A Professional Development Resource Guide For Superintendents

Sul Ross State University
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PURPOSE OF PROJECT

The superintendent competencies are “best practices” to be followed every day in education. We study them diligently while working on the superintendency and preparing for the certification test. We vow to keep them fresh on our minds when we become superintendents and use them in every aspect of our job. Then we become superintendents in the real world and tackle the overwhelming task of learning the lessons that graduate school couldn’t teach us. Gradually, as time passes, the competencies fade away. The purpose of this project is to produce a professional development tool based on these competencies so that busy superintendents can renew their minds and put them into practice. Our goal was to produce an easy to use document—one that superintendents can access at home or in the office with the click of a mouse. We hope you find this document useful.

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GROUP PROJECT CONTRIBUTORS

Gay Morgan       Joel Rodgers
Bivian D. Hermosillo Sr.  Ralph Traynham
Morris Aldridge       Steve Merrill
Tony Morales       Roberta Stanaland
For the success of all, the Superintendent must act with integrity, fairness and in an ethical manner.

**SUPERINTENDENT COMPETENCY 001 RESOURCES**

- **ACT** with integrity, fairness, and in an ethical manner

  - **Internet**
    - Character Counts
    - Integrity Matters
    - Learning Integrity
    - TASA
    - Dale Carnegie Training

  - **Publications/Journals**
    - The School Administrator
    - Education Weekly
      [http://www.edweek.org](http://www.edweek.org)
    - Texas Educator Code of Ethics
      [http://www.sbec.state.tx.us](http://www.sbec.state.tx.us)

  - **Books**
    - Jesus on Leadership by Gene Wilkes
      [http://www.lifeway.com](http://www.lifeway.com)
    - The Servant by James C. Hunter
      [http://www.amazon.com](http://www.amazon.com)
    - Servant Leadership by Robert K. Greenleaf
      [http://www.greenleaf.org/index.html](http://www.greenleaf.org/index.html)
    - Give ‘em the Pickle by Robert E. Ferrell
    - How to Win Friends and Influence People by Dale Carnegie
    - 7 Habits of Highly Effective People by Stephen R. Covey
    - The 8th Habit by Stephen R. Covey
"Leadership is the capacity to translate vision into reality."
Warren G. Bennis. Superintendents--have you lost your vision? Was it a statement that had to be done and is now tucked away in a folder or notebook somewhere? Are you just getting by day to day without direction? Are teachers going to their classes without a clear idea of what they are working toward? Has the board forgotten about a vision? If you have answered "yes" to any of these questions, it is time to get your district, community and board fired up and form vision. Below are resources that you will find helpful in your venture.

**SUPERINTENDENT COMPETENCY 002 RESOURCES**

- Facilitate the development, articulation, implementation and stewardship of a vision of learning.
  - Internet
    - Begin with the End In Mind—Habit 2 [www.profitadvisors.com/beg_end.shtml](http://www.profitadvisors.com/beg_end.shtml)
    - Book Brings Vision into Focus [http://eric.uoregon.edu/publications/newsletter/fall97.html](http://eric.uoregon.edu/publications/newsletter/fall97.html)
    - Leadership Characteristics that Facilitate School Change [http://www.sedl.org/change/leadership/conclusions.html](http://www.sedl.org/change/leadership/conclusions.html)
    - Leadership Fables [http://www.linkslearning.org](http://www.linkslearning.org)
    - Leadership Vision [http://humanresources.about.com/od/leadership/a/leader_vision.htm](http://humanresources.about.com/od/leadership/a/leader_vision.htm)
    - Strategic Planning [http://www.ers.org](http://www.ers.org)
    - The Triumphant Superintendent—Visionary Leadership [http://www.aasa.org](http://www.aasa.org)
  - Publications/Journals
    - Caruso, M.D. (2005). The School Administrator, 62 (9), 8 "Teach the board its proper role" [http://www.aasa.org](http://www.aasa.org)
    - The School Administrator, 62 (10), 10-20.
SUPERINTENDENT COMPETENCY 002 RESOURCES

- Books
Effective leadership begins with successful communication and collaboration between all participants in the school community and ends with student success.

**SUPERINTENDENT COMPETENCY 003 RESOURCES**

- Communication and Collaboration with families and community members
  - Internet
    - Franklin Covey
      [http://www.franklincoveyeurope.com](http://www.franklincoveyeurope.com)
    - Verbal Judo
    - Fish
    - Colors
      [http://www.truecolors.org/](http://www.truecolors.org/)
    - Give’ m A Pickle
    - Kingdomality
    - TASB
      [http://www.tasb.org](http://www.tasb.org)
    - TASA
      - First-Time Superintendent
        [http://www.tasanet.org](http://www.tasanet.org)
      - Aspiring Superintendent
        [http://www.tasanet.org](http://www.tasanet.org)
    - AASA
      [http://www.aasa.org](http://www.aasa.org)
  - Publications/Journals/Books
    - School Administration
      [http://www.booksamillion.com](http://www.booksamillion.com)
    - Superintendent Administration
      - New Superintendent Journal
        [http://www.tasanet.org](http://www.tasanet.org)
    - Leadership Communication
    - The 7 Habits of Highly Effective Principles of Leadership
      "The 8th Habit: From Effectiveness to Greatness"
      [http://www.amazon.com](http://www.amazon.com)
    - Dale Carnegie How to Win Friends & Influence People
      [http://www.amazon.com](http://www.amazon.com)
    - Verbal Judo
In order for a school to be effective, it must have character. Character starts at the top. A superintendent’s character should be founded on strong, professional and personal principles, integrity and moral ethics with a commitment to apply them.

**SUPERINTENDENT COMPETENCY 004 RESOURCES**

- Act with integrity, fairness, and in an ethical manner for the success of all students
  - Internet
    - National Staff Development Council
      [http://www.nsdic.org/index.cfm](http://www.nsdic.org/index.cfm)
    - American Association of School Administrators
    - Texas Association of School Administrators
    - Ericdigest.org
    - North Central Association Commission on Accreditation and School Improvement
    - Education Commission of the States
    - Council of the Great City Schools
    - Northwest Regional Educational Laboratory
    - Association for Supervision and Curriculum Development
    - ERIC - Education Resources Information Center
Strategic Planning is a long-range planning tool that provides direction for the district’s education programs and support structures, and promotes increased community involvement in the education process. It includes analysis of the internal and external factors affecting district success and development of a district mission, vision, and strategic goals.

**SUPERINTENDENT COMPETENCY 005 RESOURCES**

- **Internet**
  - Texas Education Agency: Strategic Planning for TEA and the Texas Public Education
    [http://www.tea.state.tx.us/stplan/](http://www.tea.state.tx.us/stplan/)
  - TASB: Leadership Team Services
    [http://www.tasb.org/services/lts/services/district_planning.aspx](http://www.tasb.org/services/lts/services/district_planning.aspx)
  - Texas Association of School Administrators: Strategic Planning External Facilitation
  - Creating Strategic Performance Systems
    [http://www.tasanet.org](http://www.tasanet.org)
  - AASA: Assessment
    [http://www.aasa.org](http://www.aasa.org)
  - Teachers Pal – Effective Technology
  - ASBJ: 8 Strategies for Middle School Design
  - Principal.org: Breaking Ranks in the Middle: Strategies for Leading Middle Level Reform
    [http://www.principals.org/brim](http://www.principals.org/brim)
  - ESC 4: Accountability
  - Texas Assessment Conference Internet

- **Publications/Journals**
  - American School Board Journal:
  - eSchool News Online
  - District Administration
  - Questia: The Need for Strategic Planning in Academia
    [http://www.questia.com/SM.qst](http://www.questia.com/SM.qst)
  - From Vision to Implementation and Evaluation: The Changing State of Strategic Planning

- **Books:**
  - Strategic Planning for America’s Schools, William J. Cook, Jr., The Cambridge Group, 2001
  - Organizational Oversight: Planning and Scheduling for Effectiveness
The following is a guide to help you in your monumental effort to be that advocate, that nurturer, and that sustainer of effective instructional programs and professional growth.

**SUPERINTENDENT COMPETENCY 006 RESOURCES**

- Advocate, nurture, and sustain an instructional program
  - Internet
    - ASCD
      - [www.ascd.org](http://www.ascd.org)
    - ATPE
      - [www.atpe.org](http://www.atpe.org)
    - TASA
      - [www.tasanet.org](http://www.tasanet.org)
    - TASB
      - [www.tasb.org](http://www.tasb.org)
    - TEPSA
      - [www.tepsa.org/](http://www.tepsa.org/)
    - Sanborn & Associates, Inc.
      - [www.marksanborn.com](http://www.marksanborn.com)
  - Publications/Journals
    - School Administration
      - [www.aasa.org](http://www.aasa.org)
    - ATPE
      - [www.atpe.org](http://www.atpe.org)
    - Texas Lone Star
      - [www.tasb.org](http://www.tasb.org)
    - District Administration
- A district culture that is conducive to student learning
  - Workshops
    - So, You Wannabe A Staff Developer, Robin Fogarty & Assoc.
    - Curriculum Management Audit Training, Levels I & II, TASA
    - An Administrator’s Overview of Professional Development & Curriculum and Instruction, Regional Service Centers
- Staff professional growth
  - Books
    - Verbal Judo, Thompson
    - 8 Highly Effective Principles of Leadership, Covey
The Superintendent is responsible for the performance of all staff members and the selection of staff development.

Superintendent Competency 007 Resources

- **JUST FOR THE KIDS**  
  www.just4kids.org

- **THE CAMBRIDGE GROUP**  
  www.colonialcambridge.com

- **NO CHILD LEFT BEHIND**  
  www.pdkintl.org/

- **TASA – TEXAS ASSOCIATION OF SCHOOL ADMINISTRATORS**  
  www.tasanet.org

- **QLD Learning**  
  www.qldelearning.com

- **ALI – Administrative Leadership Institute (conf. & workshops)**  
  www.tasanet.org

- **TEXAS LEADERSHIP CENTER** (conf. & workshops)  
  www.tasanet.org

- **REGION 18 ESC**  
  www.esc18.net

- **TASA DAILY NEWSLETTER**  
  www.tasanet.org

- **INSIGHT** – Published by TASA  
  www.tasanet.org
The importance of a superintendent’s use of leadership and management principles as applied to budgeting, personnel, resource utilization, fiscal management and technology is discussed.

**SUPERINTENDENT COMPETENCY 008 RESOURCES**

- Texas Education Agency  
  [www.tea.state.tx.us](http://www.tea.state.tx.us)

- The Texas Association of School Boards (TASB)  
  [www.tasb.org](http://www.tasb.org)

- Texas Association of School Business Officials (TASBO)  
  [www.tasbo.org](http://www.tasbo.org)

- Texas Association of School Administrators  
  [www.tasanet.org](http://www.tasanet.org)

- Texas School Performance Review  
  [www.window.state.tx.us/tspr](http://www.window.state.tx.us/tspr)

- El Paso-Region XIX Education Service Center  
  [www.esc19.net](http://www.esc19.net)

- American School Board Journal  
  [www.asbj.com](http://www.asbj.com)

- Educational Leadership  
  [www.ascd.org](http://www.ascd.org)

- National School Boards Association  
  [www.nsba.org](http://www.nsba.org)

- National Association of School Boards Of Education  
  [www.nasbe.org](http://www.nasbe.org)

- Education Week  
  [www.edweek.org](http://www.edweek.org)

- American Association of School Personnel Administrators  
  [www.edweek.org](http://www.edweek.org)

- School Technology Leadership Blog  
  [www.schooltechleadershipblog.org](http://www.schooltechleadershipblog.org)
Providing a safe learning and working environment is one of the superintendent’s primary duties. Ensuring that the districts’ physical plants and support systems meet or exceed safety standards is vital.

**SUPERINTENDENT COMPETENCY 009 RESOURCES**

- Communication and Collaboration with families and community members
  - Internet
    - National Clearinghouse for Educational Facilities
      - [www.edfacilities.org](http://www.edfacilities.org)
    - Texas Center for Education Research
      - [http://www.tcer.org](http://www.tcer.org)
    - Department of Education
    - School Planning and Management
      - [www.webspan.com](http://www.webspan.com)
    - Texas Association School Administrators
      - [www.tasanet.org](http://www.tasanet.org)
    - Texas Association of School Boards
      - [www.tasb.org](http://www.tasb.org)
  - Professional Development
    - Asbestos Designated Person Training
    - Environment/Facilities Regulatory Compliance
    - Indoor Air Quality Training
    - Integrated Pest Management Coordinator Training
    - ICS/NIMS Incident Command System
  - Publications
    - Insight by TASA
    - Educational Facilities by Basil Castaldi
    - Ins and outs of School Facilities by Tak Cheung Chan
    - Financing School Facilities by School business Officials Association
New information for Superintendent decision-making and problem solving.

**SUPERINTENDENT COMPETENCY 010 RESOURCES**

- **Internet**
  - Just for the Kids
    [www.just4kids.org](http://www.just4kids.org)
  - TASA
    [www.tasanet.org](http://www.tasanet.org)
  - The Cambridge Group
    [http://www.colonialcambridge.com/](http://www.colonialcambridge.com/)
  - TASB
    [www.tasb.org](http://www.tasb.org)
  - Region 18 PDAS/ILD

- **Publications/Journals**
  - Insight published by TASA
  - The School Administrator
  - Education Weekly
    [www.edweek.org](http://www.edweek.org)
  - TASA Daily Newsletter

- **Books**
  - Expert Problem Solving: Evidence from School and District Leaders by Kenneth Leithwood and Rosanne Steinbach
  - Verbal Judo by George Thompson, Ph.D
  - 7 Habits of Highly Effective People by Stephen R. Covey
  - The 8th Habit by Stephen R. Covey
    [www.stephencovey.com](http://www.stephencovey.com)