



## Superintendent's HOPE Note - January 2022

"Most of the important things in the world have been accomplished by people who have kept on trying when there seemed to be no hope at all."

-Dale Carnegie

In his book, *Leading in a Culture of Change* (2007), Dr. Michael Fullan explains, "All successful schools experience implementation dips as they move forward. The implementation dip is literally a dip in performance and confidence as one encounters an innovation that requires new skills and new understandings. Leaders who understand the implementation dip know that people are experiencing two kinds of problems when they are in the dip - the social-psychological fear of change and the lack of technical know-how or skills to make the change work." Our district is no different than millions of organizations trying to find their "new normal" amid an increasingly competitive and rapidly changing landscape. COVID has impacted everything we do, and the last 22 months have been exhausting!

Our challenge is even more significant as we try to adjust to COVID challenges while improving our instructional programs. In fact, "implementation dip" is probably an understatement for our context. However, we cannot abandon our long-term mission of ensuring the success of every learner. **These are not just words. They define our very existence.**

As the leader of this great district, I see the exhaustion. I understand the frustrations of adopting a new instructional model, and I have witnessed the pandemic's toll on our mental health. Our district is not unique in this struggle. The urge to give up is resonating around the country. COVID fatigue is real.

So, why should we keep going? We are developing the next generation of citizens who will one day become the workforce that will either drive this nation forward or cause it to decline. COVID sucks. Period. However, our future depends on the investments that we make today. When COVID is finally contained, and I believe that day will come, our district and our society will reflect the investments that we did or *did not* make during this time.



Thank you for your investment each day and know that you are appreciated!

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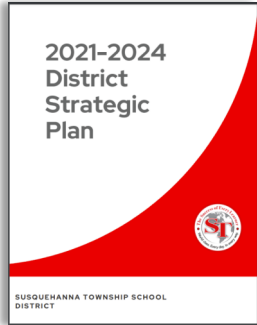
### Did you know?

In order to ensure that new staff are welcomed into the HANNA family, the Human Resources Department has developed PowerPoint presentations introducing new team members across the district. These presentations are sent monthly via email so be sure to check them out. If you see a new team member, welcome them and make them feel a part of this amazing team!

**"Life is short. Smile while you still have teeth." — Unknown**

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Visit the district's webpage to see the full [Strategic Plan](#)

## The District's Strategic Plan: [Team Member Engagement & Retention](#)

### Critical Success Factor (CSF) Team Member Engagement and Retention (TME&R)

Strategic Objective(s): Improve Team Member Engagement

Measures & Targets:

- By May of 2024, STSD will reduce annual voluntary turnover to 10% of workforce as documented by approved minutes of the school board of director meetings
- By May of 2024, STSD will improve overall team member attendance by 25% as measured by CSIU reports
- By May of 2024, 85% of staff will recommend STSD to others as measured by the *Are We Making Progress* survey

The term team member includes all members of the district's workforce. A focus on team member engagement continues the district's previous strategic plan. Since 2017, the district has experienced a 27% increase in the number of team members reporting that my senior (top) leaders are ethical and demonstrate our organization's value; a 36% increase in the number of team members reporting my bosses and my organization care about me; and a 37% increase in those reporting that senior leaders create a work environment that helps me do my job.

Team member engagement remains a priority, considering the pre-existing national teacher shortage coupled with recent COVID-related staffing shortages (Walker, 2021). Because team member engagement must be developed and sustained over time, the district will continue to focus on these indicators while expanding its focus to ensure that all team members can articulate how their work aligns with the organization's long-term goals.



### Piece of the Puzzle

Please join me in celebrating Keith Edmonds, Assistant Principal at the High School! Mr. Edmonds is the first person all learners see daily at arrival. He greets every student by name and with a fist bump. This positive morning routine and visibility have allowed learners to build trusting relationships where they feel comfortable coming to him proactively to resolve any concerns that arise throughout the year. In addition, Mr. Edmonds can deescalate the most escalated situations with learners and adults, using restorative practice to resolve issues while maintaining the relationships. Mr. Edmonds' approach has had a direct positive impact on climate in the building. Thank you Mr. Edmonds!