

Support Strategies for the Superintendent-Principal Webinar

September 2026



Agenda

Research report summary

Panel discussion

Q&A



Housekeeping

- ▶ Please use the Q&A feature to submit your questions. This is located on the ribbon at the bottom of your screen. The chat feature has been turned off.



- ▶ Your questions will be answered either in the Q&A feature in writing or live by our panelists.
- ▶ All attendees will receive a link to this video recording as well as resources in a follow up email after the webinar.



CSBA's Research Report:
***Two Jobs, One Person: Supporting
the Superintendent-Principal***

Original Research on the Dual Role Administrator

- ▶ Informed by Small School District Advisory Workgroup
- ▶ Survey sent to 263 dual-role administrators
- ▶ 62 responses, 24% response rate
- ▶ Challenges of the job and opportunities for support



Key Takeaways

- ▶ Balancing responsibilities, time constraints, & limited resource.
- ▶ Support from boards, community, & external relationships is vital.
- ▶ Key issues: high stress/large workload & tendency to burnout.
- ▶ Need for more resources (funding & staff), clear communication, & understanding of the complex, demanding nature of the position.



“Though we wear many hats, and work long hours to fulfill them, time is finite. New projects and initiatives are often added without consideration for the administrative burden that these objectives demand. Our jobs expand to fill gaps created by underfunded programs and tasks assigned without additional staff or compensation.”

Resource Needs

- Funding to implement the district's goals
- Staff trust and buy-in
- More time

Barriers to Success

“The amount on my plate for all parts: I am the facility director, SPED Director, HR director, Custodian, and many more hats.”

Actions that divert time away from instructional leadership

- Preparing mandated state & federal reports
- Facilities or equipment outages or malfunctions
- Preparing board reports

Supports

“Be clear and consistent about expectations. Ask questions and be specific about what they would like me to present at [the] meeting. Be open to learning. Keep an open mind.”

Top 3 actions school board members can take

- Have open & regular communication
- Engage with the community to build trust and support for the district
- Set clear goals & expectations for the job

“My governance team understands that my lane is management. They trust me to manage the district. As a result, our district is successful in every area. Even though I have been recruited to for more money, I stay because my Board members are exceptional at giving me the support I need to thrive!”

What does your governance team do to support you?

- **Trust**
- **Preparation**
- **Listening**

Panelists

- **Catherine Reimer**, Ed.D., Superintendent-Principal
San Lucas Union ESD & San Ardo Union ESD (ADA: 65, 74)
- **Gina Murphy**, M.Ed., Superintendent-Principal,
Happy Valley Union Elementary School District (ADA 458)
- **Pat Kernan**, Board Member, Camino Union ESD (ADA 414)

Moderator: **Angela Asch**, Principal Research Manager, REPD, CSBA



Q & A



Contact Us

research@csba.org

Thank you



California School Boards Association

3251 Beacon Boulevard, West Sacramento, CA 95691

www.csba.org | 800 266.3382