



The Effective Superintendent Transition

AKA: The (good) Beat Goes On ... (hopefully)

Things to Think About for the Executive Assistant



Wisconsin Superintendency Landscape

- ▶ 422 Districts
- ▶ 420 Superintendents
- ▶ Changes in District Leadership
 - 2015 – 2016 75 with 49 new 29% F
 - 2016 – 2017 55 with 38 new 29% F
 - 2017 – 2018 58 with 34 new 38% F
- ▶ 1% – 2% Interims
- ▶ Many Reasons for Transitions



The Effective Executive Assistant: What does the literature say?

- ▶ Competence
- ▶ Communication Skills
- ▶ Organizational Skills – Detail Oriented
- ▶ Time Management Skills
- ▶ Industry Savvy
- ▶ Dependability and Reliability
- ▶ Confidentiality
- ▶ Service Orientation
- ▶ Judgment
- ▶ Team Player






NPBEA Standards

Professional Standards for Educational Leaders

National Policy Board for Educational Administration 2015

- ▶ Mission, Vision and Core Values
 - ▶ Ethics and Professional Norms
 - ▶ Equity and Cultural Responsiveness
 - ▶ Curriculum, Instruction and Assessment
 - ▶ Community of Care and Support for Students
 - ▶ Professional Capacity of School Personnel
 - ▶ Professional Community for Teachers and Staff
 - ▶ Meaningful Engagement of Families and Community
 - ▶ Operations and Management
 - ▶ School Improvement
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Reflection

Developing the Self

- ▶ Be Proactive
- ▶ Begin with the End in Mind
- ▶ Put First Things First
- ▶ Seek First to Understand, Then to Be Understood
- ▶ Think Win-Win
- ▶ Synergize
- ▶ Sharpen the Saw



Reflection: Developing the Duo

- ▶ Be Proactive
- ▶ Begin with the End in Mind
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Experts in the Room



Key Elements of the Process

- ▶ The Foundational Works – “The Stone Tablets”
- ▶ The Ultimate Human Resource – The Hunter/Gatherer
- ▶ The Conversation – The Corner Table
- ▶ Focus – Align – Commit – The Research Says ...
- ▶ Practical Wisdom – Aristotle Anyone?
- ▶ The Regular Check Up – The Principled Approach



The Foundational Works

- ▶ Superintendent Job Description: Written JD/Posting/Policy/Other
- ▶ Institutionalize the District Vision, Mission, Beliefs, Key Priorities, Annual Goals, Strategic Plans, etc.
- ▶ Other Significant Institutional Artifacts
- ▶ Document how the Board of Education functions in its work
 - ▶ Board Meetings (Order, Roles, Processes)
 - ▶ Committee Work
 - ▶ Communications – Superintendent/Board Members/Others
 - ▶ Media
 - ▶ Complaints (Inside/Outside)
 - ▶ Crisis
 - ▶ Reporting Practices from the District
- ▶ Current Organizational Chart

The Ultimate Human Resource

- ▶ All Foundational Materials
- ▶ District Demographics and Facts-at-a-Glance
- ▶ Board Policies
- ▶ Administrative Regulations
- ▶ Handbooks
- ▶ Budget Book
- ▶ Employment Contract Samples (Teacher/Administrator/Support)
- ▶ Board Related Documents (Agendas, Minutes, Cmte Notes)
- ▶ The “Phone Book” (Municipal, Chamber, Clergy, Civic Groups, Business, Parent Groups)
- ▶ Community CAVE People

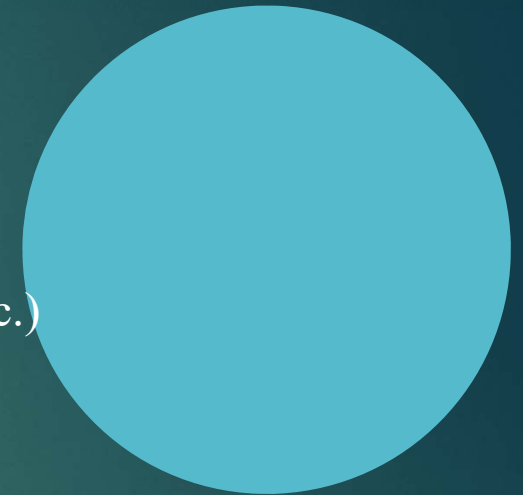
The Conversation

- ▶ The Personal Touch
- ▶ The 100 Day Plan – How can I Help?
- ▶ How do you like to work? Here's how I like to work.
 - ▶ Communications (Inside/Outside, VIP)
 - ▶ Visitors
 - ▶ Appointments
 - ▶ “Noise” from the Outside
 - ▶ Coordination with YOU



The Conversation Cont'd

- ▶ A Review of Recent History/Current Status
 - ▶ Staff
 - ▶ Students
 - ▶ Programs and Services
 - ▶ Operational Matters (Budget, Facilities, Transportation, etc.)
 - ▶ Context (Economic, Political, Social, Cultural)
 - ▶ Macro/Micro
 - ▶ Sacred Cows
 - ▶ Points of Pride
 - ▶ Stress Points
- ▶ A Preliminary Calendar



Focus – Align - Commit

- ▶ Core Priorities, Goals, Objectives?
- ▶ Core Values, Guiding Principles, Drivers?
- ▶ How can you best support those “focus” points – their ideas, your ideas?
- ▶ What systems and processes shall be established?
- ▶ How will we know what we are thinking?
- ▶ How will we check-in?
- ▶ How will we know it is working as well as it can?

Practical Wisdom



The Premise:

Knowledge, in and of itself, is always incomplete ...

And even if it wasn't, it would be an insufficient guide to action.

The Promise:

To do the right thing, at the right time, for the right reasons.



The Regular Check-Up: Self and Duo

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Questions?
Comments

