



# Biennial Work Plan

October 18, 2018 Version

Fall 2018 - Fall 2020

## *VSA Mission and Vision*

The Vermont Superintendents Association works to ensure that Vermont public education supports each and every student in acquiring the knowledge, skills, and dispositions needed for success in a rapidly changing world. To achieve that result, the Association:

- ❖ Promotes improvements to laws, regulations and practices.
- ❖ Engages partners to support a framework for transforming public education to meet the needs of 21st century learners.
- ❖ Supports superintendents through transparent, proactive analysis and communications specific to educational issues at the local, state, and federal level.
- ❖ Supports superintendents through high quality professional development and supporting the work of superintendents within the districts they serve.

## *Working Definition of Equity*

Educational equity means that each student receives the resources and educational opportunities they need to learn and thrive.

- Equity means that a student's success is not predicted nor predetermined by characteristics such as race, ethnicity, religion, family economics, class, geography, disability, language, gender, sexual orientation, gender identity or initial proficiencies.
- Equity means that every school provides high quality curriculum, programs, teachers and administrators, extracurricular activities and support services.
- Equity goes beyond formal equality where all students are treated the same. Achieving equity may require an unequal distribution of resources and services.
- Equity involves disrupting inequitable practices, acknowledging biases, employing practices that reflect the reality that all students will learn, and creating inclusive multicultural school environments for adults and children.



## **Major Work Areas**

### **Primary Objective: Advancing Equity**

1. Agenda for a World Class Education
2. Legislation for Equity - Major Policies and Finance
3. Supporting High Quality Educational Leadership in Partnership with VSBA
4. Member Support
5. VSA Operations

#### **1. Emphasizing the Agenda for a World Class Education - Ongoing**

- Update the Agenda through a re-visitation of the major pillars (with VSBA) - year one
- Modernize the presentation of the Agenda using technology (online presence/tool)
- Within the presentation, provide examples of best practice within each of the pillars (from Vermont and other places - links - illustrations)
- Use the pillars to inform VSA's professional development programs and public engagement
- Other

#### **2. Legislation for Equity - Major Policies and Finance**

##### *Act 46 - Governance Structures (VT-AoE)*

- Maintain and increase focus on attainment of the goals of Act 46 (re-ordered placed this first)
- Support the Act 46 Implementation Project's technical assistance for unifying districts through ongoing monitoring of the value and effectiveness of the work
- Work to make technical assistance available to the newly unifying districts and districts whose Section 9 proposals are accepted as part of the statewide plan
- Data monitoring for Act 46 has been relatively informal up until this point. What role does the VSA play in formalizing data/results monitoring?
  - Advocating to AOE to make this a priority?
  - Taking responsibility for data/results collection?
  - Collecting and sharing stories
- Other



### *Act 77 - Flexible Pathways*

- Monitor for equitable implementation - ask AOE for two presentation updates on implementation successes annually
- Advocating for changes to better access to flexible pathways (e.g. CTE, dual enrollment, etc.)
- Work with partners to develop and promote effective strategies for student/family engagement
- Share best practices via blog/website/newsletter
- Identify needs for professional development in the realm of personalized learning
- Other

### *Act 166 - Universal Pre-K*

- Work with other education associations to complete a thorough and mutually agreed to analysis of Act 166 implementation issues
- Present the findings to VSA members for understanding and agreement
- Develop a consensus strategy to affect legislative and agencies changes to the Act 166 policy and implementation frameworks
- Other

### *Act 173 - Support for Struggling Students (Special Ed Finance and DMG Report)*

- Represent VSA membership in the Act 173 Census-Based Funding Advisory Group
- Facilitate workshop on inclusive scheduling (consistent with DMG recommendations)
- Focus the VCSEA/VSA Spring Conference Theme/Training on Act 173 Implementation
- Promote best practices related to DMG recommendations (e.g. MTSS models, innovative scheduling, paraeducator practices, regional hiring groups, etc.)
- Other

### *Miscellaneous*

- Develop a position statement on education funding as a guidepost for the upcoming legislative session
- Participate prominently on the Staff to Student Ratio Task Force, conferring with the trustees and membership along the way (Report due to General Assembly on December 15, 2018)
- Determine VSA's role in supporting school safety efforts
- Other



### 3. Supporting High Quality Educational Leadership in Partnership with VSBA

- Superintendent leadership academy/board chair training - Providing foundational skills and knowledge to effectively fulfill the role of superintendent and board chair
- Recruitment and selection process - Connecting talented leaders with communities seeking a superintendent
- Employment agreement and position description - Clarifying goals, expectations, and working conditions through the contracting process
- Roles and responsibilities and operating norms - Providing regular opportunities to instill and reinforce proper rules and responsibilities and develop strategies to ensure mutual accountability
- Superintendent evaluation - Ensuring an annual performance evaluation assesses progress on the goals and expectations
- Exit interview - Providing an opportunity for the parties to share reflections about opportunities to strengthen the leadership support systems within the district when a leader departs

### 4. Member Support

#### *Communications Support*

- Build visibility, credibility and support for superintendents as leaders
  - “A Day in the Life” blog
- Celebrate the successes of school districts and include superintendents in the celebrations - this can extend to award recognitions
- Communication templates for superintendents
  - “How-to” for media press releases
  - “From the Desk of the Superintendent” blog/web presence
  - Welcome Letters
- Support/training on communicating about policy levers
- Support/training on how to leverage social media for communications
- Maintain and continually update VSA website
- Maintain social media presence
- Other

#### *Professional Development Opportunities and Support*

- Repository of subject-specific resources, compilation of recommended experts for superintendents (e.g. community engagement)
- Planning and facilitation of annual conferences



- 2018 VSA/VSBA Fall Conference - Equity
- 2019 VSA/VCSEA Spring Conference - Act 173 Implementation Focus
- Releasing annual conference materials earlier/increasing participation
- Four to five additional revenue-generating professional development activities
  - Social Media for School Leaders - November 30 workshop at VSBIT
  - Scheduling for Inclusive Practices - February/March
  - Principal Evaluation and Supervision - April or May event
  - Annual Central Office Retreat - End of June (post-service)
  - Other- Community Movie Screenings, Book Signings, Speaker Series
- Establish more formal mentoring services/support for first-year superintendents
  - Incoming superintendent intake document
  - Inventory mentor credentials
  - Provide model mentoring agreements
  - Train mentors
  - Continue to hold meetings for first-year superintendents/mentors
- Facilitate VSA Leadership Academy
- Plan and conduct a superintendents only event
- Other

#### *Additional Member Services*

- Streamline “You Asked, You Answered” repository - VSA Information Requests
- Enhance All-Members Meeting experience by improving meeting facility; Give consideration to altering the venue
- Address the issue of Act 11 - VT NEA Representation of Administrators
- Legislative initiatives around retirement contributions and ability to work post-retirement
- Other

## 5. VSA Operations

#### *Decisions around SEMP Transition/Prospects for Greater Facilities Management Support*

- Convene stakeholders to inform them of changes at the School Energy Management Program
- Explore energy efficiency/facilities management tasks that VSA might support for energy efficiency and better facilities management
- Report to trustees on options - Trustees respond to recommendations on course of action moving forward

#### *Miscellaneous*

- Decide “subscriber question” - one registration/price for all three All-Members



Meetings or keep it the way it is

- Stay on course; report on sustainability of the organization overall - dues; other revenue sources (sponsorships, fee-for-service trainings); budget and spend wisely