



Shenendehowa

Central School District

Superintendent's Year-End Evaluation Summary 2021-2022

This executive summary represents the collective work and responsibilities of the entire administrative team, individuals charged with the awesome responsibility of leading for learning. As Superintendent, I am honored to lead a team of dedicated professionals. It is through the synergy of efforts that progress is realized, success is attained, and effective practices are institutionalized.

This year-end executive summary is intended to be a compilation of achievements, pursuant to the board approved district goals. The list is not meant to be exhaustive and all-inclusive for there are countless endeavors and numerous achievements across the district by students and school personnel alike.

The [2021-2022 Goals of the Shenendehowa Central School District](#) were ambitious and aspirational, particularly on the heels at the peak of COVID and countless uncertainties about the continued impact in numerous dimensions: financial, psychologically, emotionally, physically, and the implications of regulatory rules and restrictions. Despite the unknowns, the district endeavored to sanction the inevitable, which means preparing students to compete and thrive in a knowledge-driven global community marked by rapid technological advancements and a heightened sense of accountability for performance. Doing so required an even sturdier focus on evolving as a learning community, learning from the lessons imbued by COVID, and being limber to adjust and take advantage of emerging opportunities. This was all complicated by the common expectation that things were “going back to normal.”



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More so than ever, the actualization of the Mission, Goals and Essential Objectives for the 2021-2022 school year, necessitated an intentional, almost a hyper-commitment to be measured in deliberations, decisions, and subsequent actions. The notion of trusting the process was put to the tests. Sustaining an organizational culture fueled by the mantra, the narrative of Commitment to Excellence was placed under a microscope. Would the district succumb to the pressures of gaping ideological viewpoints? Would the scars of COVID stifle the enthusiasm to embrace emerging opportunities? Would the dissonance of the intellect break the will to do what's right and righteous?

The challenges of gaping perspectives and contradicting viewpoints were not allowed to detract, and certainly not deny the transcending and transforming power of education. The 2021-2022 school year was a test, and it turned out to be a testament of the impact of high quality leadership, dedicated employees, and the gratitude of students to be afforded the opportunity to learn, to play, to grow, to be and to become...transforming best practices into common occurrences and ultimately aspiring goals into quantifiable achievements.

As with each school year, all resources, processes and initiatives were focused on supporting the perpetual activation of the mission...yielding the knowledge, skills and character students need to succeed and thrive in a knowledge driven society. The district is committed to excellence, cultivating learning and bringing out the genius in every student.



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Leading in a Crisis

The 2021-2022 school year presented the tremendous opportunity to effectively lead through and beyond a crisis. In a profound way, it was about the separation of the good wheat from the chaff. We saw it...some districts thrived and realized success after success for its students...some hung on for dear life anxiously waiting for the end of the year... and some abandoned all attempts at progressing, settling for status quo at best.

This past year saw the personification of courage by many, recognizing that the realization of courageous actions necessitated being vulnerable to errors and failures as you lean into conflicts and challenges. The overarching objective was to thrive through the chaos and regain organizational flow...state of balance, marked by consistent practices, predictable outcomes, and personnel in a zone - seamless effort and productivity.

From the start, the Opening Day message made it clear that we, the Shen learning community, would not play polarizing politics, instead our objective was to make profound differences. The appreciation for and provision of education cannot be deterred. As we reflect on the year, in so many ways, and by so many people, the opportunities presented to our students along the educational continuum were extremely meaningful.

The following graphical depiction symbolically and practically reflects the tremendous growth and achievement realized from the 2021-2022 school year, inclusive of many



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achievements articulated by colleagues as a part of the [2021-2022 Mid-Year Goals Presentation](#) to the BOE.

Culture and Process - Synergy of Efforts

Culture - Commitment to Excellence - Consistency in purpose with the best interest of all students as a priority

- **Fostering Relationships through power of presence, virtually and physically**
 - ◆ **Community Conversations, virtual access and recording broadened access**
 - ◆ **Unveiling of the Weekly Wraps by PIO, and forging ahead with website redesign**
 - ◆ **Refuting misinformation and disinformation on social media, protecting the Shen brand in a toxic environment**
 - **Acknowledging but not succumbing to small, yet vocal groups**
 - **Focus on the possibilities and not the constraints, embracing the normality of the current conditions**
- **Consistent Focus on Equity-Diversity-Inclusion, refining the fabric of organizational culture**
 - ◆ **Vibrant EDI Committee, concrete plans for 2022-2023 in accordance with [NYS Culturally Responsive Framework](#)**
 - ◆ **BOE training on Cultural Responsiveness and Cultural Competence**
- **Tone and tempo starts at the top**
 - ◆ **BOE Election Process scrutinized to ensure [qualified candidates](#)**
- **“Never quit” attitude and approach exemplified daily by the Transportation Department...overcoming immense staff shortages**



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Process - Measured Approach - Repeatable and Sustainable

→ Comprehensive School Opening Plan (Tiered Mitigation Plan)

◆ Mitigation Protocols flexed with the regulatory changes

- COVID Protocols
 - Nurses on the front line
 - Collaboration with colleagues across BOCES and County health officials
 - Cleaning practices enhanced by CMI training, new equipment and an abundance of PPE

◆ All students back

- Viable virtual learning (CVL) for 140 students grades K-12
- Alternative schedules at the secondary level
- Social emotional learning and wellness as priority

◆ All programs and services at full tilt

- Athletics reaped the rewards of student-athletes and coaches trusting the process
 - Historic number of championships and individual achievements at sectional, state, and national levels
- Arts and creativity abound
 - Full complements of chorus, orchestra, and other concerts and displays of student talents
- Targeting food insecurities
 - Food services maximizing legislative reprieve, allowing for free breakfast and lunch for all students
 - Bountiful Backpack serving upwards of 225 students
 - ◆ Gratitude to all volunteers & donors, kudos to Beth Miles



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→ District Level Plans- drives the seamless provision of varied educational programs:

- ◆ [Technology Integration Plan Overview / Plan](#)
- ◆ [Professional Development Plan Overview / Plan](#)
- ◆ [Special Education Plan Overview / Plan](#)
- ◆ [Student Services Plan \(AIS & RtI\) Overview / Plan](#)
- ◆ [Multi-Tier System of Supports \(MTSS\) Plan Overview](#)

→ Enhancing Academic Capacity- [Shen Learning Framework](#)

- ◆ Academic framework for due diligence in decision making and predictive analytics for performance
 - Cutting edge of student recognition
 - [Seal of Biliteracy](#)
 - [Seal of Civic Readiness](#)
 - [New Course Offerings](#)
 - Computer Science Principles (1 credit)
 - Social Studies Civics Capstone (.5 credit)
 - (Updated course) American Stories - Honors (Social Studies - 1 credit, English - 1 credit)
 - New textbooks and updated instructional materials
 - K-5 Math Series, Envisions
 - [MTTS Plan deployed with pilot of STAR Screener](#), implementation in 2022-2023
 - Comprehensive K-5 Literacy Plan in draft, being reviewed with a committee of administrators and teachers
 - Progressive Grading practices taking hold, exposure and extensive training planned for 2022-2023



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◆ Full- Day Kindergarten Analysis; Overview and Feasibility Study

- Road map for next steps in 2022-2023 under construction

→ Safety at the Apex

- ◆ Collaborations with state and county law enforcement and first responders
 - SRO agreement approved with plans for additional SRO in 2022-23

→ Fiscal Responsibility Center Stage

- ◆ Championing for change, targeted legislative advocacy
- ◆ Comprehensive Budget Development Process and Final Budget
 - Repurposing dollars beyond bus purchase to enhance grounds fleet capacity
 - Almost 80% approval on 2022-2023 Budget and strong rating by voters (Exit Poll)
- ◆ Meticulous planning and use of federal "COVID" funds
- ◆ Future proofing facilities remains a priority
 - Five-Year Building Conditions Survey initiated
 - Capital Projects on Schedule/Within Budget
- ◆ Galant attempt to maximize pre-K dollars, hampered by lack of capacity in the larger Shen community
- ◆ Approval of EFPR Group as the District's independent auditor
- ◆ Collective bargaining agreements all ratified...investment in human capital sets the foundation for a prosperous future
- ◆ Enhanced process to diversify personnel, wider nets cast with virtual platforms, ie, LinkedIn, etc.



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Yet, again for another year, the Shenendehowa learning community made tremendous strides. On June 24, the 69th graduating class will cross the stage and approximately 775 students will punctuate the Shen journey with a hand shake from me, the receipt of their diplomas and a wave to the parents, families and friends... a job well done and now off to the next chapter. In many ways, this executive summary serves the same purpose; a punctuation of a year's journey, a job well done, and the start of a new chapter.

This year exemplified what has been proven time and time again, leadership matters. Albany Business Review (June 2022) ranked 90 out of 90, lowest per pupil cost, yet #4 for overall performance. When combined, Shenendehowa is truly the most cost effective district in the region...high performance and reasonable cost. The success of the system is a reflection of the individual efforts of many, efforts keenly focused on students at the center. The phrase “partners in progress”, coined by the BOE President, Deanna Stephenson, said it all. The district shall remain steadfast on building bridges to the future, providing students with options and opportunities.

Committed to Excellence,

Dr. L. Oliver Robinson

Superintendent of Schools