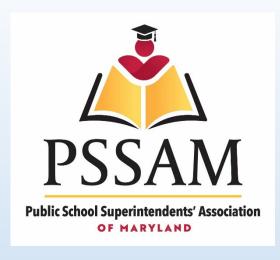
Public Schools Superintendents' Association of Maryland (PSSAM)

Dr. Jeffrey A. Lawson, President, PSSAM Superintendent, Cecil County Public Schools

A Presentation to the Maryland State Board of Education October 24, 2023

Discussion Items

- Greetings
- PSSAM Updates
- · Maryland Superintendents' Academy
- MSDE Transition/Blueprint Momentum



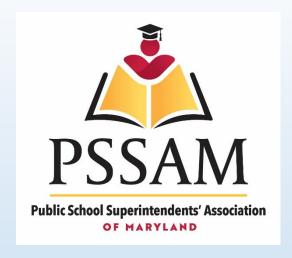
PSSAM Updates

• Finalizing Strategic Plan

- Increased financial investment by the LEAs to provide more robust services for superintendents and more sophisticated advocacy
- Professional support for new superintendents and executive staff

• Superintendent of the Year Award Banquet

- Thursday, November 2nd, 6 p.m., Ashore Hotel, Ocean City (open invitation be our guest)
- Creation of a new Council of Chief Administrative Officers (CCAO)
- Creation of the 2024 Legislative Agenda



PSSAM Strategic Plan

Defining the direction for the organization







Draft Strategic Plan 2024 - 2027

One Voice, One Vision For All of Maryland's Students

Our Purpose: Who We Are

PSSAM brings the unified voice of local school system superintendents to advocate for Maryland public school students and excellence in education.

Our Strategic Goals and Objectives: What we Strive to Accomplish

Advocate for Sound	Leverage Strategic	Provide Member	Build Operational
Public Policies	Partnerships	Support	Excellence
Advocate for legislation, policy, and regulations to support shaping an education system that recognizes the unique attributes of each school system, and fosters improved outcomes for each student.	Leverage strategic partnerships to align efforts that support student learning and well-being.	Provide opportunities for networking and professional growth to build relationships, support leadership retention, and drive continuous improvement of leadership practices.	Build operations, staffing, and infrastructure to maximize impact, expand funding streams, and foster shared accountability throughout the organization.



Maryland Superintendents' Academy

Preparing the Next Generation of School System Leaders





There is a Need to Proactively Prepare the Next Generation of Superintendents

- Since March 2020, almost half of the nation's largest school districts experienced changes in leadership (ILO Group, 2022).
- Prior to the pandemic, the average superintendent turnover rate was 14-16 percent (<u>AASA</u>, <u>2010</u>). Post pandemic, the turnover rate increased to approximately 25 percent (<u>Morton and Valley</u>, <u>2022</u>).
- From 2021-2023 almost 50 percent of Maryland school systems had superintendent openings.
- Inadequate preparation and professional development are contributing causes of leadership turnover (Levin and Bradley, 2019).
- There is a meaningful relationship between school district leadership and student outcomes (Whitehurst, et al., 2013), and leadership turnover may impact student outcomes (Myers 2011 and Simpson 2013).





Purpose of the Maryland Superintendents' Academy

To build the bench of qualified, prepared, and diverse superintendents that are equipped with the skills and knowledge to successfully lead Maryland school systems.



2022-2023, Cohort 1
16 participants representing 16 Maryland school systems





Cohort Two: 20 Participants Representing 16 School **Systems**



David Adams Acting Associate Superintendent Montgomery County



Dr. Robert **Buckley** Associate Superintendent Cecil County



Dr. Tam Campbell Director Montgomery County



Dr. Peter Carpenter Director



Jolyn Davis Assistant Superintendent Harford County Anne Arundel County



Dr. Tara Downes Dr. David Fove **Executive Director** Assistant Superintendent Cecil County Caroline County



Dr. Zulieka Horsev Supervisor



Kirk Howie Director



Dan Hushion Supervisor Talbot County Dorchester County Kent County



Dr. Marvin Jones Chief of Schools **Charles County**



Dr. Raquel Jones Chief of Schools **Baltimore County**



Dr. Daryl Kennedy Dr. Matthew Kibler Dr. Paul Lebo Assistant Superintendent Anne Arundel County



Director Oueen Anne's County



Chief Operating

Officer

Frederick County

Cecelia Lewis Director Calvert County



Tom Porter Coordinator Kent County



Brian Schilpp Zachary Seawell Supervisor Director Garrett County Calvert County



Dr. Monique Wheatley-Phillip Consulting Administrator **Baltimore County**

The Learning Plan is Developed by Maryland Superintendents and Informed by Research-based Practices

Leadership Strengths, Core Values, and the Role of the Superintendent

- Analyze the perceived and actual role of the superintendent.
- Prepare for the job shadow experience.
- Unpack leadership strengths and core values.
- Define and communicate leadership brands.

Operations and Legal Matters

- Review the legal authority of a superintendent.
- Review practices to negotiate and select contracts for transportation, food services, etc.
- Analyze the process for initiating and reviewing facility audits and developing a capital improvement plan.

Application and Interview Process

- Prepare cover letters, resumes, and applications that will distinguish them as a superintendent candidate with excellent potential.
- Practice responding to essay prompts and interview questions.
- Receive coaching in effective techniques for ensuring successful screening, board, and community interviews.

Contract Negotiation and Transitioning to the Superintendency

- Develop an understanding of the purpose for a superintendent contract.
- •Identify key contractual provisions.
- Analyze actions to take prior to the official start for the superintendency.
- ·Examine the transition process.
- Review components of an entry plan.

Access full learning plan & Academy resources.



https://bit.ly/45zk0OJ

Sep. 2023 Nov. 2023 Feb. 2024

Aug. 2023

Oct. 2023

Jan. 2024

Mar. 2024

Emotional Intelligence and Effective Communication

- Examine emotional intelligence as a core component of effective leadership.
- Review strategies for establishing and maintaining relationships with elected officials and school board members.
- Review strategies for engaging with the media to advance district priorities.
- Engage in mock media interviews.

Develop and Manage a Budget

- Review effective practices for developing and implementing an operating budget.
- Examine factors that impact district funding and budgeting.
- Engage in scenario-based budgeting experiences.

Mock Interviews

- Practice interviewing for the superintendency.
- Receive feedback to improve responses to interview questions.

Job Shadow Experiences with Current Superintendents Occur October 2023 - February 2024

MSDE Transition & Blueprint Momentum

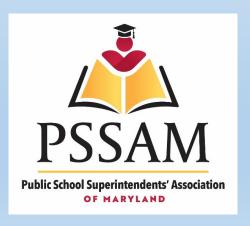
Interim Superintendent

Staff Concerns

• Turnover and loss of institutional knowledge and experience

Hot Topics

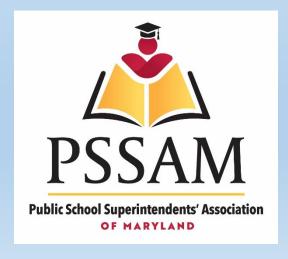
- State / Local Budget Forecasting for FY'25
- Career Ladder
- · Reallocation of resources



A core tenant of the Blueprint for Maryland's Future

Providing students and schools with the *highest needs* the resources they need to be *successful*

- LEAs will need to reallocate resources to meet these needs.
- What does this look like?



School Demographics

School demographics vary greatly, which can result in huge differences in funding.

Total \$4,946,138

School A – 443 students

School B – 433 students

Small School, Medium FARMS, Low SE, Low EL

Small School, High FARMS, Low SE, High EL

Foundation

Foundation \$3,828,406

Compensatory Ed \$556,406

English Learner \$43,210

Special Education \$286,236

PreK \$231,880

\$3,741,986

Compensatory

Compensatory Ed \$2,977,524

English Learner \$2,480,254

Special Education \$198,775

PreK \$463,760

Total 299

Courtesy of Anne Arundel County Public Schools

Implications of Resource Reallocation & Communication with Stakeholders

Ensuring Blueprint funds "follow the student," will require some difficult decisions such as:

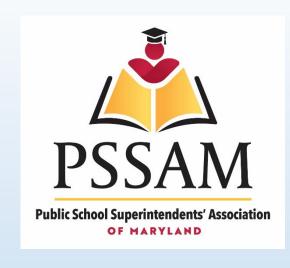
- Moving more experienced/higher paid teachers to higher needs schools.
- Providing more teachers for the higher needs schools, which may cause class sizes to rise in other schools.

Implications of Resource Reallocation & Communication with Stakeholders

Success will only be achieved with clear communication to teachers, students, families, and communities on this core tenant of the Blueprint.







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