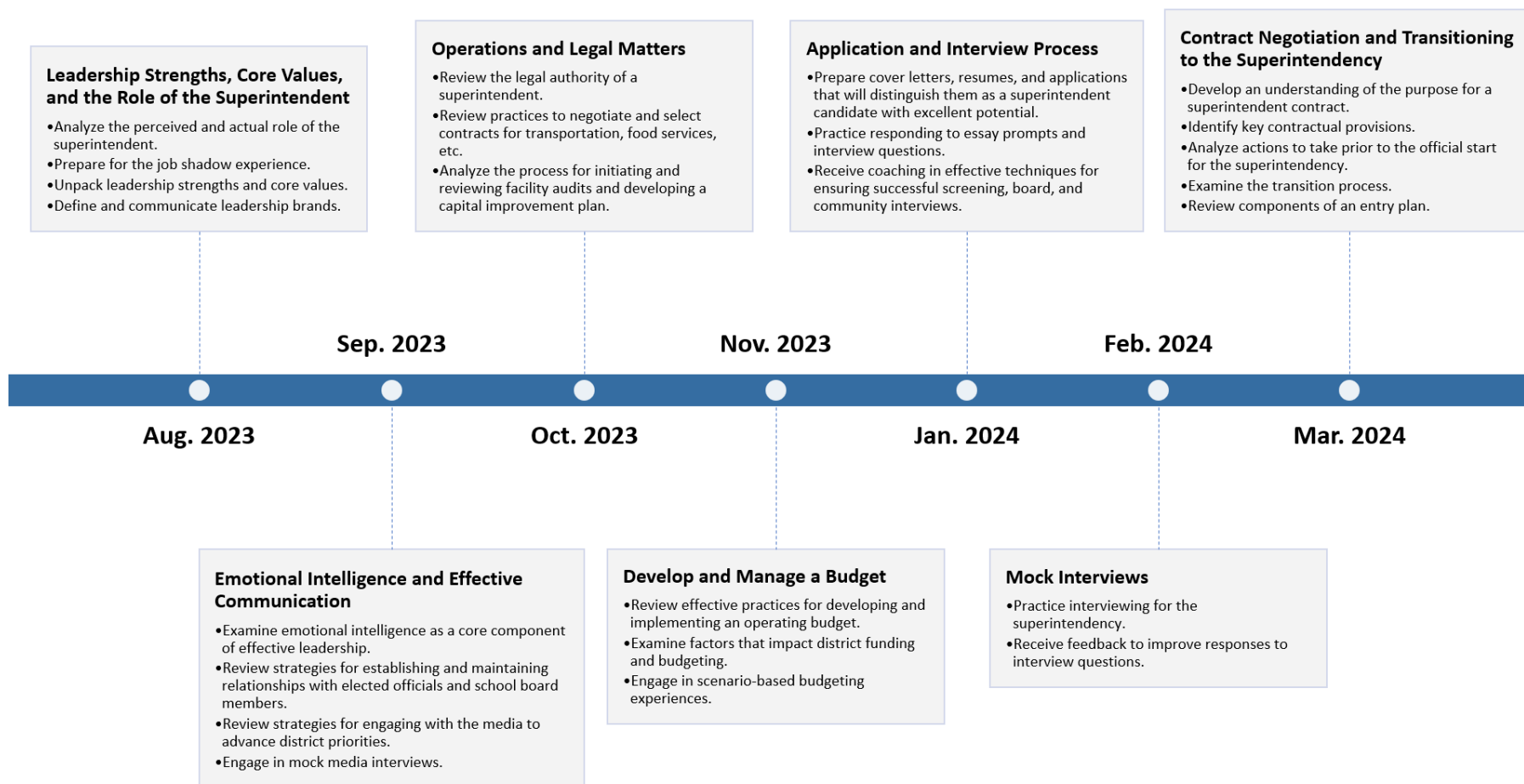


Learning Plan Overview

The Maryland Superintendent Academy is an accelerated, executive 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 with the [Region 4 Comprehensive Center](#) to meet the unique needs of Maryland school system leadership. Academy participants function as a community of practice, learning from national experts and current and former Maryland superintendents. 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. This learning plan provides a high-level overview of Academy dates, topics, and outcomes.



Date and Time	Topic and Outcomes
August: Reflecting on the role of the superintendent, unpacking leadership strengths, and defining your leadership brand and core values. Location: Turf Valley Resort, Merriweather Room, 2700 Turf Valley Road, Ellicott City, MD 21042	
8/8/2023 4:30 pm - 8:00 pm	Community Building Experience Participants engage in a structured networking experience to begin building relationships with cohort members and prepare for the learning experience.
	Superintendent Keynote Participants receive welcome, review the purpose of the Academy, and receive an overview of PSSAM.
	What I Wish I Knew Participants learn from a superintendent panel about what they wish they knew their first year as a superintendent and unpack the perceived and actual role of a superintendent.
8/9/2023 8:00 am - 3:00 pm	Learning Trajectory and Academy Expectations Participants review the learning plan, research base for the Academy, expectations, and baseline data.
	Job Shadow Experience Participants discuss and prepare for job shadow experiences.
	StrengthsFinders and Core Values Participants unpack results from their Strengths Assessment and identify their core leadership values.
	Defining Your Leadership Brand Participants craft their leadership brand and review effective practices for communicating their brand.

Date and Time	Topic and Outcomes
September: Cultivating emotional intelligence and communicating effectively. Location: Frederick County Public Schools, Board Room, 191 South East Street, Frederick, MD 21701	
9/20/2023 4:30 pm - 8:00 pm	Community Building Experience Participants engage in a structured networking experience to begin building relationships with cohort members and prepare for the learning experience.
	Superintendent Keynote Participants receive welcome and reflect on emotional intelligence for district leadership.
	Emotional Intelligence for District Leadership Participants explore effective strategies to recognize, express, embrace, and regulate emotions as a core component of effective leadership.
9/21/2023 8:00 am - 3:00 pm	Media Training and Crisis Communication Participants learn effective strategies for engaging with the media to advance district priorities and managing crises. There will be a focus on • Anticipating questions; • Answering questions and redirecting conversations to focus on the message that you want to deliver; • Using effective practices such as messaging, body language, lighting, and location, for interviews; and • Assessing the success of an interview and areas of improvement. Participants will also review examples and counterexamples of effective communication strategies and practice responding to scenarios focusing on effective crisis communication strategies.
	Elected Officials Panel Participants will discuss the importance of and learn strategies for developing and maintaining positive and productive relationships with local elected officials.
	Communicating and Collaborating with School Boards Participants review effective strategies for training, norming, and collaborating with school boards.

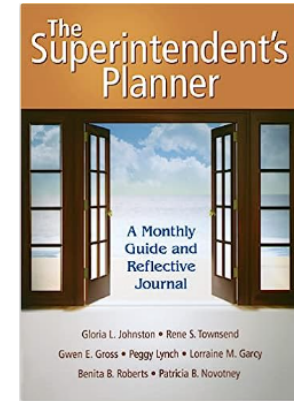
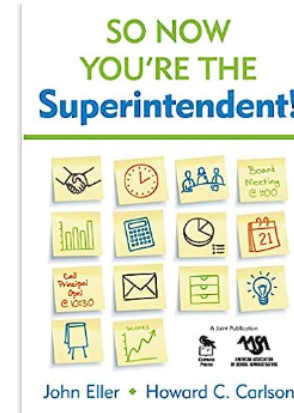
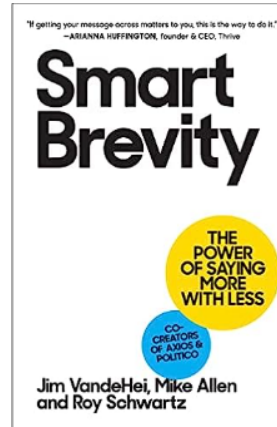
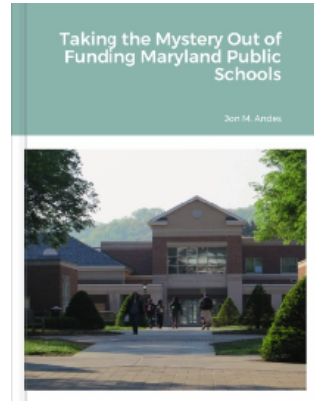
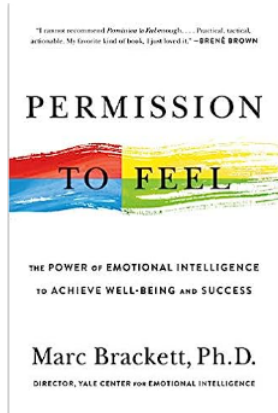
Date and Time	Topic and Outcomes
October: Managing district operations and reviewing the legal authority of superintendents Location: Great Wolf Lodge, 1240 Chesapeake Overlook Pkwy, Perryville, MD 21903	
10/25/2023 4:30 pm - 8:00 pm	Community Building Experience Participants engage in a structured networking experience to begin building relationships with cohort members and prepare for the learning experience.
	Superintendent Keynote Participants discuss effective practices for leading district operations.
	How to Be a Superintendent... Legally! Participants discuss the legal authority of superintendents and boards of education and review what happens when a law is violated. They reflect on if and how a superintendent can be removed from the position.
10/26/2023 8:00 am - 3:00 pm	Procurement 101 Participants review effective practices to negotiate and select contracts for transportation, food services, and other items essential for school operations.
	Maintaining School Facilities Participants review effective practices for initiating and reviewing facility audits and developing a capital improvement plan.

Date and Time	Topic and Outcomes
November: Developing and managing a budget. Location: Holiday Inn & Suites, Ocean City, 1701 Atlantic Ave, Ocean City, MD 21842	
11/15/2023 4:30 pm - 8:00 pm	Community Building Experience Participants engage in a structured networking experience to begin building relationships with cohort members and prepare for the learning experience.
	Creating an Operating Budget Participants receive a high-level overview of the: • purpose of an operating budget, • role of superintendent and board of education in the budget development process, • budget development calendar, and backward design process to develop a budget.
	External Factors that Impact Maryland School District Funding and Budgeting Participants examine: • sources of district funds, • Code of Maryland Regulation (COMAR) requirements, • unrestricted and restricted funds, • state aid and county wealth, and • maintenance of effort, and fund balance.
11/16/2023 8:00 am - 3:00 pm	Superintendent Keynote Participants discuss the first 90 days of the superintendency with a focus on district finances and budgets.
	Developing and Implementing an Operating Budget Participants will understand the importance of budgeting and how to manage a budget that they will inherit from a predecessor, identify likely issues and concerns regarding finances so that they can better plan and mitigate risk, and learn about strategic budgeting and multi-year financial planning.

Date and Time	Topic and Outcomes
January: Applying and interviewing for the superintendency. Location: Forthcoming	
1/24/2024 4:30 pm - 8:00 pm	Community Building Experience Participants engage in a structured networking experience to begin building relationships with cohort members and prepare for the learning experience.
	Superintendent Panel Participants discuss the application and interview process and hear lessons learned from superintendents.
1/25/2024 8:00 am - 3:00 pm	Application, Cover Letter, Resume, and Interview Participants review effective practices for each part of the hiring process. This includes: • preparing a cover letter that is customized for the position and will distinguish the aspiring superintendent as a candidate with excellent potential. • creating a resume that will result in an interview opportunity. • writing an essay or developing a presentation in response to a district prompt. • receiving coaching in effective techniques for ensuring successful screening interview, board interview, and community interview. • anticipating and preparing for interview questions from small, medium, large, rural, urban, and suburban school districts. • engaging in role play and practice responding to interview questions. • developing a meet the finalist video.

Date and Time	Topic and Outcomes
February: Mock Interviews Location: Virtual	
March: Negotiating the superintendent contract and transitioning to the superintendency Location: Chesapeake Bay Club, 500 Marina Club Road, Stevensville, MD 21666	
3/20/2024 4:30 pm - 8:00 pm	Job Shadow and Mock Interview Reflection Participants discuss lessons learned from their job shadow experience. Superintendent Contract Participants discuss: • What is the purpose of a contract? • Who should negotiate the contract? • What background research is needed to inform negotiations? • Which contract provisions should be included and avoided?
3/21/2024 10:00 am - 7:00 pm	Superintendent Keynote Address <i>You Have Signed Your Contract - Now What?</i> Participants discuss actionable steps to take prior to the official “start date” for the superintendency. There will be a focus on: • What actions should you take prior to your official start date? • What questions should you ask? • Who should you meet with? • How do you establish a transition team? Transitioning into the Superintendency Participants review effective practices for facilitating listening tours, engaging community partners, and establishing a leadership team. Closing Keynote End of Program Celebration Participants receive certificates.

Academy resources:



In addition to books, customized resources and online tools will be shared throughout the Academy to support content. All resources will be provided at no charge to Academy participants.