



### Overview:

The Maryland Superintendent Academy is a yearlong professional learning experience designed to build the bench of qualified, prepared, and diverse Maryland superintendents. The Academy is Maryland's first statewide, grow your own model intentionally developed by the [Public School Superintendents' Association of Maryland](#) (PSSAM) in collaboration the [Region 4 Comprehensive Center](#) to meet the unique needs of Maryland school district leadership.

Academy participants function as a community of practice, learning from national experts and current and former Maryland superintendents. Throughout the yearlong Academy, participants will:

- ✓ analyze the disposition and competencies necessary to lead a Maryland rural, urban, and suburban school district,
- ✓ analyze shifts in leadership required by the Blueprint for Maryland's Future,
- ✓ participate in a job shadow experience with a current Maryland superintendent,
- ✓ receive hands-on training on how to complete the application and interview process,
- ✓ learn how to negotiate a superintendent contract,
- ✓ analyze school funding formulas and revenue streams,
- ✓ learn how to collaborate with local boards, elected officials, and community members,
- ✓ learn how to negotiate and select contracts for transportation, food services, and other items essential for school operations,
- ✓ examine effective practices for leading school construction and renovation projects,
- ✓ analyze strategies to reduce achievement gaps for English learners, students with disabilities, and historically marginalized students,
- ✓ discuss how to build a district leadership team,
- ✓ develop a 100-day plan, and much more.

### Participants:

Participants undergo a rigorous application and selection process led by a selection committee. All participants must express a strong interest in being a Maryland superintendent, demonstrate effective leadership experience in central office, and commit to completing the Academy. The first cohort of participants will consist of up to 24 participants representing Maryland school districts.

### Value-Add:

Academy participants will gain in-depth preparation to lead a Maryland school district. The Academy is designed to give future Maryland superintendents a competitive advantage in the application and interview process and practical experiences that will support a successful transition to the superintendency.



## Maryland Superintendent Academy Learning Plan

Tentative Dates	Topic	Session Outcomes Participants will:	Location
August 1 - 3, 2022	Orientation Retreat	<p>Evening Session:</p> <ul style="list-style-type: none"> <li>• Begin building relationships with Academy team members.</li> <li>• Hear a dynamic keynote speaker.</li> </ul> <p>Day 1</p> <ul style="list-style-type: none"> <li>• Review expectations of Academy participants.</li> <li>• Define their leadership brand.</li> <li>• Receive an overview of the Blueprint for Maryland’s Future and discuss implications for district leadership.</li> <li>• Reflect on opportunities to reimagine educational experiences for students as a result of the pandemic.</li> </ul> <p>Evening Session:</p> <ul style="list-style-type: none"> <li>• Engage in a networking experience.</li> <li>• Learn from a superintendent panel about what they wish they knew their first year as a superintendent and reflect on the public perception versus the reality of the superintendency.</li> </ul> <p>Day 2</p> <ul style="list-style-type: none"> <li>• Analyze the roles and responsibilities of superintendents in urban, rural, and suburban Maryland school districts.</li> <li>• Assess readiness for the superintendency, with a focus on emotional intelligence.</li> <li>• Explore how to find the right fit – matching leadership style with leadership requirements in urban, rural, and suburban school districts.</li> </ul>	In-Person  The Inn at the Chesapeake Bay Club
August 2022– February 2023	Job Shadow Experiences	<ul style="list-style-type: none"> <li>• Sign-up to shadow a Maryland superintendent for two days.</li> <li>• Complete the job shadow experience.</li> </ul>	



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September 28, 29, 2022	Funding Schools	<ul style="list-style-type: none"> <li>Review how schools are funded, focusing on funding formulas and revenue streams.</li> <li>Learn how to build a coalition to create public support for school funding.</li> <li>Analyze effective practices for equitably allocating funds.</li> <li>Practice developing operating and capital budgets.</li> <li>Learn from a superintendent panel - effective strategies for leading a Maryland rural school district.</li> </ul>	In-Person – Western Maryland
October 2022	Leadership Study	Collaboratively discuss and reflect on excerpts from select podcasts, eBooks, or virtual resources listed in the <a href="#">Leadership Digital Library</a> .	Virtual Discussion Session
November 16, 17, 2022	Managing District Operations	<ul style="list-style-type: none"> <li>Learn how to negotiate and select contracts for transportation, food services, and other items essential for school operations.</li> <li>Review effective practices for leading school construction and renovation projects.</li> <li>Review strategies for maintaining healthy school buildings, focusing on addressing air quality, lead, asbestos, pests, and mold.</li> <li>Learn from a superintendent panel - effective strategies for leading a Maryland urban school district.</li> </ul>	In-Person Central Maryland
December 2022	Leadership Study	<ul style="list-style-type: none"> <li>Collaboratively discuss and reflect on excerpts from select podcasts, eBooks, or virtual resources listed in the <a href="#">Leadership Digital Library</a>.</li> </ul>	Virtual Discussion Session



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January 25, 26, 2023	Applying and Interviewing for a Superintendent Position	<ul style="list-style-type: none"> <li>Review the application process.</li> <li>Analyze the applications of candidates that were invited for interviews and those that were not.</li> <li>Discuss effective practices for the screening interview, board interview, and community interview.</li> <li>Review interview questions and answers.</li> <li>Review effective strategies to develop a “Meet the Finalist” video.</li> <li>Learn from a superintendent panel - effective strategies for leading a Maryland suburban school district.</li> </ul>	In-Person Southern Maryland
February 2023		<ul style="list-style-type: none"> <li>Complete mock applications.</li> <li>Engage in mock interviews.</li> <li>Develop videos.</li> <li>Receive feedback on interviews and videos.</li> </ul>	Virtual
March 22, 23, 2023	Establishing Community Relationships	<ul style="list-style-type: none"> <li>Develop an understanding of the structure and function of local boards of education for each of Maryland’s 24 school districts.</li> <li>Learn how to collaborate with boards of education.</li> <li>Learn how to collaborate with local legislators and government leaders (Mayor, Commissioners, County Executives, State Superintendent, etc.).</li> <li>Analyze effective practices for collaborating with collective bargaining units.</li> <li>Review how to engage stakeholders such as students, parents, school staff, and community members.</li> </ul>	In-Person Eastern Shore
April 26, 27, 2023	Negotiating Your Contract and Leading through a Storm	<ul style="list-style-type: none"> <li>Learn how to negotiate a superintendent contract.</li> <li>Learn how to effectively manage challenging situations through case studies.</li> <li>Engage in media training, which will include navigating social media, handling negative press, and leveraging the media to advance district priorities.</li> </ul>	In-Person Central Maryland



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May 17, 18, 2023	Transitioning to the Superintendency and Preparing for the First 100 Days	<ul style="list-style-type: none"> <li>Analyze effective communication practices, focusing on listening, speaking, and asking the right questions.</li> <li>Discuss how to build a transition team and begin the transition process.</li> <li>Review effective practices for establishing a leadership team.</li> <li>Develop the framework for a 100-day action plan as a new superintendent.</li> <li>Hear a dynamic closing keynote.</li> </ul>	In-Person To-Be-Determined

### The Leadership Digital Library

Throughout the Academy, participants will review and reflect on excerpts from the following podcasts, eBooks, and other virtual resources:

1. *Analysis for Improving Performance: Tools for Diagnosing Organizations and Documenting Workplace Expertise* by Richard Swanson
2. *Dare to Lead* by Brené Brown
3. *Deliverology 101: A Field Guide for Educational Leaders* by Michael Barber
4. *Districts that Succeed: Breaking the Correlation Between Race, Poverty, and Achievement* by Karin Chenoweth
5. *Cascades: How to Create a Movement that Drives Transformational Change* by Greg Satell
6. *Managing Organizational Change: A Multiple Perspective Approach* by Ian Palmer, Richard Dunford, and David Buchanan
7. *The First 90 Days: Proven Strategies for Getting Up to Speed Faster and Smarter* by Michael Watkins
8. *The Governance Core: School Boards, Superintendents, and Schools Working Together* by Davis Campbell and Michael Fullan
9. *The Listening Leader: Creating the Conditions for Equitable School Transformation* by Shane Safir
10. *The New Leader's 100-Day Action Plan: How to Take Charge, Build Your Team, and Get Immediate Results* by George Bradt, Jayme Check, and Jorge Pedraza
11. *Wolfpack: How to Come Together, Unleash Our Power, and Change the Game* by Abby Wambach