



Three Essential Roles in an Aligned School System

Strategic Role

Board and Superintendent

- Big Picture... View from 50,000 feet
- Overlooks the entire system and sees how the parts relate to the whole
- Focuses on representing the community's needs and interests
- Looks to the long-term... usually 3 – 5 years
- Provides overall structure for districts-wide goals
- Sets clear targets for overall goals
- Works ON macro system

Tactical Role

Superintendent and Leadership Team

- Sees the wide picture... View from 10,000 feet
- Coordinates the component parts of the organization
- Overlooks the schools and departments
- Focuses on working directly with internal/external customers (Faculty, staff, parents, community, and students)
- Looks out 1- 2 years
- Provides structure at the campus and department level
- Creates and deploys plans that will lead to improvement
- Depending on the situation, the person may work either ON the macro system or IN a micro system

Operational Role

Instructional & Operational Leaders and Front-Line Staff

- Focuses on the ground level picture... what is happening day-today
- Coordinates a specific part of the organization
- Overlooks a classroom, department, or teaching team
- Focuses primarily on the students and parents
- Looks days or weeks out... sometimes looking at the full year during planning sessions
- Provides structure at the classroom level
- Refines and adjusts plans so that improvement will result
- Works IN micro system

Superintendent

Superintendent

Administration

Administration

