

2026–27 Superintendent Goals and Leadership Priorities

GOAL 1 — Strategic Plan Implementation and Organizational Alignment

Superintendent Goal

Lead the first full year of implementation of SOESD's 2026–31 Strategic Plan by establishing the systems, structures, and leadership practices necessary to align agency priorities, departmental work, resources, and decision-making with the Strategic Plan, mission, vision, and core values.

Why this is a priority

The Board adopted the Strategic Plan as SOESD's five-year direction. My primary responsibility as superintendent is to ensure that the plan moves from a Board-adopted document to a living framework that guides the work of the agency.

Connections

Oregon Administrator Standards

- Standard 1 — Visionary District Leadership
- Standard 3 — Inclusive District Culture
- Standard 6 — Effective Organizational Management
- Standard 7 — Effective Financial Management

Superintendent Big Rock

- Strategic Plan Implementation

Strategic Plan

- All five strategic priorities, with particular emphasis on establishing systems for implementation, monitoring, alignment, and continuous improvement.

Success Measures / Artifacts

- Strategic priorities are embedded into departmental work plans and leadership practices.
- Bullseye and Scorecard processes are established, implemented, and regularly monitored.
- Progress toward strategic priorities is regularly communicated to the Board and agency.
- Mission, vision, and core values are increasingly reflected in leadership practices and organizational decision-making.
- Evidence of measurable progress is demonstrated across identified Strategic Plan priorities.

GOAL 2 — People, Culture, and Leadership Capacity

Superintendent Goal

Strengthen a human-centered, people-first culture in which employees feel valued, connected, informed, supported, and empowered to do their best work, while building leadership capacity and organizational accountability at every level of the agency.

Why this is a priority

Successful Strategic Plan implementation depends upon the people who carry it out. During my second year as superintendent, I will continue to strengthen the culture, communication, engagement, professional growth, and leadership capacity necessary for SOESD to fulfill its mission.

Connections

Oregon Administrator Standards

- Standard 2 — Ethics and Professional Norms
- Standard 3 — Inclusive District Culture
- Standard 6 — Effective Organizational Management

Superintendent Big Rock

- Leadership Capacity within the Agency

Strategic Plan

- People, Culture & Organizational Belonging
 - Onboarding, Mentorship & Growth
 - Leadership at Every Level
 - Compensation & Sustainability
 - Belonging & Collaboration

Success Measures / Artifacts

- Employee feedback is regularly gathered, reviewed, and communicated, with identified themes informing continuous improvement.
- Employee Experience Survey results are analyzed and used to identify opportunities for improvement.
- Employees increasingly report feeling informed, connected, valued, and supported.
- Recognition and appreciation practices remain visible and meaningful.
- Core values are increasingly reflected in daily behaviors and organizational culture.
- Leadership roles, responsibilities, decision rights, and accountability are increasingly clear.
- Opportunities for professional learning, leadership development, collaboration, and growth are strengthened across the agency.
- Organizational structures and practices support trust, accountability, collaboration, and effective service to districts and students.

GOAL 3 — Governance, Stewardship, and Organizational Sustainability

Superintendent Goal

Strengthen the Board-Superintendent partnership and the agency's organizational sustainability through effective governance, transparent decision-making, responsible stewardship of resources, current policies, constructive labor relations, and long-range planning.

Why this is a priority

A strong governance relationship, sound organizational systems, responsible financial stewardship, and positive labor relations are essential to SOESD's long-term sustainability and ability to implement its Strategic Plan.

Connections

Oregon Administrator Standards

- Standard 6 — Effective Organizational Management
- Standard 7 — Effective Financial Management
- Standard 8 — Policy, Governance, and Advocacy
- Standard 2 — Ethics and Professional Norms

Superintendent Big Rocks

- Capital Improvement Plan

Strategic Plan

- Operational Excellence, Systems & Stewardship
 - Standard Work
 - Safe, Functional, Regionally Responsive Facilities
 - Fiscal Responsibility & Transparency

Success Measures / Artifacts

- A strong, respectful, and collaborative Board-Superintendent relationship is maintained.
- Board development and learning opportunities are provided to strengthen governance and strategic oversight.
- Board policies are systematically reviewed and kept current in partnership with OSBA.
- Fiscal and operational decisions are aligned with Board priorities and Strategic Plan direction.
- Budget information and priorities are communicated clearly and transparently.
- Classified bargaining is successfully completed while maintaining positive labor-management relationships.
- A comprehensive agency-wide facilities assessment is completed.
- A long-range capital improvement plan is developed and presented to the Board.
- Facilities and organizational planning support safe, efficient, sustainable, and effective service delivery.

GOAL 4 — Leadership Visibility, Regional Relationships, and Responsiveness

Superintendent Goal

Increase my visibility and accessibility throughout SOESD and across the region while strengthening relationships with employees, component district leaders, school boards, and community partners. Use these relationships and the feedback gathered through them to improve agency responsiveness, service, and strategic decision-making.

Why this is a priority

As a regional service agency, SOESD's effectiveness depends upon trust and strong relationships with the people and communities we serve. A visible and accessible superintendent is essential to understanding regional needs, strengthening partnerships, celebrating successes, and ensuring that agency decisions remain connected to those we serve.

Connections

Oregon Administrator Standards

- Standard 5 — Communication and Community Relations
- Standard 8 — Policy, Governance, and Advocacy
- Standard 3 — Inclusive District Culture

Superintendent Big Rock

- Visibility
- Communication

Strategic Plan

- Regional Partnerships, Engagement & Impact
 - District Partnership & Responsiveness
 - Presence & Access Across the Region
 - Cross-Sector Collaboration
 - Measure & Communicate Impact

Success Measures / Artifacts

- Regular visits occur to SOESD sites, programs, and regional offices throughout the year.
- Ongoing engagement is maintained with component district leaders through school visits, meetings, Cabinet-to-Cabinet conversations, and community events.
- Meaningful relationships are strengthened with district leaders, school boards, community partners, and other regional stakeholders.
- Employees and district partners report that agency leadership is visible, approachable, and responsive.
- Feedback gathered through visits and conversations informs agency decisions, continuous improvement efforts, and Strategic Plan implementation.
- SOESD's impact and successes are communicated through appropriate internal and external communication channels.

GOAL 5 — Regional Learning, Innovation, and Student Support

Superintendent Goal

Ensure that SOESD's instructional, student support, professional learning, and innovation efforts are aligned with regional needs and the Strategic Plan by strengthening leadership capacity, use of data and feedback, and systems of continuous improvement.

Why this is a priority

Although much of the direct instructional and student-support work is led by SOESD program teams, the superintendent is responsible for creating the organizational conditions, alignment, resources, and accountability necessary for that work to be effective. This goal also provides a meaningful connection to the Oregon Administrator Standard addressing culturally responsive instructional leadership and improvement.

Connections

Oregon Administrator Standards

- Standard 4 — Culturally Responsive Instructional Leadership and Improvement
- Standard 3 — Inclusive District Culture
- Standard 5 — Communication and Community Relations
- Standard 6 — Effective Organizational Management

Superintendent Big Rocks

- Strategic Plan Implementation
- Leadership Capacity within the Agency
- Visibility

Strategic Plan

- Educational Equity & Student Support Systems
- Innovation, Learning & Future-Ready Practices
- Regional Partnerships, Engagement & Impact

Success Measures / Artifacts

- Strategic Plan priorities related to educational equity, student support, professional learning, innovation, and future-ready practices are incorporated into agency planning and implementation.
- SOESD leadership systems support coordinated, responsive, and equitable delivery of specialized services to component districts.
- Regional professional learning, coaching, and learning networks are strengthened in response to identified community and district needs.
- Agency leaders use data, feedback, and evidence of impact to inform continuous improvement.
- Innovative and flexible approaches to service delivery are explored, evaluated, and refined when appropriate

Crosswalk

OREGON ADMINISTRATOR STANDARDS

- 1 - Visionary District Leadership
- 2 - Ethics and Professional Norms
- 3 - Inclusive District Culture
- 4 - Culturally Responsive Instructional Leadership and Improvement
- 5 - Communication and Community Relations
- 6 - Effective Organizational Management
- 7 - Effective Financial Management
- 8 - Policy, Governance, and Advocacy

Superintendent Goal	Big Rock(s)	Strategic Plan Connection	Primary Oregon Standards
Strategic Plan Implementation & Organizational Alignment	Strategic Plan Implementation	All five strategic priorities	1, 3, 6, 7
People, Culture & Leadership Capacity	Leadership Capacity	People, Culture & Organizational Belonging	2, 3, 6
Governance, Stewardship & Organizational Sustainability	Capital Improvement Plan	Operational Excellence, Systems & Stewardship	2, 6, 7, 8
Leadership Visibility, Regional Relationships & Responsiveness	Visibility Communication	Regional Partnerships, Engagement & Impact	3, 5, 8
Regional Learning, Innovation & Student Support	Strategic Plan Implementation Leadership Capacity Visibility	Educational Equity & Student Support Systems Innovation, Learning & Future-Ready Practices	3, 4, 5, 6