



**School Board Special Meeting  
Monday, June 20, 2022; 4:00 PM  
ECC Room 338 and Virtual\***

- I. Determination of Quorum and Call to Order**
- II. Closed Session**
  - A. Superintendent Evaluation  
**Presenter(s)**: Erica Allenburg, School Board Chair
- III. Board Chair Updates**
- IV. Adjournment**

\* One Board member will participate virtually from 28 Rue Monsieur le Prince, Paris, France



**Board Meeting Date:** June 20, 2022

**TITLE:** Superintendent Evaluation

**TYPE:** Discussion

**PRESENTER(S):** School Board Chair Erica Allenburg

**BACKGROUND:** Attached is an overview of the 2021-2022 Superintendent Goals with current status of each goal.

**RECOMMENDATION:** None - Discussion Only

**Desired School Board Outcomes:** Review thoroughly ahead of time and prepare comments and questions.

**ATTACHMENTS:**

1. Overview of Goals / Status Report

[Mid Year Goals Update](#)

<b>Stacie Stanley - Overview of Goals 2021-2022</b>	
<b>Goal Area</b>	<b>Description</b>
Return to School Plan	<ul style="list-style-type: none"> <li>● Oversight of Initial 2021-2022 Plan and ongoing COVID Plan updates provided to the board               <ul style="list-style-type: none"> <li>○ <a href="#">8.2.21 Return to School Webinar &amp; Invitation to attend video</a> <a href="#">8.9.21</a> <a href="#">8.17.21</a> <a href="#">9.13.21</a> <a href="#">9.28.21</a> <a href="#">10.11.21</a> <a href="#">11.8.21Reg</a> <a href="#">11.8.21WS</a> <a href="#">11.16.21</a> <a href="#">12.13.21</a> <a href="#">1.10.22</a> <a href="#">1.31.22</a> <a href="#">2.14.22</a> <a href="#">3.7.22</a></li> </ul> </li> <li>● Advised and directed the work of the communications and student support services departments to develop a community user friendly COVID-19 Dashboard: <a href="#">EPS COVID-19 Dashboard</a></li> <li>● Convened Incident Command team to analyze COVID-19 management efforts: <a href="#">7.29.21</a> <a href="#">10.26.21</a> <a href="#">11.10.21</a> <a href="#">1.5.22</a></li> <li>● Organized and facilitated community COVID-19 expert panel event <a href="#">12.6.21</a></li> <li>● Resolution for universal masking and staff vaccination/testing protocol <a href="#">11.8.21WS</a></li> <li>● Monitor Academic Performance               <ul style="list-style-type: none"> <li>○ Advise on universal screener administration</li> <li>○ Overview of Current Levels of Student Performance: <a href="#">10.11.21</a></li> <li>○ Mid-year principal 1:1 meetings to monitor progress toward goal in School Improvement Plans</li> </ul> </li> <li>● Advised on MTSS process for use of panorama data               <ul style="list-style-type: none"> <li>○ Monitoring student SEL                   <ul style="list-style-type: none"> <li>■ Received reports &amp; Advised on use of 2021 Panorama data during cabinet, 1:1's with cabinet members, and DILT meetings.</li> <li>■ Received report, analyzed and advised on 2022 Panorama: <a href="#">data presentation on 6.13.22</a></li> </ul> </li> </ul> </li> <li>● EVA updates to board: <a href="#">12.13.21</a> <a href="#">3.14.22</a> <a href="#">6.13.22</a></li> <li>● Video updates, Example <a href="#">In the Know updates</a>, PLC updates:</li> </ul>
Magnet Schools (A.1)	<ul style="list-style-type: none"> <li>● STEAM and Spanish DLI approved by board on <a href="#">11.30.21</a></li> <li>● Continued meetings regarding development of school, construction updates.               <ul style="list-style-type: none"> <li>○ Meetings with Asst supt, director T&amp; L, director HR &amp; principal Bergman to ensure continued timely implementation of plan.</li> <li>○ Meetings with WOLD architects, director of business, &amp; director of buildings and grounds</li> </ul> </li> <li>● Directed asst supt to work with NASA for <a href="#">Student Spaceflight Experiments Program</a></li> <li>● Oversight of ongoing board Updates: <a href="#">10.11.21</a> <a href="#">10.19.21</a> <a href="#">11.30.21</a></li> </ul>
Leadership Development (strategy D)	<ul style="list-style-type: none"> <li>● Individual &amp; Department Goals, feedback and evaluation process developed.               <ul style="list-style-type: none"> <li>○ <a href="#">individual professional goal setting</a> <a href="#">department continuous improvement plan</a></li> <li>○ Monthly meetings and mid-year check ins with cabinet members</li> </ul> </li> <li>● Change Management Training: William Bridges - Bridges Transition, Lippett - Complex Change, Marzano et al - 2nd order change,               <ul style="list-style-type: none"> <li>○ Cabinet meetings &amp; retreats, monthly DILT and Principal Leadership meetings..</li> </ul> </li> <li>● Student leadership team meetings in December, January and March/April: <a href="#">4.18.22 Supt Student Leadership Team Presentation</a></li> </ul>

	<ul style="list-style-type: none"> <li>● Training for new school board members</li> </ul>
<p>Superintendent 2021-2022 Transition &amp; onboarding (strategy D &amp; E)</p>	<ul style="list-style-type: none"> <li>● Establish Strategic Plan Gantt chart: Presentation to board <a href="#">10.19.21 Final Gantt Chart</a></li> <li>● Established and submitted <a href="#">90 day transition plan</a> and verbal transition summary to board at 9.28.22 workshop</li> <li>● Communication with board: <ul style="list-style-type: none"> <li>○ Weekly 1:1 with the board chair,</li> <li>○ Scheduled and as needed updates with the governance committee,</li> <li>○ Monthly finance &amp; facilities/T&amp;L/Policy and LAC committees,</li> <li>○ <a href="#">new board member training</a> and onboarding meetings,</li> <li>○ communication updates, and</li> <li>○ Calling to advise as needed.</li> </ul> </li> <li>● Community Presence: Established strong community presence by attending many events throughout the school year including the Edina 4th of July parade, football games, Volleyball games, girls basketball games, Robotics event, hockey games, baseball, band, orchestra and choir concerts, theater performances, AVID program events, end of the year EHS scholar celebrations, and read aloud to kindergartners.</li> <li>● School visits: Built regular school visits into my calendar to demonstrate present leadership and interest in the work of all staff.</li> <li>● Became an active member of key community organizations including AM Rotary, and board member for Edina Chamber: <a href="#">Morningside Rotary Presentation</a> <a href="#">League of Women Voters</a></li> <li>● Established a strong partnership with Mayor's Office &amp; City of Edina: <ul style="list-style-type: none"> <li>○ <a href="#">Edina State of the Community Presentation</a>,</li> <li>○ periodic breakfast meetings,</li> <li>○ joint council/board meeting</li> </ul> </li> <li>● Developed strong partnership with Parent Leadership Council: Example minutes <a href="#">9.14.22</a> <a href="#">11.9.21</a> <a href="#">1.11.22</a> <ul style="list-style-type: none"> <li>○ Collaborated with PLC officers to establish a calendar of meeting speakers.</li> <li>○ Provided important district updates at all meetings.</li> <li>○ Utilize feedback to better serve the general EPS community.</li> </ul> </li> <li>● Established a 36 member Key Communicators network, which allows me to communicate district successes and keep informed of situations important to EP reputation and brand. Held launch meeting onboarding and provided frequent updates. <a href="#">Key Communicator Invitation</a></li> <li>● Wrote several articles for the Sun Current to highlight programs and successes of Edina Public Schools. <a href="#">12.9.21</a> <a href="#">10.15.21</a> <a href="#">3.22.22</a></li> <li>● Quickly pivoted to leverage partnerships to host a series of One Town - One Family Community Conversations: <a href="#">4.14.22</a> <a href="#">6.23.22</a> <a href="#">Marketing Video</a></li> <li>● Used the communication vehicle of recorded messages to maintain important communications with EPS families and staff. Examples : <a href="#">8.29 Welcome Back to School</a> <a href="#">September</a> <a href="#">November</a> <a href="#">December</a> <a href="#">March 2022</a></li> <li>● Used communication vehicle of the Buzz and In The Know to provide important communications with EPS staff and families. <a href="#">Example communications</a></li> <li>● PTO &amp; Staff overview of mission, vision, core values and Core Beliefs at each school E-12: <a href="#">Sliddeck</a> <a href="#">Feedback</a> <a href="#">Mission, Vision, Values &amp; Beliefs Handout</a> <a href="#">Key Selling Points Handout</a></li> <li>● Recruited 42 members to serve on the Core Planning Team. Convened Core Planning Team for 2 days in April 2022 to monitor and provide feedback on the strategic plan. Oversaw process for facilitators to present overview of feedback to school board members: <a href="#">Agendas</a> <a href="#">Invitation adult</a> <a href="#">Invitation Student</a> <a href="#">6.13.22 report</a></li> </ul>

	<ul style="list-style-type: none"> <li>● Candidate and board training: <ul style="list-style-type: none"> <li>○ <a href="#">July</a>, <a href="#">October</a>, <a href="#">December</a> &amp; January MSBA training for potential and newly elected board candidates</li> </ul> </li> <li>● Partnered with Edina Chamber to host a community business roundtable in <a href="#">October 2021</a> <a href="#">10.21.21</a><a href="#">Suncurrent Article</a></li> <li>● Led process to establish a data metrics plan that will be used beginning the fall of 2022: <a href="#">11.8.21</a> <a href="#">2.14.22</a></li> <li>● Establish strong partnerships with City, Chamber and local businesses: <a href="#">March Realtor Presentations</a></li> <li>● Monitor Enrollment and advise on development of process for closing open enrollment: <a href="#">4.11.22</a></li> <li>● Successfully monitor and oversee ongoing situation with the Hornet Logo: <ul style="list-style-type: none"> <li>○ Worked with board to schedule several closed sessions,</li> <li>○ Participated in mediation session in December 2021,</li> <li>○ interviewed attorneys to identify and hire counsel.</li> <li>○ Ongoing communication with counsel and updating the school board in an on-going manner.</li> </ul> </li> <li>● Successfully guide HR/Finance to settle EME contract; reopen and settle SEIU contract for bus drivers</li> <li>● Build effective relationships with EME <ul style="list-style-type: none"> <li>○ Regular meetings with Union president</li> <li>○ Established monthly labor relations meetings with EME, Director of HR, Assistant Superintendent and Business Director</li> </ul> </li> <li>● Successfully handle transition of leaders in HR and Finance departments: Immediately identified interim leaders for the departments who maintained all regular operations.</li> <li>● Successfully recruit and hire new cabinet members, Highlands Principal and transportation supervisor</li> </ul>
<p>Comprehensive Literacy Plan (strategic plan A.3, A.4)</p>	<ul style="list-style-type: none"> <li>● Implementation Gantt Chart for CLP developed and submitted to board: <a href="#">10.11.21</a></li> <li>● 5,000 K-5 students universally screened in September 2021: board presentation <a href="#">10.11.21</a></li> <li>● Board updates on implementation of plan: <a href="#">10.11.21</a> <a href="#">12.13.21</a> <a href="#">1.31.22</a></li> <li>● T &amp; L provided on-going training for principals and literacy lead teams throughout the school year.</li> <li>● Established a District Instructional Leadership Team (DILT), that met monthly 9/21-5/22 <ul style="list-style-type: none"> <li>○ Example agendas <a href="#">9.15.21</a> <a href="#">12.1.21</a> <a href="#">4.6.22</a></li> </ul> </li> <li>● Assessment Dashboard: <a href="#">11.16.21</a></li> <li>● <a href="#">ELC CLP Plan approved</a></li> <li>● Engaged in recruitment of Asst Director of T &amp; L; help develop job description for Data Analyst Position in T &amp; L: <ul style="list-style-type: none"> <li>○ Asst Director of T &amp; L work pivotal in supporting K-8 principals in their understanding of FastBridge and ways to support teachers with the use of data.</li> <li>○ Data analyst position critical for the development of the Tableau data dashboard, and ongoing monitoring of various student data points.</li> </ul> </li> </ul>
<p>Equity Review &amp; Analysis (strategy B)</p>	<ul style="list-style-type: none"> <li>● EPS DEI plan developed and presented to board: <a href="#">12.13.21</a></li> <li>● Analyzed Equimetrics data (organizational scan) with cabinet and principal team;</li> <li>● Analysis of FastBridge and MCA data, Analysis of grade data at the MS and HS level. Met with all principals mid-year to discuss data and determine plans in areas of need.</li> <li>● Each Cabinet member trained in the Tools of Cultural Proficiency in July 2021 &amp; All district formal leaders in <a href="#">August 2021</a></li> <li>● Contracted with trainer and co-planned training for school board members on the Tools of Cultural Proficiency <a href="#">4.25.22</a></li> </ul>

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|  | <ul style="list-style-type: none"><li>• Demonstrated flexibility and leadership for equity asl leveraged personal existing network to provide listening sessions for our Asian American and Jewish communities: EHS -3.8.22, 3.14.22, board- <a href="#">4.25.22</a></li><li>• Established partnership with City, Chamber, &amp; Edina Community Foundation, and YMCA Unitedhealth Group Equity Center to plan and launch One Town/One Family Community Conversations. Oversee 4.14 and 6.23 events.</li><li>• Recruitment &amp; Retention: <a href="#">Strategic Plan Efforts - see strategy B</a></li></ul> |
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### **2020-2021 Superintendent Goals and Current Status**

Below are the goals and current status of the work being done by the Superintendent and District administration.

Proposed 2021-2022 Superintendent Goals are directly related to the return to in person learning and key aspects of the strategic plan.

**Return to School Plan** – Edina Public Schools will return to in person learning 5 days per week. The Superintendent will lead the implementation of the return to school plan including:

The superintendent presented a return to school plan on August 17, 2021 with goals to ensure EPS students moved to learn in-person 5 days a week, and with limited disruptions and quarantine. Students returned to school on August 31, 2021. Mitigation efforts including universal masking, physical distancing, the use of HEPA filters, hygiene protocols including handwashing, monitoring for symptoms, and daily or as needed cleaning of high touch surfaces.

Since the start of school, we have had a minimal number of full classes in quarantine, and as of Friday, November 19, 2021 there were 21 E-12 students quarantined due to close contact in the school setting or school sponsored activity and 69 students in quarantine due to close contact in the non-school setting.

Key benchmarks along with their status are outlined below.

- Collaboratively develop a comprehensive return to school plan that will support the return to in-person learning with limited learning disruptions.
  - Completed – plan approved 8.17.21
- Develop and monitor key set of metrics to determine degree of mitigation factors including a gauge to determine when the use of masks will be dialed back.
  - Completed and presented to school board during 10.11.21 School Board meeting
- Establish, publish, and maintain a dashboard to report aggregate district level COVID positive cases and quarantine data.
  - Completed – dashboard launched in September
- Continued partnership with City of Bloomington and public health and other stakeholders on the incident command team.
  - Received weekly debrief from Bloomington Public health, and held Incident Command Team meetings on 10.26.21 and 11.10.21
- Ensure student performance data is collected, reviewed, and used in each school to identify learning impact, if any, from the learning model shifts during the 2020-2021 school year.
  - Completed and overview provided to the school board on 10.11.21
  - Use of student performance data is on-going
- Provide an overview of current levels of student performance to the board of directors.
  - Completed and overview provided to the school board on 10.11.21.
- Ensure student health & well-being data is collected, reviewed, and used in each school to identify student mental health needs and establish targeted support plans as needed.

- Spring 2021 Panorama data used in MTSS process in the fall.
- Students continue to be monitored by site teams for mental health and well-being. Referrals for various supports handled accordingly.
- Panorama scheduled to be administered in early spring 2022
- Monitor teaching and learning efforts in the Edina Virtual Academy to ensure rigorous instruction and learning outcomes are in place and implemented throughout the school year.
  - Staff member designated with oversight in August
  - Updates provided to cabinet
  - Board update scheduled in December 2021
- Frequent, accurate and effective communication with families and community to maintain trust.
  - Various outreach methods used to communicate with stakeholders including:
    - Reports at school board meetings,
    - Use of recorded messages,
    - Update in fall Experience newsletter,
    - Buzz updates
    - Parent Leadership Council, and
    - Meetings with school PTOs

**Magnet Schools (Strategic Plan A.1)** - Explore, develop, and establish a launch plan for additional Early Learning Center -12 programming that promotes authentic and engaging learning experiences to meet the needs of future ready learners and provide attractive educational options

An update on exploration process for magnet programming was presented to the school board in October. Exploration included garnering input from stakeholders via small parent groups, ThoughtExchange, surveys, staff meetings at each elementary and meetings with school administration. The administrative team will present final recommendations to the school board or November 30, 2021.

Key benchmarks along with their status are outlined below.

- Provide direction and consultation on the magnet programming design process; ensure that student and parent voice is engaged in the process, and that the plan includes an analysis and revision of the Profiles of a Learner.
  - Initial report provided to the school board in October. Report included an overview of the design process conducted thus far, the engagement of stakeholders, and suggested magnet programming options.
  - Members of administrative team have continued to work with stakeholders along with key partnerships to develop final recommendations which will be presented to the school board on November 30, 2021.
- Ensure quarterly detailed updates are provided to the board of directors.
  - School Board update provided at October 2021 school board meeting.



- Final recommendations will be presented to school board November 30, 2021.
- Evaluate and monitor fiscal implications to ascertain programming is implemented within proposed timelines.
  - Reports received from planning team and included in report to school board in October 2021.
  - Fiscal implications provided in final recommendations, which will be presented at November 30, 2021 school board meeting.
- Leverage partnership with city agencies and the business community to support Early Learning Center -12 program development.
  - Partnership with Edina City Chamber to host business roundtable on October 15, 2021. Forty-eight business leaders representing many industries participated in the event. During this event, administration garnered feedback on the portrait of a learner, along with information related to the knowledge and skills needed to thrive in their industries.
  - Met with Edina Realtors on November 16, 2021 to share update on possible magnet programming.
  - Partnered with Edina League of Women Voters on November 12, 2021 to host a hybrid meeting where I was able to outline district efforts including possible magnet programming.
  - Met with various stakeholders throughout the fall including Rotary, Edina Education Fund, Edina Give and Go, and the city of Edina to share about district and possible magnet programming.

### **Comprehensive Literacy Plan (Strategic Plan A.3, A.4)**

The comprehensive literacy plan was launched in September. Five thousand K-8<sup>th</sup> grade students were screened for dyslexia. Principals and teaching teams met to examine the data and instructional plans were created and have been implemented at each school. The Early Learning Center curriculum has been reviewed and the plan was presented to the school board and approved in November. The study of 6-12 curriculum recently began and will continue through the remainder of the school year.

Key benchmarks along with their status are outlined below.

- Provide direction and consultation to ensure the quality implementation of the board approved literacy plan, including the key component of critical thinking.
  - Literacy plan was presented and approved in July 2021.
- Work with the district administration team to establish a Gantt chart for implementation efforts to project proceeds according to timelines.
  - Gantt chart completed and presented to the school board in September.
- Establish a district instructional leadership team, that will provide monthly updates to the superintendent to monitor student performance data:
  - Team established and began meeting monthly in September.
  - Team analyzed data collected at the start of the School year and developed a presentation that was provided to the school board in October.

- Monitor implementation of training, and application in the classroom setting.
  - Team provides a monthly update on implementation efforts. Members receive feedback to ensure that deep implementation will continue.
- Provide direction in the development of assessment dashboard that will allow administrators, teachers, and other service providers to easily access student performance data that informs instructional practice to meet the learning needs for students performing at all percentile levels.
  - Worked with administration to data and assessment staffing to ensure we have programming expertise.
  - Guided the process in first moving to Tableau for analysis.
  - Draft of Assessment Dashboard presented to the school board in November 2021. Final recommendation will be presented at the December 13, 2021 school board meeting.
- *Development and approval of the Early Learning Center & 6-12 plan.*
  - Early Learning Center curriculum has been reviewed and plan was presented to the school board in November.
  - The study of 6-12 curriculum recently began and will continue through the remainder of the school year

### **Equity review and analysis (Strategic Plan Priority B)**

Create learning environments and curricula that enable staff and students to learn from and reflect on their own and others' experiences; explore multiple perspectives; practice civil discourse; encourage empathy; create interpersonal connections and embrace diverse identities.

The administration has worked on a Guiding Change plan that will be presented at the December 2021 School board meeting. Since July, all cabinet members, school administration and teacher leaders have been trained in the Tools of Cultural Proficiency. This framework is used for organizational development and includes systems processes developed by Terry Cross, Chris Argyris, and Peter Senge. The framework takes an intercultural approach toward building equitable organizations.

Key benchmarks along with their status are outlined below.

- Direct and oversee an organizational scan to build baseline understanding of district needs.
  - Presentation on process scheduled at December 2021 school board meeting.
- Establish a plan for the implementation of systems-wide framework.
  - Presentation on guiding change framework scheduled for December 2021 school board meeting.
- Organize professional development for administration and teacher leadership to develop a train-the-trainer model and support long-term sustainability.
  - Cabinet and administrators trained in conceptual framework in August 2021.
  - Teacher leaders (coaches, equity leads, coordinators) trained in conceptual framework in November 2021.

- Organize training for the school board of directors to ensure common language and coherence throughout the school district.
  - Working with school board chair to finalize February training dates.
- Support and retain quality, culturally competent staff with increasingly diverse backgrounds, experiences, and perspectives
  - Form partnerships with post-secondary institutions to create a pipeline for a diverse workforce.
    - Attended Normandale Black Male Teach program in September
    - Attended University of MN Teacher of color recruitment partnership meeting in October
  - Oversee the development of recruitment, hiring, and retention plan.
    - Plan will be presented at December 2021 school board meeting.
- Establish baseline metrics and develop 3-year goals.
  - Analysis of metrics scheduled for January 2022

### **Leadership Development (Strategy D)**

Superintendent began her tenure by holding 1:1 meetings with all district directors and lead principals. Superintendent holds monthly 1:1 meetings (or more frequent if needed) with each cabinet member. Superintendent attends principal meetings facilitated by the assistant superintendent and other departmental meetings as needed.

Key benchmarks along with their status are outlined below.

- Reestablish goal setting, feedback, and evaluation system for cabinet level leadership.
  - Cabinet members established personal and professional goals. Met with superintendent in the fall and are scheduled to meet with superintendent for mid-year check-ins in January.
- Establish a department continuous improvement process to include goals, actions steps, key indicators of progress and evaluation metrics.
  - Cabinet members developed and have started to implement department improvement plans. Cabinet members provide bi-monthly updates on the plans.
- Build understanding & use of effective change management models for all district leaders.
  - Cabinet members participated in training on prevalent change management models.
  - Administrative team built micro-credential framework for principal and other districtwide leaders. Initial training for leaders occurred in November, and monthly training will be provided through May 2022.
- Establish student superintendent leadership teams.
  - Students are currently being recruited for superintendent leadership team. First meetings will be held on December 16<sup>th</sup> and December 17<sup>th</sup>.

### **Superintendent 2021-2022 Transition & Onboarding**

Superintendent has engaged herself in the community in a variety of ways including meeting with key community stakeholders, attending community and school events, hosting community information events, meeting with Parent Leadership Council, Meeting with PTOs, serving as a member of Edina Chamber Board, sworn in as member of Edina Morningside Rotary.

Key benchmarks along with their status are outlined below.

- Develop a four-year Gantt Chart that outlines the implementation of Strategic Plan.
  - Draft of Gantt Chart was presented to school board in October 2021, and the finalized Gantt Chart will be presented at the December board meeting.
- Foster trusting, collaborative, and constructive relationships with the Edina Public Schools Board of Directors.
  - Held 1:1 onboarding meeting with each board member.
  - Co-planned & co-facilitated school board retreat.
  - Facilitated information sessions for potential school board candidates in July 2020.
  - Facilitated information sessions for school board candidates in October 2021.
  - Weekly agenda setting meetings.
  - Attend and actively participate in school board committee meetings.
  - Per school board norms, provide frequent updates to board.
  - Remain in contact with the board regarding any key district items.
- Foster trusting, collaborative, and constructive relationships with Edina Public Schools internal & external stakeholders.
  - Establish strong relationship with City of Edina.
  - Member of Edina Chamber of Commerce board.
  - Met with legislative representatives.
  - Attend many school events and met with students from clubs.
  - Support efforts of local non-profits.
  - Partner to host EPS Business Roundtable.
  - Sworn in as Edina Morningside Rotary member.
- Maintain a high level of trust with the Edina Public Community and stakeholders during a time of transition through quality communication and visibility.
  - Frequently attend school and community events.
  - Frequent communication with stakeholders using a variety of methods.
  - Use of social media outlets to engage stakeholders.
- Assess organizational coherence and effectiveness across key departments to support implementation of strategic plan and collaboratively defined outcomes.
  - Conducted a S.W.O.T. assessment and provided an overview to school board, and 90-day transition update at school board worksession.
- Build deep understanding and initial intra - district commitment to district vision, core values and core beliefs.
  - Met with all staff to provide an engage and build foundational understanding of EPS mission, Vision, Core Values and Beliefs
  - Met with all PTOs to engage and build foundational understanding of EPS Mission, Vision, Core Values and Beliefs.
  - Engaged Parent Leadership Council to build foundational understanding of EPS Mission, Vision, Core Values and Beliefs.
  - Partnered with League of Women Voters to provide a hybrid overview of district vision and programming.
- Strategically utilize community partnerships to champion excellence and value of education in EPS.

- Worked with administrative team to generate marketing materials to share with various stakeholders and business partners to foster an understanding of the Excellence of EPS programming. Requested that information in materials be used to champion the excellence that EPS has to offer.
  - Rotary
  - City of Edina (Fire, Police, City Government)
  - Chamber of Commerce
  - Edina Realty
  - Business community
  - Parent Groups
  - League of Women Voters
  - EPS Staff
- Convene a Core Planning Community Feedback team consisting of students, parents, licensed & classified staff, administrators, and school board directors to monitor yearly progress in implementation of the strategic plan.
  - Slated for development to begin in January 2021.
- Provide communication and information to school board candidates.
  - Weekly agenda setting meetings.
  - Attend and actively participate in school board committee meetings.
  - Per school board norms, provide frequent updates to board.
  - Remain in contact with the board regarding any key district items.
- Complete MSBA phases 1-3 with new school board members, along with key first quarter key decisions that will be made.
  - New and current interested board members will be registered sessions beginning on January 9, 2022.
  - Finalizing schedule for onboarding new school board members.
- Explore data request process to ensure efficiencies for the public
  - Administrative team working on processes and will bring to the school board in January 2022.



Proposed 2021-2022 Superintendent Goals are directly related to the return to in person learning and key aspects of the strategic plan.

**Letter.Number = Connection to Strategic Plan**

**P = Priority**

**Month/Year = Target Date**

**Return to School Plan** – Edina Public Schools will return to in person learning 5 days per week. The Superintendent will lead the implementation of the return to school plan including:

- Collaboratively develop a comprehensive return to school plan that will support the return to in-person learning with limited learning disruptions. **P, July - August 2021**
- Develop and monitor key set of metrics to determine degree of mitigation factors including a gauge to determine when the use of masks will be dialed back. **P, D.4, September 2021**
- Establish, publish, and maintain a dashboard to report aggregate district level COVID positive cases and quarantine data. **P, D.4, September 2021**
- Continued partnership with City of Bloomington and public health and other stakeholders on the incident command team. **P, E.4, Ongoing 2021-2022**
- Ensure student performance data is collected, reviewed, and used in each school to identify learning impact, if any, from the learning model shifts during the 2020-2021 school year. **P, A.3 Ongoing 2021-2022**
- Provide an overview of current levels of student performance to the board of directors. **P, A.1, October 2021**
- Ensure student health & well-being data is collected, reviewed, and used in each school to identify student mental health needs and establish targeted support plans as needed. **P, C.1-C.4, On-going 2021 - 2022**
- Monitor teaching and learning efforts in the Edina Virtual Academy to ensure rigorous instruction and learning outcomes are in place and implemented throughout the school year. **P, C.4, On-going 2021 - 2022**
- Frequent, accurate and effective communication with families and community to maintain trust. **P, E.2 & E.3, On-going 2021 - 2022**

#### **Magnet Schools (Strategic Plan A.1)**

- Explore, develop, and establish a launch plan for additional Early Learning Center -12 programming that promotes authentic and engaging learning experiences to meet the needs of future ready learners and provide attractive educational options. **P, November 2021**
  - Provide direction and consultation on the magnet programming design process; ensure that student and parent voice is engaged in the process, and that the plan includes an analysis and revision of the Profiles of a Learner. **November, 2021**
  - Ensure quarterly detailed updates are provided to the board of directors. **On-going 2021 - 2022**
  - Evaluate and monitor fiscal implications to ascertain programming is implemented within proposed timelines. **On-going 2021 - 2022**



- Leverage partnership with city agencies and the business community to support Early Learning Center -12 program development. *On-going 2021 - 2022*

#### **Comprehensive Literacy Plan (Strategic Plan A.3, A.4)**

- Provide direction and consultation to ensure the quality implementation of the board approved literacy plan, including the key component of critical thinking. *P, On-going throughout 2021 - 2022*
  - Work with the district administration team to establish a Gantt chart for implementation efforts to project proceeds according to timelines. *October 2021 - 2022*
  - Establish a district instructional leadership team, that will provide monthly updates to the superintendent to *September 2021*:
    - Monitor student performance data, *D.4, On-going throughout 2021 - 2022*
    - Monitor implementation of training, and application in the classroom setting. *D.4, On-going throughout 2021 - 2022*
- Provide direction in the development of assessment dashboard that will allow administrators, teachers, and other service providers to easily access student performance data that informs instructional practice to meet the learning needs for students performing at all percentile levels. *E.6 July - December, 2021*
- *Development and approval of the Early Learning Center & 6-12 plan. A.3 & A.4 January, 2022*
- Provide direction for key human resource acquisitions. *E.5 July - August, 2021*

#### **Equity review and analysis (Strategic Plan Priority B)**

- Create learning environments and curricula that enable staff and students to learn from and reflect on their own and others' experiences; explore multiple perspectives; practice civil discourse; encourage empathy; create interpersonal connections and embrace diverse identities *B.2*
  - Direct and oversee an organizational scan to build baseline understanding of district needs. *P, September, 2021 - October, 2021*
  - Establish a plan for the implementation of systems-wide framework. *P, October, 2021 - November, 2021*
  - Organize professional development for administration and teacher leadership to develop a train-the-trainer model and support long-term sustainability. *August, 2021 - January 2022*
  - Organize training for the school board of directors to ensure common language and coherence throughout the school district. *February, 2022*
- Support and retain quality, culturally competent staff with increasingly diverse backgrounds, experiences, and perspectives *P, B.4*
  - Form partnerships with post-secondary institutions to create a pipeline for a diverse workforce. *March, 2022*
  - Oversee the development of recruitment, hiring, and retention plan. *December, 2021*
    - Establish baseline metrics and develop 3-year goals. *February, 2021*



### **Leadership Development (Strategy D)**

- Reestablish goal setting, feedback, and evaluation system for cabinet level leadership. *P, D.2, August, 2021*
- Establish a department continuous improvement process to include goals, actions steps, key indicators of progress and evaluation metrics. *P, D.4, August, 2021*
- Build understanding & use of effective change management models for all district leaders. *D.2, November, 2021*
- Establish student superintendent leadership teams. *P, D.3, November, 2021*

### **Superintendent 2021-2022 Transition & Onboarding**

- Develop a four-year Gantt Chart that outlines the implementation of Strategic Plan. *P, October, 2021*
- Foster trusting, collaborative, and constructive relationships with the Edina Public Schools Board of Directors. *P, E.4, On-going 2021 -2022*
- Foster trusting, collaborative, and constructive relationships with Edina Public Schools internal & external stakeholders. *P, E.4, On-going 2021 -2022*
- Maintain a high level of trust with the Edina Public Community and stakeholders during a time of transition through quality communication and visibility. *P, E.1, On-going 2021 -2022*
- Assess organizational coherence and effectiveness across key departments to support implementation of strategic plan and collaboratively defined outcomes. *D.4, May, 2022*
- Build deep understanding and initial intra - district commitment to district vision, core values and core beliefs. *P, E.1, Fall 2021*
- Strategically utilize community partnerships to champion excellence and value of education in EPS. *E.1, Ongoing 2021 - 2022*
- Convene a Core Planning Community Feedback team consisting of students, parents, licensed & classified staff, administrators, and school board directors to monitor yearly progress in implementation of the strategic plan. *D.4 & E.1 March 2022*
- Provide communication and information to school board candidates. *D.1, October 2021*
- Complete MSBA phases 1-3 with new school board members, along with key first quarter key decisions that will be made. *D.1, Spring 2022*
- Explore data request process to ensure efficiencies for the public, *E.3, February, 2022*