

SUSAN K. GIVENS, Ed.D.

susangivens15@gmail.com • (978)766-3746

EDUCATION

University of Pennsylvania, Philadelphia, PA - Ed.D. Education and Organizational Leadership

Dissertation Topic: Suburban teacher perceptions of current trends in High School reform

Northeastern University, Boston, MA - M.S. Leadership

Salem State University, Salem, MA - B.S. Business Administration, Operations Management/
Management Information Systems

LICENSURE

- NH Superintendent, ID # 12733
- MA Superintendent/Assistant Superintendent, Initial Certification # 346461
- MA School Business Administrator # 346461

LEADERSHIP EXPERIENCE (Selected Accomplishments)

LABBB Educational Collaborative, Burlington, MA 2022-present
Director of Strategic Initiatives

Oversee strategic initiatives such as the development of educational program profiles, induction programs, IT infrastructure that will support quality, 21st C teaching and learning practices, and an eHR system. In addition, provide support to cover gaps during administrative transitions as needed.

Newmarket School District SAU 31, Newmarket, NH 2019 – 2022
Superintendent of Schools

Instructional Leadership

- **Student Learning Outcomes** – Improved student proficiency on NWEA assessment by 6% in Math and 12% in ELA and improved SAT college readiness scores by 11% in Math, 15% in science, and maintained scores in ELA during the pandemic.
- **Program Development** – Expanded elective programming at the high school, restructured guidance services to provide students with college, career, and counseling support, introduced 3rd grade writing curriculum, offered competency/course recovery at all grade levels during the summer to address learning loss due to the pandemic, implemented a core mathematics program K-12, introduced a social emotional learning curriculum at the secondary level, and expanded wrap-around services to support staff, students and families.
- **Professional Development** – Introduced inquiry groups as a model for school improvement; organized and chaired inquiry-based study groups to explore opportunities to improve communication and culture and climate in the school district; introduced instructional coaches and grade level/subject area coordinators to support teacher growth and development, and mentored principals and other administrators.

Organizational Leadership

- **Crisis Management** – Led the school district through the COVID -19 pandemic including the abrupt shift to remote learning in the spring of 2020 and the reopening of schools in the fall of 2020 offering families the choice of on campus or remote learning.
- **Human Resources** – Introduced best practices in recruiting, screening, and onboarding staff. Updated job descriptions and developed workflows to improve processes and communication. Introduced IBB model of negotiations leading to multiple

memorandums of understandings with employee groups during the pandemic and the settlement of a successor agreement with the teacher's association.

Public Leadership

- **Communication** – Wrote newsletters, press releases, surveys, and developed other media to keep the community and staff informed about current affairs. Held regular town hall style parent and staff meetings, forums on educational topics of interest, and attended school and community events regularly. Maintained a weekly presence in schools, visited classrooms, and met regularly with union leadership. Redesigned the website to make it easier to find information and keep relevant information up to date.
- **Community Asset Preservation**– Completed school renovation and expansion projects at the elementary and junior senior high schools and introduced a capital asset management system.
- **Finance and Budget** – Introduced best practices in school budgeting and resource management, leveraged grants and other resources to mitigate pandemic related impacts on the community, and completed the facility renovation projects on time and below budget.

Masconomet Regional School District, Boxford, MA **Assistant Superintendent**

2002 – 2019

Instructional Leadership

- **Vision and Strategic Planning** – Facilitated the development of a vision for a 21st century school in 2010; worked with teachers, administrators, and support staff to assess existing strengths, challenges, and opportunities, and then developed and implemented a plan to methodically transition systems, workflows, and practices to align with the vision over a five-year period.
- **Program Development** – Collaborated with Principals, Directors, Academic Department Chairs, and/or teachers to develop, obtain school committee approval, and implement the District's blended learning initiative. Embedded in this initiative are both the UBD and UDL frameworks for curriculum and instructional design, as well as digital literacy standards, including a 7-12 curriculum for students.
- **Professional Development** – Initiated a multi-year induction program for new administrators; co-created and facilitated a year-long seminar titled "Leading the Learning"; organized and chaired inquiry-based study groups to explore opportunities to use technology to support and/or enhance teaching and learning experiences to meet the needs of all students.

Organizational Leadership

- **Finance** - Guided the District through two significant financial crises; one in 2002, and one during the economic downturn in 2009. While other schools around the state and country were making significant reductions in force and eliminating programs, we were able to continue to make targeted investments in programming and not lay off any educators.
- **Human Resources** – Worked with the School Committee and employee bargaining units over four negotiation cycles to develop a sustainable salary and benefit program that was fair to employees, brought relational parity between professional staff and the various levels of administration, and brought health care costs in alignment with the three feeder communities.

Public Leadership

- **Communication** – Prepared, analyzed and published historical and benchmark data associated with enrollment, staffing, finance, and district performance; successfully marketed new initiatives and proposals that support the District's vision and goals to the school committee and community; represented the District at public events and advocated for District programs.
- **Community Asset Preservation and Responsible Use of Public Resources** – Closed out the building project and refinanced bonds saving taxpayers over \$800,000. Developed a hybrid facility maintenance program that saved the school district \$400,000 annually.

Modus Operandi Associates, Beverly, MA **Educational Consultant**

2000-2004

Pentucket Regional School District, West Newbury, MA **School Business Administrator**

1994–2000

<u>Beverly Public Schools</u> , Beverly, MA School Business Administrator	1992-1995
<u>The May Institute</u> , Chatham, MA School Business Manager, Boston Metropolitan Area	1991-1992

TEACHING EXPERIENCE

<u>Merrimack College</u> , Andover, MA Adjunct Professor	2014 - 2019
<u>Northeast Consortium for Staff Development</u> , Chelmsford, MA Teacher and Program Coordinator	2013 - 2015
<u>Massachusetts Association of School Business Officials</u> , Chelmsford, MA Course Instructor and Mentor	2006-2012
Mathematics and Computer Lab Tutor – Elementary, Middle School, and Higher Education	1986-1989

OTHER EDUCATIONAL EXPERIENCES

University of Pennsylvania, Think Tank Panelist, People-Powered Leadership	2021
University of Pennsylvania, Undergraduate Applicant Interviewer	2018 - present
Study Tour - Educational Leaders Delegation to Italy and Greece	2022
Study Tour - Educational Leaders Delegation to Germany and Prague	2019
Study Tour - Educational Leaders Delegation to China: Beijing, Xi'an, Shanghai	2014
Study Tour - Chinese Bridge Delegation: Taking the Next Step	2010

PRESENTATIONS (Recent Workshops and Seminars)

- Givens, S., *High Schools: Transitioning from Traditional to Student-Centered Models of Learning*, 2018 MASC/MASS Joint Conference, Cape Cod, MA, November 2018
- Givens, S., *Rethinking the Role of the Library and the Librarian in the 21st Century*, 2015 MASC/MASS Joint Conference, Cape Cod, MA, November 2015
- Givens, S., *Learning Management Systems 101*, Association of School Business Officials International, International Conference, Grapevine Texas, October 2015
- Givens, S., Plante, T.J., Regulbuto, E., and McKenzie, A., *Ideas to Improve your District's Budget*, 2011 & 2012 MASC/MASS Joint Conference, Cape Cod, MA, November 2011 and 2012

AFFILIATIONS and COMMITTEES

- National Superintendents Roundtable 2019 – present
- American Association of School Administrators 2019 – present
- New Hampshire School Administrators Association 2019 - 2022
- Massachusetts Association of School Superintendents 2012 – 2019
 - Global Studies and 21st Century Skills Committee (GS-21) 2013 – 2019
 - Woman's Educational Leadership Network (WELN) 2011 – 2019
- Massachusetts Computer Using Educators (MassCUE) 2010 - 2019

AWARDS and HONORS

- National Exam Item Writer, ASBO, International 2010
- President's Award, MASBO 2009
- Eagle Award– Distinguished Professional, ASBO, International 2004
- Meritorious Budget Award Winner, ASBO, International 1998