Mount Mansfield Unified Union School District
10 River Road Jericho, VT 05465
P:802-434-2128 F:802-899-4001
mmuusd.office@mmuusd.org
www.mmuusd.org

Executive Limitations Monitoring Report
2.4 District Leadership Succession
John R. Alberghini, Ed.D.
April 14, 2025

I hereby present my monitoring report on 2.4 District Leadership Succession according to the schedule set out by the Board. I certify that the information contained in this report is true and represents compliance with all aspects of the policy unless specifically stated otherwise.



_____ **April 14, 2025**
Superintendent **Date**

The Superintendent certifies that the District is in compliance with 2.4 District Leadership Succession with no exception.

To protect the Board from loss of Superintendent services, the Superintendent will ensure that the administrative team is prepared to effectively operate in the short or long term absence or departure of the Superintendent.

Accordingly, the Superintendent shall:

- ❖ Ensure that there be no fewer than two other executives sufficiently familiar with the School Board and Superintendent issues and processes to enable an individual or a combination of employees to operate with reasonable proficiency as an interim successor.

Summary
As the superintendent is the direct conduit between the Board and the District and in charge of the overall operations of the District, it is critical that there are personnel, plans and structures in place in the event the superintendent is unable to perform their duties in the short or long term. Preparing and cultivating leaders to step in if necessary is a priority of the superintendent and District.

The following are details and actions that demonstrates compliance with this policy:

- Changing the role of Andrew Jones from Curriculum Director to Assistant Superintendent.
- Assistant Superintendent, Andrew Jones has received a Level II Superintendent Endorsement. This qualifies Andrew to take over the responsibilities of superintendent in the State of Vermont.
- Andrew Jones has taken on supervision and evaluation responsibilities of some District administrators.
- Andrew Jones is the Central Office liaison for the Board's Communication Committee.
- Andrew is a member of the Vermont Superintendent Association (VSA). This professional association provides support, critical information, networking and training to Vermont superintendents.
- Andrew attends and participates in VSA meetings and training.
- Andrew has worked to cultivate relationships with Board members, presented reports to the Board and served as superintendent at Board meetings when the superintendent is unavailable or

Andrew's support as superintendent at a Board meeting is planned and approved by the Board Chair.

- Andrew supports in planning and facilitating administrative meetings.
- Andrew meets monthly with principals and Central Office administrators to discuss operation and education program implementation and problem solve issues.
- Andrew is part of monthly Central Office operations meetings to understand the responsibilities and work of District administrative positions and support in the overall management of the District.
- Rebecca Thibault has worked as a Central Office administrator for 9 years. She understands the systems very well and has the confidence and respect of administrators and staff members.
- Rebecca has an MBA and HR certifications that enable her to make system and personnel decisions that are effective and lawful.
- Rebecca's leadership skills, experience and responsibilities have evolved over the past nine years. Rebecca takes the lead on recruitment, hiring, employment contracts, implementation of the employee handbook and employment agreements, employee discipline, Title IX investigations, employee wellness, coordination of benefits and supervising Central Office staff who are involved in administration of HR and personnel functions.
- Rebecca is involved in budgeting and business office matters. She has an in-depth understanding of our financial and business operations as well as the overall Central Office responsibilities and functions.
- Rebecca is a liaison for the Board HR Committee and is integral in the negotiations process.
- Rebecca attends conferences, workshops and professional development for HR Directors who are in the education field and is a member of the VT School HR Professionals Association. Rebecca's commitment to new and contemporary learning and her experience has prepared her to fill essential roles and make decisions if the superintendent cannot.

Assistant Superintendent, Andrew Jones possesses the necessary VT credentials and training to serve as MMUUSD Superintendent. Along with HR Director Rebecca Thibault's expertise, commitment and broad operational knowledge of the systems used across the District, MMUUSD is ready and capable of fulfilling the responsibilities and requirements of MMUUSD Superintendent for a short- or long-term period.

Additionally, the MMUUSD Board spent several months planning, recruiting, engaging constituents, and interviewing candidates in a comprehensive and deliberate process that resulted in the successful hiring of the next MMUUSD Superintendent. This was a thorough and intentional search and hiring process.

- ❖ Develop leaders within the District by offering professional development, leadership opportunities, mentoring and any other reasonable means the Superintendent deems appropriate.

Summary

As the pool of qualified educational leaders has gotten shallower and the turnover of school and district administrators has been identified as an issue in our state and nationally, developing and supporting leaders is more important than ever. There is a strong body of educational research that demonstrates the importance and positive outcomes realized by sustainable and high quality leadership. To be proactive and responsive, MMUUSD provides mentoring to all new teachers and administrators. Additionally, our Central Office administrators meet monthly with principals to offer support and problem solve. Moreover, we meet regularly as preK-12, preK-4, Prek-8 and 5-8 administrative teams for collegiality, to achieve Ends and make progress toward meeting key priorities. Our meetings focus on professional literacy,

Professional Learning Communities (PLCs), Multi-Tier Systems of Support (MTSS), Universal Design for Learning (UDL), equity and inclusion, pertinent education literature and system change. We try to avoid nuts and bolts items that can be addressed in an email or other written correspondence. We've utilized inside and outside professionals to advance knowledge and leadership.

The following are examples and evidence of the resources, methods, activities and supports we offer our administrators (this is not an exhaustive list):

- Monthly meetings with administrators that focus on professional development, data analysis, vertical alignment, district priorities, education practices, safety and security, achieving Ends and effective implementation of educational programs.
- Assistant Superintendent and Curriculum Director - embedded consultation and support with Equity and Inclusion, Multi-Tiered Systems of Support (MTSS), Universal Design for Learning (UDL) and Professional Learning Communities (PLC)
- Monthly meetings with the superintendent that center around personnel, budget, student issues, student achievement, supervision and evaluation and solving problems
- Equity Coaches - provide resources, guidance, consultation, professional development and curriculum integration
- Technology Integration Specialists - technology integration, tech support, database education and assistance, district assessment implementation and data analysis professional development
- Special Services Director and Special Services Coordinators - special education, 504, homeless and preschool/EEE consultation, resources, professional development, guidance and support
- Board Certified Behavioral Analysts - assess behavioral issues, supervise and support behavior interventionist, develop behavior plans and implement interventions that promote meaningful changes in behavior and relevant professional development
- Child Psychologist, Dr. Joelle Van Lent - supports administrators and school teams in understanding trauma, stress, and resilience as it relates to schools, social emotional learning needs of our students and student behavior plans
- Facilities Director - provides planning, recommendations, resources and onsite support to administrators
- Technology Director - All Things Technology
- Math, Literacy and Science Coaches and MMUHS Curriculum Coordinators - provided programming leadership, professional development, resources, consultation and curriculum planning and development
- Vermont Principal Association Professional Development Opportunities
- Champlain Valley Educator Development Center CVEDC-ESA Options
- Vermont Principal Association Mentors
- Annual Administrative Retreat

To cultivate Central Office (CO) leadership, we meet regularly as a team and individually to coordinate operations, study the budget, discuss implementation of priorities and policies, coordinate communications, discuss governing/Board information, examine state initiatives and discuss HR related matters. In addition, all Central Office administrators are part of state level organizations in the areas of HR, business administration, special services, technology and curriculum coordination. These organizations provide important professional development and colleagueship. We also look for opportunities outside of Vermont to communicate with and learn from national education leaders and study innovative programs.

Additional Evidence: In a 2023 superintendent leadership feedback survey provided to administrators,

92% of respondents strongly agree and 8% of respondents agree that the superintendent is accessible in a way that meets their needs. 83% of respondents strongly agree and 7% of respondents agree that the superintendent is responsive to their requests and needs.