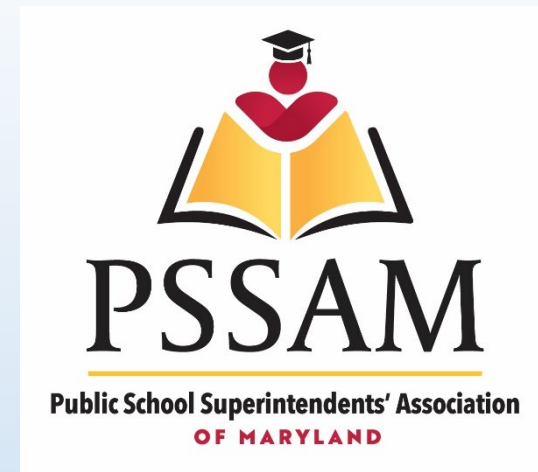


# Public Schools Superintendents' Association of Maryland (PSSAM)

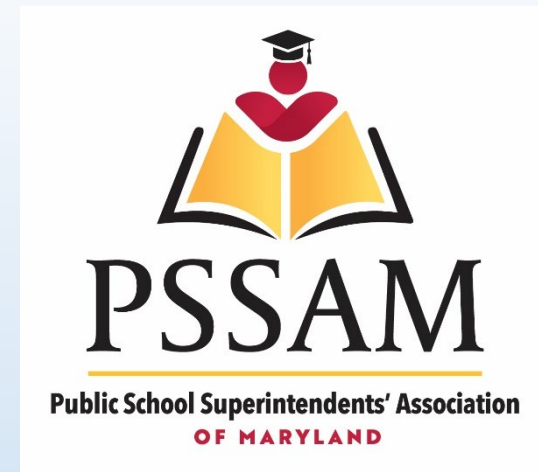


Dr. Jeffrey A. Lawson, President, PSSAM  
Superintendent, Cecil County Public Schools

*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 2<sup>nd</sup>, 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*



REGION 4  
Delaware  
District of  
Columbia  
Maryland  
New Jersey  
Pennsylvania



# 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*

<b>Advocate for Sound Public Policies</b>	<b>Leverage Strategic Partnerships</b>	<b>Provide Member Support</b>	<b>Build Operational Excellence</b>
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*



REGION 4  
Delaware  
District of  
Columbia  
Maryland  
New Jersey  
Pennsylvania

# 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 ([AASA, 2010](#)). Post pandemic, the turnover rate increased to approximately 25 percent ([Morton and Valley, 2022](#)).
- 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  
Harford County



**Jolyn Davis**  
Assistant  
Superintendent  
Anne Arundel  
County



**Dr. Tara Downes**  
Assistant  
Superintendent  
Caroline County



**Dr. David Foye**  
Executive Director  
Cecil County



**Dr. Zulieka Horsey**  
Supervisor  
Talbot County



**Kirk Howie**  
Director  
Dorchester County



**Dan Hushion**  
Supervisor  
Kent County



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



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



**Dr. Daryl Kennedy**  
Assistant  
Superintendent  
Anne Arundel County



**Dr. Matthew Kibler**  
Director  
Queen Anne's  
County



**Dr. Paul Lebo**  
Chief Operating  
Officer  
Frederick County



**Cecelia Lewis**  
Director  
Calvert County



**Tom Porter**  
Coordinator  
Kent County



**Brian Schilpp**  
Supervisor  
Garrett County

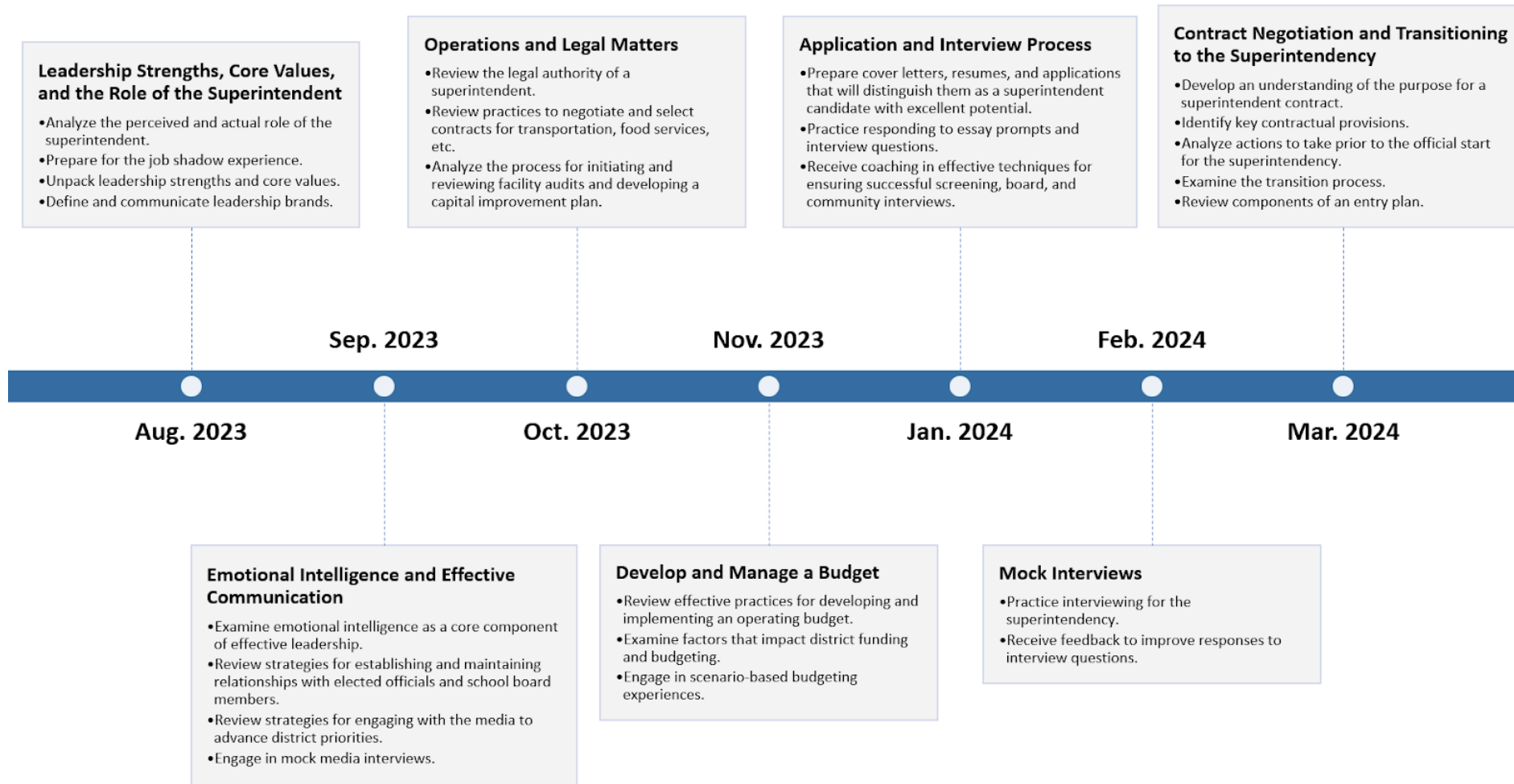


**Zachary Seawell**  
Director  
Calvert County



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

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



Access full learning plan & Academy resources.



<https://bit.ly/45zk0OJ>

**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.

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  
\$3,828,406

Compensatory Ed  
\$556,406

English Learner  
\$43,210

Special Education  
\$286,236

PreK  
\$231,880

**Total  
\$4,946,138**

Foundation  
\$3,741,986

Compensatory Ed  
\$2,977,524

English Learner  
\$2,480,254

Special Education  
\$198,775

PreK  
\$463,760

**Total  
\$9,862,299**

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.*



## Contact Information

Dr. Jeffrey A. Lawson  
[jalawson@ccps.org](mailto:jalawson@ccps.org)  
&

Mary Pat Fannon, Executive Director, PSSAM  
[marypat.fannon@pssam.org](mailto:marypat.fannon@pssam.org)

