Superintendents turn to their peers for expert advice, insight and more to find answers in School Administrator that do not appear elsewhere.

➢ **Spirit Work and the Science of Collaboration.** A former National Superintendent of the Year and a well-regarded author on education reform discuss eight districts that are innovating and successful because of a deep moral commitment and strong collaboration.

    **Sidebar:** A Kentucky superintendent writes about applying “spirit work.”

➢ **Chief Executive Officers Take Seats in Superintendents’ Cabinet.** The trend continues for hiring equity officers and placing equity at the center of strategic planning to institutionalize a new mindset.

    **Sidebar:** Guidance on realistic expectations of an equity officer by chief access and equity officer for The Leadership Academy.

➢ **How We Transformed a High-Needs School.** A superintendent and university administrator explain their reform efforts at an ailing school.

➢ **Building a Districtwide Safety Net with Trauma-Informed Social-Emotional Learning.** The leaders of Sound Supports share how leaders can assist students after 18 months of COVID-19 stress.

➢ **Addressing the Needs of English Learners, Immigrants and Latinx students.** School leaders explore the increasing percentage of English Learners and the all-hands-on-deck approach to improve responses to the needs of English Learners and immigrant families.

➢ **Supporting Homeless and Runaway Youth.** The executive director of SchoolHouse Connection describes how school leaders can prioritize the needs of homeless students during the pandemic.

➢ **Reversing a Downward Spiral.** A former superintendent guides the restart of an urban school by building up three legs of success.

➢ **And More ...** Legal Brief, Board-Savvy Superintendent and Leadership Lite humor columns.

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