

Addressing issues of school and district culture can be summarized by the below strategies.

- ✓ Create meaningful parental involvement- As mentioned in my video response, I am a strong proponent of inviting parents to partner with not only the individual school, but also with our district. Parents must be given a voice for providing feedback regarding school activities and programs. I will be sure to ask for parents to tell us their concerns and input on the education for their kids. For example, “Listen & Learn” events.
- ✓ Celebrate positive behavior and personal achievement- Students must feel welcomed and celebrated for their individual achievements along with their positive behavior. Celebrating these achievements can be accomplished as a classroom celebration, school-wide celebration and on a larger scale which involves the broader community. For example, Leader in Me and PBIS.
- ✓ Establish a fair and equitable discipline- The overall school and district discipline must consistently be enforced and adhered to. We must be careful to treat all students equally across the district in order to avoid biases and unconscious stereotypes.
- ✓ Model behavior by EVERYONE- Beginning with myself, everyone in the district must be a role model. Students will look up to the adults and emulate their behavior. Therefore, all changes must start from the top down.
- ✓ Positive engagement- We must engage students positively and continue to develop their human relation skills through SEL (social emotional learning). Schools must incorporate empathy, respect, and human relation skills into the everyday curriculum.
- ✓ Create school traditions- School Traditions will provide students and teachers with the opportunity to come together as one entity and have pride in their school. Research has identified school pride as a powerful tool in combatting bullying and other infractions. For example, common school language as used in Leader in Me.
- ✓ Innovation- I will encourage teachers to take risks inside the classroom. Allowing teachers the freedom to employ various teaching strategies and discuss the latest teaching trends will allow academic freedom needed to supplement the actual curriculum.
- ✓ Professional Development- Students should not be the only individuals who undergo learning. Teachers must also refine their teaching repertoires and improve their craft. School leaders must ask for feedback and suggestions for improvement.

I will implement all of the above strategies in order to increase the positive school and district culture.

I will hold my self and others accountable by the following set of expectations.

- ✓ Accountability starts with the me, the superintendent. I serve as a role model not only for the entire school district, but also for my team members. District personnel will follow my lead, and therefore it's crucial for me to demonstrate accountability each and every day. I pride myself from never missing deadlines but more importantly, I always make it a point to support my team whenever required. I hold high expectations for myself and every single district employee.
- ✓ I will set clear expectations and cultural norms for all employees including how success will be measured. Positive expectations will be clearly communicated and documented in writing. Employees develop a sense of accountability and understand there are performance metrics that need to be met.
- ✓ I will be an empathetic listener without offering a solution. I believe in allowing employees to implement their creative solutions while providing them with necessary information or resources. Support is my intended strategy.
- ✓ Clear communication- Develop clear communication channels that allow collaborative dialogue between all parties. I will need to address any communication breakdowns and ensure a return to positive performance.
- ✓ Set SMART Goals- Implementing Specific, Measurable, Achievable, Results-oriented, and Time-bound goals, will erase any possible confusion regarding employee expectations.
- ✓ Data-driven decisions- It is my expectation that every employee will be implementing a data-driven decision-making process. This process is necessary to maintain accountability. I believe that once we commit to transparency and accountability will empower and engage employees.
- ✓ Continuous Feedback- I believe that honest and ongoing feedback plays a vital role in the communication process. This feedback must also be constructive in its intended approach. However, feedback must be a two-way street which allows employees to share their own feelings.
- ✓ Everyone makes mistakes- Mistake can be a learning tool. My approach is to look at mistakes as an opportunity to learn and grow from. This will provide everyone with the confidence to admit their mistakes before allowing them to negate the positive outcomes.

I believe in implementing a culture of accountability beginning with the superintendent. This accountability will boost employee morale and accountability which will create a team approach atmosphere.