



Shrewsbury Public Schools

Joseph M. Sawyer, Ed.D.
Superintendent

DRAFT FOR DISCUSSION PURPOSES

January 24, 2018

To: School Committee

From: Joe Sawyer

Re: Addressing district-level leadership capacity to achieve strategic priorities & goals

At our most recent meeting, in my State of the District report, one of the key points I made was that “realizing our vision, priorities, and goals will require the resources to do the job.” Relative to our new strategic priorities and goals, I identified the following areas as places where additional capacity would enable us to execute our plan:

- establishment and coordination of partnerships with community resources, including businesses, higher education, service agencies, alumni, etc., in order to create more experiential learning and career awareness opportunities for students;
- development of systems that promote family engagement and culturally proficient practices within an increasingly diverse community;
- coordination of social emotional learning strategies and programming for students, along with professional development to build staff capacity to address students’ social, emotional, and health needs;
- developing and implementing a comprehensive well-being strategy and corresponding programming for staff.

I believe that building additional district-level leadership capacity is both a high-leverage and cost-effective approach that will advance these important initiatives and enhance the quality of our educational program in a variety of beneficial ways. After much thought, and after consulting with our leadership team, I believe adding an additional assistant superintendent position, with a focus on building community

partnerships and enhancing student and staff well-being, will provide substantial value to our students, staff, parents, and community.

Please note that additional positions have not been added at this level of the organization since 2000, despite the fact that our student population has grown by 30% during that time, and the expectations of public school districts have also increased in volume and intensity.

For an initial discussion of what this position is intended to provide in terms of value, please see the following **draft** of potential responsibilities for this role. I think you will find that they are substantial and aligned with our priorities. I look forward to discussing this with you.

Working Position Title:

Assistant Superintendent for Community Partnerships & Well-Being

Responsibilities (include but are not limited to):

Community partnerships

- Works with businesses, colleges, and other community partners to develop student opportunities for experiential and project-based learning, such as community service learning projects, job shadowing, internships, etc.
- Cultivates relationships with institutions of higher education in order to create learning and professional development opportunities for students and staff
- Enhances family-school engagement through district-level organization and development of parent/caretaker educational resources, enhancement of new family registration and orientation, and strengthening of family transitions between grade spans
- Leads initiatives that advance the district's ability to implement the Massachusetts Tiered System of Support model's elements related to "Student Support – School Culture, Family and Community Engagement," including development of culturally proficient practices that enable the district to better serve students and families with diverse backgrounds (culturally, linguistically, socioeconomically, etc.)
- Serves as a district liaison to agencies and organizations that provide resources and supports for families
- Directs and leads efforts of Coordinators of Development and Volunteer Activities in order to support district initiatives to a) develop philanthropic

financial support for the Colonial Fund and for special projects, and to b) leverage volunteer support for district and school initiatives

- In collaboration with the Finance leader, assists in identifying and developing community-based alternative revenue sources and resources to address district needs
- Collaborates with district leaders, school principals, and local stakeholder groups to build deeper connections between the district and the broader community (including groups such as the Shrewsbury Education Foundation, Chamber of Commerce, Shrewsbury Youth & Family Services, and Parent Teacher Organizations and other parent organizations)
- Builds a network of Shrewsbury Public Schools alumni in order to develop relationships to inform and support district and school improvements, as well as to determine the impact of a Shrewsbury education on alumni's subsequent college, workplace, and life experiences

Well-being

- Leads or participates in project work that actively supports progress of district strategic priorities and goals. While focus will change as priorities change approximately every five years, some examples of projects in the coming years may include:
 - Leading and collaborating in efforts that addresses the 2018-2022 strategic priority of "Enhanced Well-Being of All," including the school start times project
 - In collaboration with the Human Resources leader, creating a comprehensive well-being strategy and corresponding programming for staff
- Oversees K-12 Health, Physical Education, and Family Consumer Science Department and ensures curriculum and programming advances the district's goals for well-being.
- Works collaboratively with the Special Education/Pupil Personnel leader and Curriculum/Instruction/Assessment leader to identify and implement social emotional learning strategies and programming for students, as well as to provide professional development to build staff capacity to address students' social, emotional, and health needs
- Oversees extended learning programming in order to enhance programs and curriculum beyond the regular school day and year that support well-being and evolving community needs

- Organizes meetings and work of the district's School Wellness Advisory Committee in order to ensure that district policies and practices reflect student and community needs, as illustrated by Regional Youth Health Survey data and other appropriate measures
- District liaison with the Central Massachusetts Regional Health Alliance
- Develops measures and methods to articulate the value of the district's well-being strategy and programming
- Contributes to the district's onboarding, mentoring, and induction programs for new staff

Personnel

- Leads the selection process for direct reports and participates in other administrative search processes
- Supervision and evaluation of assigned staff members

Other

- Seeks grant opportunities for the development of programs
- Prepares and presents reports to support School Committee decision making
- Participates in the district budget preparation process and manages fiscal resources to support district goals
- Advises the Superintendent in areas of responsibility and initiates program proposals and activities to improve services and/or increase the effectiveness and efficiency of the school district