

Biennial Work Plan

November 2, 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

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

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 and respond to needs for professional development in the realm of personalized learning

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

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.)

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

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

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
 - 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

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

5. VSA Operations

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 - dues; other revenue sources (sponsorships, fee-for-service trainings); budget and spend wisely