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**2016 - 2017**

**Professional services**

**DESIGNED TO MEET THE SPECIFIC NEEDS OF SCHOOL DISTRICT LEADERS**

Massachusetts Association of School Superintendents



Dear Colleagues:

It is our privilege to present to you the Professional Services Program in the Massachusetts Association of School Superintendents. As has been the practice in the past, the Association will continue to offer a variety of services to its membership. These services will not only include the opportunity to participate in many annual events designed to support school district administrators in meeting the daily challenges of leading complex educational organizations, but also access to specialized services tailored to meet the specific individual needs.

While our professional development program offerings include webinars, videos, and “face-to-face” off-site forums, there are many other services available to Association members. Our service delivery pattern includes opportunities to access and participate in activities that best fit a member district’s needs. Not only are all members invited to attend a number of annual events, individuals may also solicit technical assistance and/or access to other individualized professional support by contacting Association executives.

Member Services offered by the Association that can be individualized have consistently enabled district leaders to partner with the Association to fashion activities based on their district’s needs. Successfully leading and/or managing schools of the 21st Century is a tremendously complex task. Ensuring that our membership has the opportunity to garner the skills necessary to find success and improve school district outcomes is clearly one of the Association’s most important goals. It is to this end that we strive to provide the activities and services necessary to meet the specific needs of school leaders.

Finally, providing our members with the services that will assist them in effectively leading Massachusetts’ schools is our most important responsibility. As you read on, you will learn more about what services are available as well as how to access them.

Tom Scott  
Executive Director

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**Professional Development**

Over the years, the Association has offered its members many varied professional development opportunities. Options and programs included in this strand of member services have consistently focused both on current issues impacting public education and on assisting members in fulfilling the traditional responsibilities included in the work of school district leaders.

Currently, for a fee, members may access professional development services by actively participating in “face-to-face” workshops, conferences, webinars, and video programs developed and sponsored by the Association.

Prior to establishing programs that members might access digitally, the off-site workshop was the traditional format for our professional development programs. This year, three Executive Forums will be offered as off-site workshops focused on core issues are planned. One will focus on legal issues within the public schools in Massachusetts, the second on financial management, resource allocation and sustainability, and the third on creating and managing safe and secure schools for all students.

**Executive Forums:**

* **Effective Practices for Responding to the Social and Emotional Needs of Students**

While much has been written and discussed about a Superintendent’s need to provide the leadership required to appropriately and effectively address the social and emotional needs of students, developing and implementing the policies and programs to meet this need cannot be accomplished without first garnering the skills and knowledge to do so. This session will address this issue and provide participants with information as to what policies and programs have been identified as successful. Understanding research based best practice will enable school leaders to consider how best to continue the important and complex task of developing and implementing the programs and schoolwide practices of meeting the social and emotional needs of students.

The session will feature presentations by teams from the Blackstone Regional Vocational Technical School, Fitchburg, Hadley and North Reading Public Schools. The session will be moderated by John D’Auria, President of Teachers 21.

***DATE: Monday December 5, 2016***

***TIME: 8:30 to 11:30***

***LOCATION: Assabet Valley Regional Vocational Technical School***

For more information visit our website: ***www.massupt.org***

**Webinars:**

* **Legal Issues within the Public Schools in Massachusett Two Sessions**
  + **Session One- Building and Sustaining Relationships**
  + **Session Two- Personnel Actions- Reduction in Force, Involuntary Transfers, Progressive Discipline and Non-Renewals**

Keeping pace with the changes in the legal landscape impacting the administration and management of public schools is challenging. While most school districts employ their own legal counsel from whom the Superintendent and School Committee solicit advice, it is imperative that Superintendents keep abreast of both significant and subtle changes in the legal environment that will impact schools.

The Association understands the necessity and importance of actively supporting its members in successfully navigating an ever-changing legal landscape. The Association’s support does not eliminate the need to employ a legal counsel who can act in legal matters on a school district’s behalf. Instead, the legal workshops and webinars included in the Association’s professional development program are designed to serve the practitioner’s need to keep pace with modifications in the legal environment due to new legislation and/or regulations, arbitration awards, changes in case law, and the like.

The legal counsel employed by the Association will prepare and present a comprehensive summary of the changes in the legal environment in which school leaders must effectively operate. School and district leaders are strongly urged to participate in this forum.

Participants are encouraged to email their questions to Paul J. Andrews, Director of Professional Development at [andews@massupt.org](mailto:andews@massupt.org) by October 20th for session one and March 7th for session two.

***DATE: Part I – October 27, 2016  
 Part II – March 14, 2017***

***TIME: 10:00 a.m. – 12:00 p.m.***

***PRESENTER: Michael Long, Esq.***

* **Financial Leadership, Resource Allocation and Sustainability:**

No doubt you are an educational leader who chose education as a career because you believed you could help create schools where each student would have access to the best educational opportunities. Little did you know that managing school finances, addressing unfunded mandates, and preparing how best to fund unpredictable special education costs, would consume a majority of your time and effort. Additionally, you were probably surprised to find that few researchers have actually determined the “exact” relationship between school spending and resource allocation that would positively impact student achievement.

Yet, every year, you are burdened with the never ending quest for the financial resources necessary to fund high quality educational programs for the students in your charge. If this quest is to be successful, leaders must understand both the “basics” of school finance as well as how to make the most of money, time and people. Leaders who understand these financial “basics” have the best chance both of realizing a strong return on investment and in establishing credibility with municipal officials who are often confused about or unaware of state funding formulas and the needs of 21st century schools.

Each year, a two part Executive Forum dedicated to financial management, resource allocation and sustainable financial practices is offered to members. Part I will utilize a webinar format and Part II will be on site at a location to be determined.

***DATE: Part I - October 24, 2016  
 Part II – January 30, 2017 (Time and Location TBD)***

***TIME: 10:00 a.m. – 12:00 p.m.***

***PRESENTERS: Luc Schuster (Sr. Fellow of the MA Budget & Policy Center)  
David Verdolino (Executive Director of MASBO)***

* **Transforming School Districts Using Effective Communication Strategies: Part II - Learning More to do More**

The Massachusetts Association of School Superintendents urges school leaders to expand their knowledge regarding the significance and impact of effective communication on the success of any school district. In discussions with many of our members, we find few within the ranks who participated in past webinars on this subject who would disagree with this assertion. In conversations and in surveys, many school leaders requested more instruction on how best to effectively communicate with all school stakeholders. Individuals within this dynamic field agree that schools could and should do much more to effectively communicate their needs and successes both within their own organization as well as with stakeholders in the broader school community.

Additionally, we have heard much from our members regarding how often they and others in their district have felt victimized by the “down side” of social media. Using these new and ever changing communication strategies effectively is not easy, and if improperly used, can create far reaching problems.

Generally, school district leaders realize that building an effective and efficient communication network that supports the real work of schools is a must. Yet, to accomplish this task, district leaders must ensure that all school leaders in the district have the necessary skill set. The skill set school leaders need cannot be garnered without first understanding what it is school leaders need to know and be able to do in order to develop and execute a comprehensive and effective communication plan for a school district. While this is the primary goal of the activities and services offered within this professional development area, individuals participating in the webinars will find information and strategies focused on four subsets:

* **Outreach and Marketing**
* **Crisis Management**
* **Community Engagement**
* **Effective Use of Social Media**

***DATE: October 18, 2016***

***TIME: 10:00 a.m. – 12:00 p.m.***

***PRESENTER: Christopher Horan from Horan Communications***

* **Navigating the Repair and Construction of School Facilities**

District leaders are often faced with the need to repair existing and/or to construct new school facilities. Accessing accurate and timely information about how to proceed with what will have both a substantial impact on both the tax rate and the quality of the educational programs offered within a school district is essential. Members have often found the process of repair and construction of facilities overwhelming. This year the Association will partner with the Massachusetts School Building Authority to develop a webinar that will provide district leaders with an overview of the process of planning for the repair and/or construction of school facilities. The overview will include general information about the following:

* **developing a** **Master Plan, and/or Statement of** **Interest (SOI),**
* **preparing to engage the Owner’s Project Management Team,**
* **accessing Design Services,**
* **completing the Feasibility Study and Schematic Design,**
* **determining how best to fund the project,**
* **supervising and preparing for** **construction.**

***DATE: October 31, 2016***

***TIME: 10:00 a.m. – 12:00 p.m.***

***PRESENTER: John McCarthy (Executive Director of MSBA)***

**Drive-Ins:**

* **School Safety and Security: Is Good, Good Enough**

While many of us have been fortunate and have never experienced a serious breach in school security that has resulted in serious consequences, there are many examples where schools have been disrupted and student and staff seriously injured due to the failure of school safety and/or security protocols. We are all aware of the need to prepare for emergencies in order to ensure the safety of the educational environment for all who work and learn within our schools.

Yet, in a rapidly changing world where threats to persons and property are often varied and complex, we need the most current and sophisticated assistance to do so. This Executive Forum is designed to do just that and will include specific instruction in current, research based best practices in school safety and security.

Presenters will include representatives from law enforcement, the legal community, and M.A.S.S. The information provided in this program is essential to all school leaders.

***DATE: TBD***

***TIME:***

***LOCATION:***

**Video Library:**

* **School Finance**

There are three videos posted on the M.A.S.S. website. One video is a primer on School Finance focusing on the many resources available through DESE. The program is presented by David Tobin, M.A.S.S. Finance Consultant and Roger Hatch, DESE Finance Programs Administrator. The content of this program may be especially useful for new Superintendents, School Committee members and for those who are preparing for public presentations on their budgets. The information on the DESE website can be readily accessed by the public so it is important that Superintendents are well versed on the content of this material.

* **Legal Issues**

The second two videos focus on legal issues. Both feature Attorney Michael Long, Counsel for the Association and Tom Scott, M.A.S.S. Executive Director. One video addresses the complex issue of Reduction in Force and can be an important guide for those superintendents who are faced with the challenging task of budget reduction. The other video addresses the important topics of Open Meeting Law Reform and the Ethics Law. These are topics that have caused challenges for those superintendents who have not been aware of the guidelines related to email communication and gifts to public employees.

* **Special Education – Enhancing the Superintendent’s Capacity in the Fiscal and Programmatic Oversight of Special Education Services and Costs**

This video is moderated by Dr. Michael Newman from Futures Education and features Dr. Marinel McGrath, Superintendent in the Andover Public Schools and Dr. Frank Tiano, Superintendent in the Chelmsford Public Schools. This program provides information on the strategies that Superintendents, special education administrators and members of the leadership team can employ to promote effective oversight of the costs associated with both in-district and out-of-district special education services. The program underscores the steps that these two districts have taken to develop and sustain open lines of communication with parents and guardians. The program also highlights the key role that school leaders play in monitoring special education services within their instructional program.

* **Student and Staff Feedback**

This video is a collaboration between the Massachusetts Department of Elementary and Secondary Education and the Massachusetts Association of School Superintendents. The video focuses on the value and meaning of receiving feedback from students and from staff.

***Please Note:*** To meet the specific needs of members, activities and services included in the aforementioned professional development offerings may be varied. In consultation with the Massachusetts Association of School Superintendents, a school district may choose to address its individual needs in these areas by:

* **Sending an individual and/or individuals to participate in off-site general information session(s) during which participants will have the opportunity to gather general information about the varied topics**
* **Assembling a district team on-site to participate in a planned Webinar**
* **Soliciting information about sponsoring an on-site training for selected district personnel; and/or by**
* **Seeking specialized assistance from Association executives in order to customize professional development activities/services predicated on a district’s identified needs**

**Coaching/Mentoring**

Clearly, research has shown that providing school leaders with coaches to assist in the development of skills and to expand professional capacity has been an overwhelmingly successful practice. The Association recognizes this fact and, in response and on request, works with school leaders to provide coaching/mentoring opportunities.

The Association’s leadership recognizes that coaching must focus on future possibilities and not on the mistake at hand. The Association’s leadership helps to assist school leaders in finding a coach that will develop a supportive relationship with the Superintendent enabling the school leader both to recognize his/her own potential and ultimately maximize his/her professional performance. While the Association can provide the Superintendent/Assistant Superintendent with recommendations for coaches, the cost of acquiring the services of a coach rests with the district.

**Individualized Support**

The Association offers individualized support for Superintendents. For example, if a Superintendent calls the Association office with an issue about which he/she has a concern and needs to seek advice, he/she will always receive a prompt response. Feeling alone with a problem that seems overwhelming is not unusual in our profession. Members often acknowledge that having the opportunity to discuss an issue of concern in confidence with someone on the Association’s executive team (Thomas Scott, Executive Director, Paul Andrews, Director of Professional Development and Government Relations or Christine McGrath, Director of Operations) has often been incredibly helpful. In addition, should the Association administrator(s) feel it necessary, they will provide information about where a Superintendent might find additional resources that could prove helpful. It is important to note that this individualized support is one of the many benefits of membership.

**Specialized Assistance/Consultancy**

The Massachusetts Association of School Superintendents offers specialized services to support its members in their efforts to effectively meet varied and complex leadership and management challenges. By requesting specialized assistance, a member can access a deeper level of support in areas of key importance to the specific needs of his/her school district. The fee for this consultative service is quoted on a case-by-case basis. Some of the topic areas supported include: Building better school/ community relationships; strategic planning; redistricting; crisis management; understanding and using demographic information; creating an effective School Committee/Superintendent working relationship; school construction; MTRS; and Social Security

Our goal is to not only assist you in clearly defining your needs, but to support you in garnering the services that will expand your professional capacity.

**“Drive-Ins”**

Periodically, unexpected issues arise that have the potential to impact school districts negatively if not understood and addressed with some immediacy. When such matters surface, the Association acts quickly to provide school leaders with the information they need to shepherd their school districts through any potential turmoil. Brief meetings are scheduled and held at one or more central locations to provide Superintendents with any and/all pertinent information regarding the issue(s) of concern. These meetings are generally referred to as **“drive-ins”** and have been an essential communication and networking forum for school leaders who must remain “on top” of the issues few saw coming.

**Executive Leadership Program**

* **Executive Institute:** This event is the premier professional development program for all Superintendents, Assistant Superintendents and district administrators. The institute program features three days of keynote speakers, break-out presentations, collegial meetings, and evening social activities. This conference is held the second week in July. For the 2017 summer, the dates are July 19, 20 and 21, 2017 and with preconference sessions on July 18. The targeted audience includes Superintendents, Assistant Superintendents, aspiring Superintendents, and collaborative directors. This Institute is held in Mashpee, MA at Mashpee High School.
* **New Superintendents Induction Program (NISP):** A partnership between the Association and the Department of Elementary and Secondary Education provides a three year induction program for Superintendents new to the role of Superintendent or a Superintendent who is new to Massachusetts. The Induction Program is built on a framework of knowledge, skills, and the habits of mind critical to effective school district leadership. The program requires candidates to participate in 8 full days of content learning the first year; 5 full days of extended learning the second year; and 3 content days and regional network group meetings in the third year. Each new Superintendent is assigned a coach for the duration of the three year program.
* **Assistant Superintendents Leadership Seminars I, II, III:** The goal of the Assistant Superintendent Leadership Seminars is to increase the understanding of leadership in school districts through promoting personal growth and reflection, building organizational capacity, and developing skill in dealing with this position and the political dimension of work in the public sector. Participants meet eight (8) times a year at three regional locations. (Refer to MASS website – www.massupt.org)
* **Global Studies (GS-21) Study Group:** For the last eleven years, members of the Association have convened to discuss issues associated with Global Education. The group selects a common book (Fifteen Letters on Education in Singapore) as the focus for the group discussions. The sessions also include guest speakers such as representatives from Primary Source, area experts and Superintendents who have shared best practice. This group is open to all members and meets seven (7) times a year (September 23, November 18, January 6, February 3, March 10, April 7) at Massachusetts International Academy in Marlborough.
* **Urban Superintendents Network:** The purpose of the Network is to positively impact teaching and learning in the urban school districts through capacity building and support of the district leaders. Network members engage in discussions with policy makers such as the Department of Elementary and Secondary Education, State Legislators and the Association on the development and implementation of new initiatives. Members also identify the impact of the initiatives on the work of urban school districts. Members share best practices and advocate for the unique and challenging needs of the students in urban districts.
* **Aspiring School Superintendent Workshop:** The Massachusetts Association of School Superintendents (M.A.S.S.) often receives inquiries from individuals who are considering becoming a school Superintendent. In response to these inquiries, M.A.S.S. is offering a three part seminar for individuals who are considering applying for the position of Superintendent in the future. The purpose of the seminar is to provide prospective candidates with information about identifying those positions which best meet your profile, familiarizing you with the roles and responsibilities and the search and interview process.

***Please note – this seminar will provide an important opportunity for potential candidates to interact with experienced practitioners and search consultants but participation in this program does not represent endorsement of your candidacy for specific positions.***

* **Individual Roundtable Meetings:** Association members are divided into regional roundtables (groups) based on geographic proximity. There are eight Roundtables in the state. Each Roundtable schedules monthly meetings during the school year. The focus of these meetings includes discussions regarding current and challenging issues facing Superintendents. The brief, but important monthly meetings are critical to Superintendents as they strive to keep abreast of the myriad of issues impacting their school districts. Finally, a critical function of Roundtable meetings is opportunity to network with colleagues.

**SPECIAL EVENTS AND ACTIVITIES**

* In October, MassCUE and the Massachusetts Association of School Superintendents collaborate to sponsor a two day conference on Technology. This annual conference is held at Gillette Stadium in Foxboro, Massachusetts during the third week in October. Keynote speakers on both days, along with the break out presentations, provide conference participants with critical information about how technology continues to enhance and change both school management and classrooms. The 2016 Technology conference will be held on October 19th and 20th. The targeted audience is Superintendents and administrators on Wednesday, and technology

directors and classroom teachers on Thursday. Districts are encouraged to bring teams from their districts to this conference. This is often a sell-out so register early!

* In November, theMassachusetts Association of School Committees and the Massachusetts Association of School Superintendents sponsor a three day conference on governance and educational issues. The program offerings include keynote addresses, dinner speakers and daily break-out sessions. This conference is held in Hyannis, Massachusetts during the first week in November. The conference dates for 2016 are November 2nd through November 5th. The targeted audience includes Superintendents and School Committee members.
* In January, the Massachusetts Association of School Superintendents hosts a Mid-Winter Meeting for its membership. This one day conference is focused on providing Superintendents with timely and important information regarding state policy and regulations. Keynote speakers are the focus of the morning session. Both the Daoulas Award recipient and the Commissioner of Education speak at the luncheon. This conference is scheduled for January 19, 2017 at the Best Western Royal Plaza Hotel in Marlborough, Massachusetts.
* In March, the Women’s Educational Leadership Network hosts a one day conference. The event supports and encourages professional networking and features two speakers who focus on the significance of the work both past and present of women administrators in Massachusetts public schools. The target audience includes women Superintendents, Assistant Superintendents, aspiring Superintendents and administrators. This conference is held during the last week in March at Holy Cross College in Worcester, Massachusetts.
* In May, the Massachusetts Association of Superintendents’ President’s Annual Spring Meeting is held on May 18, 2017. This one day conference focuses on the current and future issues facing Superintendents in the state. It is also the meeting during which The Distinguished Service Award and the President’s Awards are presented. Additionally, the membership in attendance formally recognizes retiring Superintendents and Superintendents who have served for 10, 15, 20 and 25 years. This conference is held at the Best Western Royal Plaza Hotel in Marlborough, Massachusetts.

For more information, visit our website: ***www.massupt.org***

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