

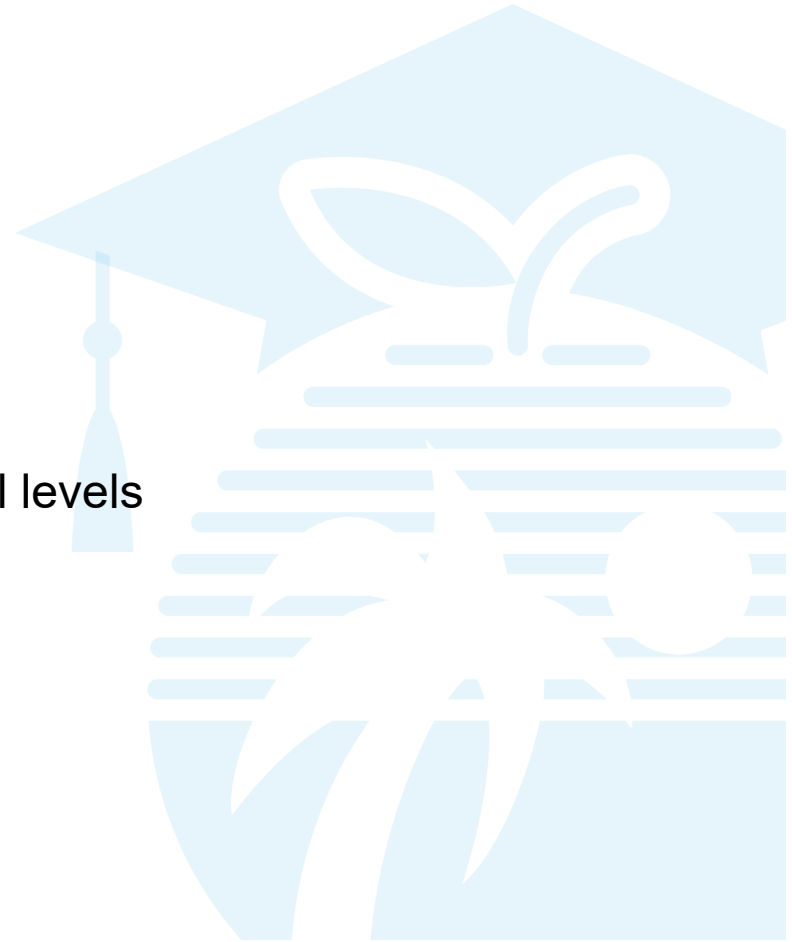
Dr. Vickie Cartwright
Superintendent of Schools
Broward County Public Schools

Leadership Re-Defined

Leading Post Pandemic

Uncharted Territories

- Today's Schools
 - Positive peer role modeling
 - Limited upper-class modeling
 - Social skills developmental milestones
 - Various impacts at difference school levels
 - Schools' unique needs
 - Social media



Uncharted Territories

- Today's Schools (Continued)
 - Disproportionate impacts
 - Widening of achievement gaps
 - Health implications
 - Inflation



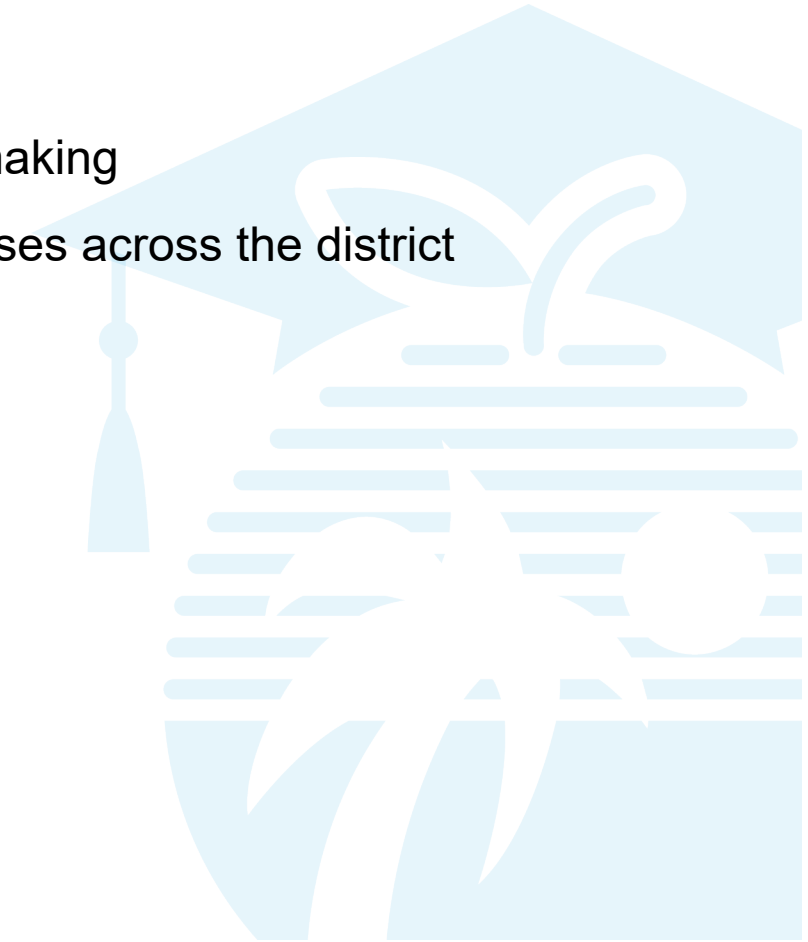
Uncharted Territories

- Today's Principal Supervisor Realities
 - Out with the old
 - Temporary shift to broaden scope
 - Revisiting previous practices
 - Principals must remain the instructional leaders at their school
 - Infusing new practices with previous practices
 - Educating the whole child requires addressing the mental health and SEL needs as well as the instructional needs
 - Going back to the basics
 - Skills need to be sharpened



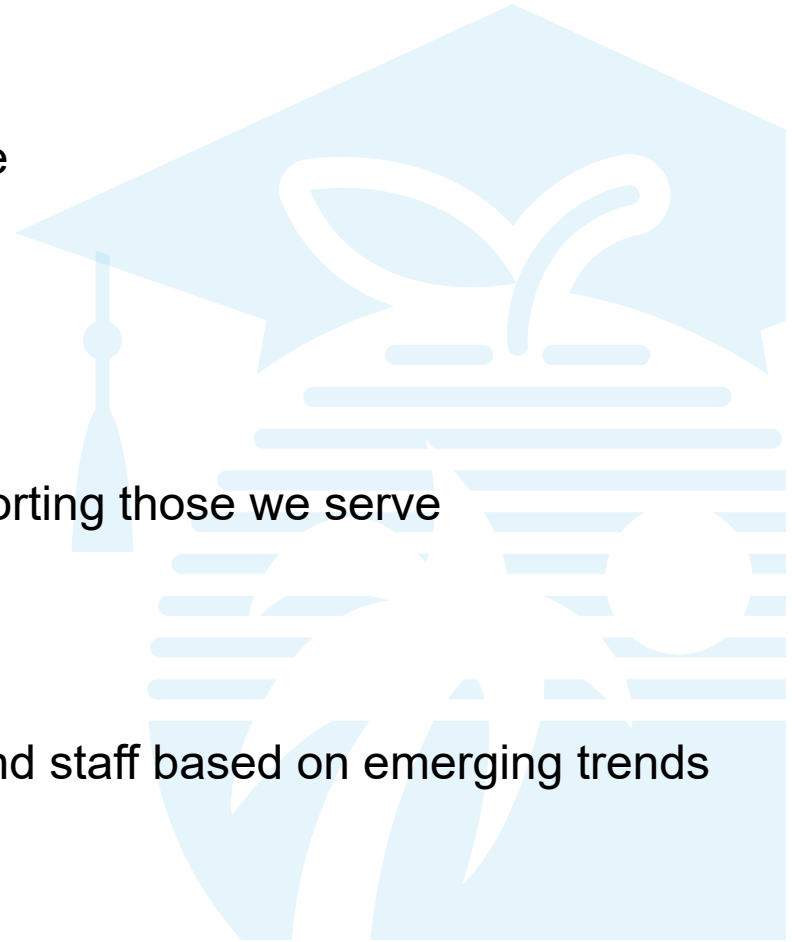
Uncharted Territories

- Consistency Is Key (Continued)
 - Each school site has unique needs
 - Analyze various data-sets in decision making
 - Critical areas require consistent responses across the district



Response Versus Leadership

- Crisis Response VS Crisis Leadership
 - Initial reactions to COVID-19
 - Required a different leadership style
 - More direct, less collaborative
 - Following directives
 - Current Reality
 - Proactive actions leading and supporting those we serve
 - Utilization of critical thinking skills
 - Forecast upcoming scenarios
 - Predicting needs of students and staff based on emerging trends



Deliberate Skills and Data Sets

- Strategic Thinking
 - Planning
 - Implementing
 - Monitoring
- Soft Skills
 - Redeveloping teams
- Data Sets
 - Attendance
 - Discipline
 - Progress Monitoring – Academic Data



School Culture

- Grace Mindset
 - Conversations and actions must demonstrate support and understanding
- Emotional Intelligence
 - Does not occur naturally for all leaders
 - Conversations must be intentional
 - Deliberate professional development
- Mental Health
 - Out-of-box strategies must occur
 - Students have different needs
 - Staff can't be forgotten



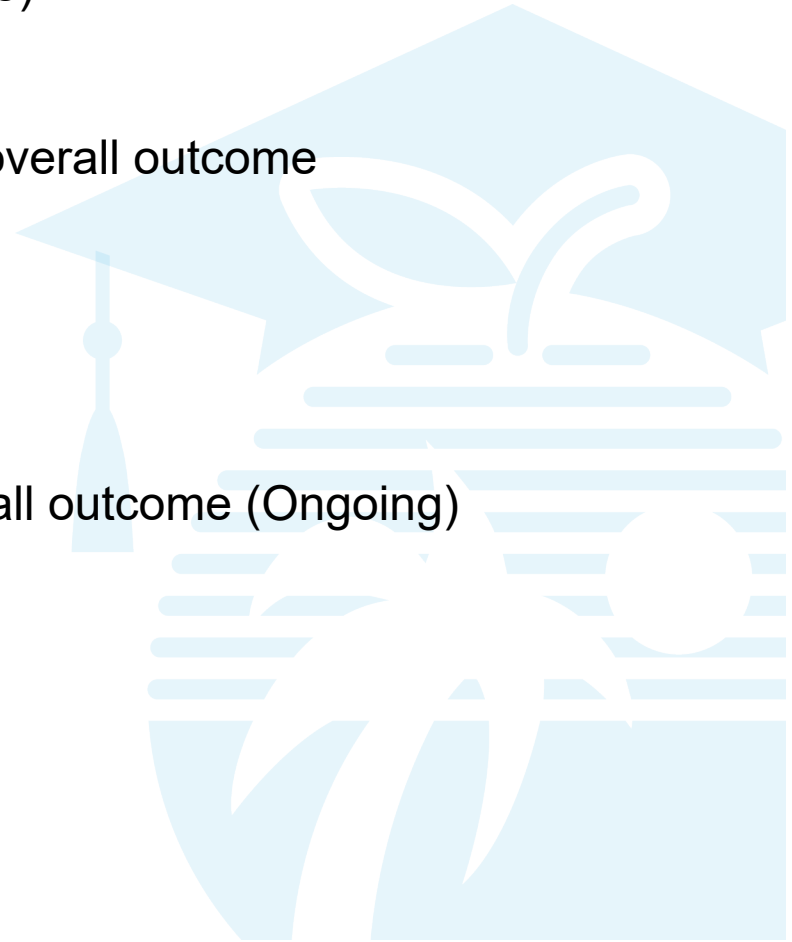
Communication

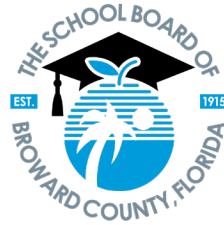
- Communication Is Key
- Stakeholders
- Two-Way Engagement
- Multimodal
- Monitoring for the Intended Message
- Regular Monitoring



School Leadership Team

- School Leadership Team Building (Staff Voice)
 - Six (6) Step Approach
 1. Define a purpose of the team and overall outcome
 2. Assemble the team
 3. Determine the goals
 4. Set expectations
 5. Monitor and review goals and overall outcome (Ongoing)
 6. Celebrate and reward (Ongoing)





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