

## Emily Sternberg

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Dear Director of Human Resources and Superintendent of Schools,

I am eager to express my interest in the principal position of \_\_\_\_\_ Middle School. Eighteen years of K-6 classroom experience, proven successes in professional leadership, and effective collaboration with teachers and school personnel facing today's educational challenges support my strong candidacy for your open leadership position. I am confident my leadership strengths and professional skills will greatly contribute to the success goals for students and staff of \_\_\_\_\_ Public Schools.

Key leadership accomplishments in my repertoire include: achieving greater teacher collaboration and team work, increased staff engagement, improved professional development, and planning strategies to improve student transitions and parental involvement. For nine years, I've been part of the leadership, development and implementation of Professional Learning Communities (PLC's) at St. Charles schools. During my time as the elementary building PLC leader, our PLC teams created action and work plans that produced exciting growth for our students and strengthened instruction. In addition to continuous improvement strategies through PLC's, I am part of the team that develops Multi-Tiered Systems of Support (MTSS) and Response to Intervention (RTI) structures. The MTSS and RTI committees worked to formulate data-supported processes and procedures to best provide academic and behavioral supports for students. Collecting, analyzing, and clearly communicating information to all stakeholders has been vital to the success of the new programming, procedures, and systems.

I believe that relationships are the foundation of a high-quality learning environment, and as a leader I work diligently to build trusting, authentic connections with others. One of my research projects for an educational leadership class surveyed our elementary staff to gain insight into the work climate and culture of the school. The results, with 97% participation, highlighted key opportunities for improvement in the following areas: shared leadership, voice and choice in professional development, and validation of staff and student achievement. With this information, I worked with the administration during my principal internship to effectively improve the workplace environment. I asked teachers about their professional needs and developed a PD plan for the 2017-18 school year. In collaboration with the building principal, we formulated committees of dedicated teachers to share leadership opportunities and improve the overall school culture. Through these intentional steps, and building on the foundation of trusting relationships, teachers have a renewed sense of worth, share ideas more freely, and have increased participation and engagement in school initiatives.

Middle school is a challenging time for students. I have great compassion for the complexities and multiple factors that affect students of this age. As a principal, it is my responsibility to create the most welcoming, caring, safe educational environment possible. During my middle/high school principal internship experience, I researched the current student transition model for the seventh graders. I interviewed teachers, and surveyed the students and the parents to gain insight into the areas of success and improvement. The data indicated the need to revise some of the current practices for student transition. Strategies for improvement developed by the committee include: cohesive communication with parents via an on-line platform used by all seventh-grade teachers, alignment of teacher expectations, and providing assistance in organization, time-management and stress-management skills. Additionally, teachers have increased collaboration to address issues and develop intervention plans for struggling students and sought professional development opportunities to improve their instructional practices and approach for middle school.

I will complete all requirements for the MN K-12 Principal License through Winona State University this Spring. I can't think of a better place to begin an exciting career in educational leadership than \_\_\_\_\_ Schools. I very much look forward to an opportunity to further discuss my leadership strengths and aptitudes. Thank you for considering my application for middle school principal. I would be absolutely thrilled to bring my passion for high quality teaching and continuous learning to the district.

Sincerely,

Emily Sternberg