



# Education Leadership System Overview Report

May 31, 2023

*Facilitated and prepared by:*



## INTRODUCTION TO TEAMWORKS INTERNATIONAL, INC.

For 28 years, TeamWorks International, Inc. has been working with organizations to enhance their capacity for strategic, constructive change resulting in realization of vision in practical and measurable ways. Our clients come from education, community, religious, business, and government settings but they share a common aspiration; to achieve their goals while remaining healthy, dynamic, and accountable.

### OUR MISSION

TeamWorks' mission is to support school districts in improving the experiences and outcomes of students, families and staff – bridging the difference between *What Is and What Ought to Be*.

### OUR CORE APPROACH

- We honor our clients as competent and offer realism, hope and compassion in challenging situations.
- We take the time to really know our clients and their organizations.
- We customize our services specifically for each client and each situation.
- We are co-learners with our clients and recognize the value of their perceptions and insights.
- We have made a conscious choice to engage in this work in school environments and are deeply invested in our clients' success.

### OUR TOOLS

**Proprietary FrameWorks™ Series** ~ FrameWorks are graphical images that help guide and support leadership and organizational development. Developed and delivered exclusively by TeamWorks professionals, these simple, memorable images provide both a process and a frame of reference through which leaders can interpret and manage complex webs of situations, environments, people, and influences.

### OUR CORE SERVICES

#### Educational Leadership System Services

The Education Leadership System (ELS) is an established approach for aligning school boards, administration, staff, and the public to increase learning for all students. ELS clarifies the roles, responsibilities, and relationships that are most often at the source of tension and conflict among these groups of adults.

#### Classroom to Board Room Strategic Planning and Performance Improvement Service

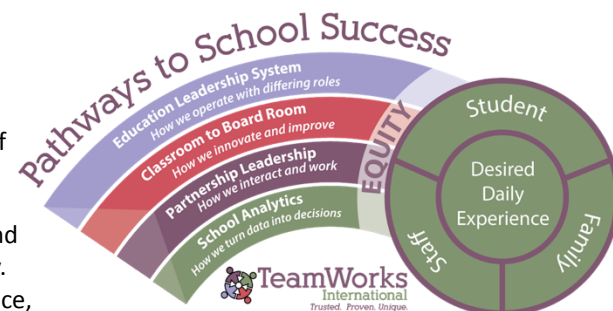
We help clients integrate their mission, vision, strategies, structures, success systems and leadership practice. We then develop a roadmap for the ongoing organizational journey. Our comprehensive, practical and personalized approach encourages those in governance, management and consultative roles to work in concert for the mission and success of their organization.

#### Partnership Leadership Services

TeamWorks International has earned a national reputation for helping organizations develop the capacity for *Partnership Leadership*, a compliment to the traditional "command/control" style of leadership. Through this approach, organizations become more adaptive, responsive and proactive as individuals and groups at different levels of authority and begin to use consistent images, language and process in their interactions with one another.

#### School Analytics

School Analytics involves the synthesis of client data with relevant external data derived from demographic research, surveys and cultural analyses to deepen clients' understanding of both challenges and opportunities. Our specific services include GIS mapping, online surveys, customized research and analysis, and student learning analytics.



## SESSION OVERVIEW

Dennis Cheesebrow and Julie Baeb from TeamWorks provided an introduction and overview of the Classroom to Boardroom strategic planning process and Education Leadership System (ELS) for the School Board and Administrative Team from Crosslake Community School on May 31, 2023. Education Leadership System Guidebooks and the slide deck from the session are provided along with this report for all members in attendance.

The session started with a comprehensive overview of the Classroom to Boardroom strategic planning process. The slides below highlight the strands of the planning process and key deliverables.



# OUR CLASSROOM TO BOARDROOM STRATEGIC PLANNING PROCESS

## Assessing Our Reality

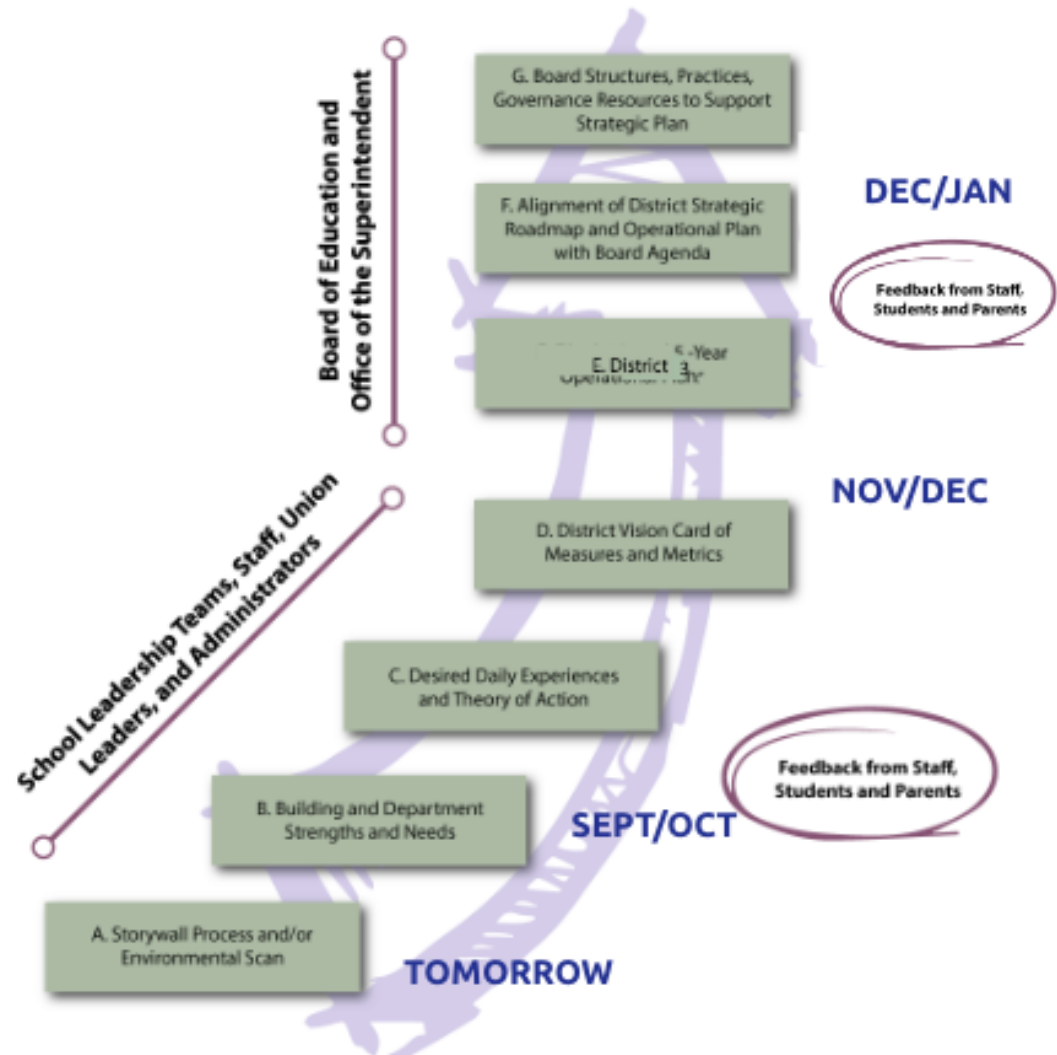
- Storywall
- Environmental Scan
- Building and Dept Strengths & Needs

## Describing Our Vision

- Desired Daily Experience
- Theory of Action
- VisionCard

## Setting Our Strategic Plan

- 3-yr Operational Plan
- School Improvement Plans
- 3-yr Board Agenda



# Classroom to Boardroom Process Deliverables

**District Storywall & Environmental Scan**

**Desired Daily Experience**

**VisionCards**

**Classroom Theory of Change**

**3-Year Operational Plan**

**Strategic Roadmap**

**Board Governance Work Plan**

**Board Structure and Protocols**

District History, Context, and Key Trends and Influences

Desired Daily Experiences of Students, Families, Staff

Measures and Metrics of Vision and Planning

Key elements of classroom practice for all

3-Year Plan of Strategies and Initiatives for improvement

Mission, Core Values, Vision, and Strategic Directions

3-Year Board Work Plan to support Operational Plan

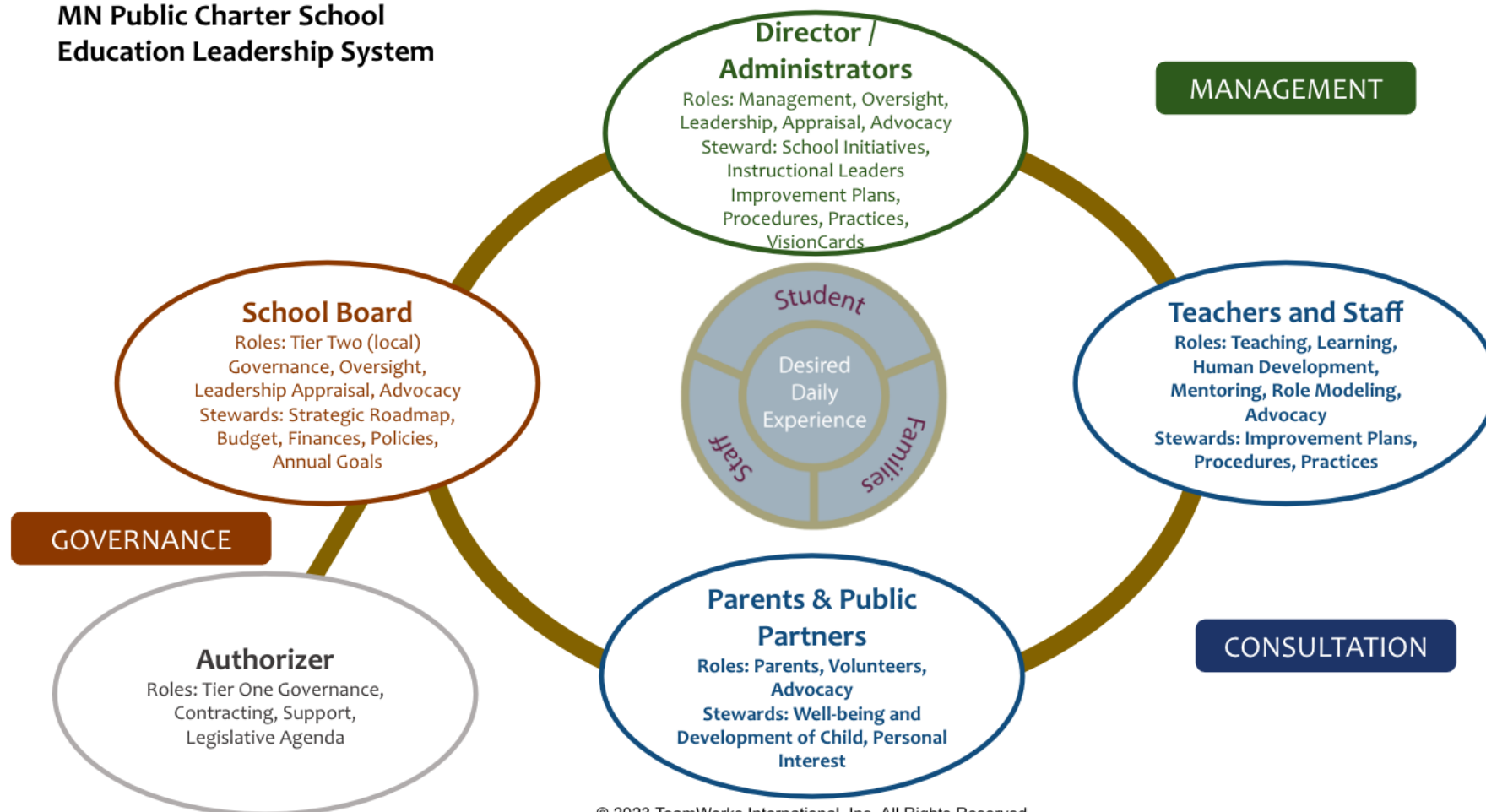
Board Committees, Workflow, Communications, Expectations

The team then transitioned to an overview of TeamWorks' Education Leadership System. The School Board and Administrative team shared their thoughts regarding the meaning of Governance, Management and Consultation by generating the following key words and phrases:

Governance	Management	Consultation
<ul style="list-style-type: none"> <li>• Rules</li> <li>• Framework</li> <li>• Leadership</li> <li>• Mission</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation</li> <li>• Time, people, money</li> <li>• Day to day</li> <li>• "How to"</li> </ul>	<ul style="list-style-type: none"> <li>• Help</li> <li>• Input</li> <li>• Openness</li> <li>• Guidance</li> <li>• Objective</li> <li>• Ideas</li> <li>• Feedback</li> </ul>

During the session we reviewed the Education Leadership System Framework, which defines the roles, responsibilities and relationships among the groups of adults affiliated with a school district:

## MN Public Charter School Education Leadership System



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The team then reviewed and discussed the Governance / Management T-Chart, looking at the difference between governance questions and management questions, using the template below.

Governance	Management
1) Why?	1) What?
2) To what end?	2) When?
3) At what cost?	3) How will this get done?
4) Through what policies?	4) Who will be responsible for doing it?

## STRATEGIC PLANNING

During the second half of our session, the activities focused on the kick-off of the strategic planning process, Classroom to Boardroom. The group completed a strengths and challenges assessment of the district; the results are summarized below:

Strengths	Challenges
<ul style="list-style-type: none"> <li>• Meeting goals all around</li> <li>• Good governance</li> <li>• Good management</li> <li>• Culture</li> <li>• Strong, dedicated, caring staff (5)</li> <li>• Good financial management</li> <li>• Solid budget situation</li> <li>• Students succeed with us when they haven't elsewhere</li> <li>• Open minded board members</li> <li>• Desire to help all student succeed</li> <li>• Intentional initiatives</li> <li>• Team decisions</li> <li>• Unique model (seat based and online)</li> </ul>	<ul style="list-style-type: none"> <li>• Low salaries</li> <li>• Recruitment and retention</li> <li>• Student behaviors</li> <li>• Long term growth/planning</li> <li>• Long term goals (2)</li> <li>• Educational performance</li> <li>• Staff</li> <li>• Need executive director to focus on big picture stuff</li> <li>• Understanding and unity of school vision (seat-based on online)</li> <li>• Mistrust between programs</li> <li>• Unique model (seat based and online)</li> <li>• Too many accommodations that water down learning outcomes</li> <li>• Outside influences: family issues, mental health, poverty, etc.</li> </ul>

Participants then identified one to three changes they would like to see for students, families and staff from 2023-26 as a part of the strategic planning process. Responses were shared and discussed as a large group. The results are summarized here:

Students	Families	Staff
<ul style="list-style-type: none"> <li>• No cursing</li> <li>• Kindness (2)</li> <li>• Integrity</li> <li>• Sense of community</li> <li>• Enrollment to continue to increase</li> <li>• Increase student achievement</li> <li>• Academic expectations</li> <li>• Students self motivation to succeed</li> <li>• Students feel connected and part of our school community - whether SB or OL</li> <li>• Academic performance and accountability</li> <li>• More opportunity for online student field trips, engagement</li> <li>• Students placed in classes based on ability level vs. grade level</li> <li>• Offer college classes in high school</li> </ul>	<ul style="list-style-type: none"> <li>• Parental accountability</li> <li>• Parent support meetings</li> <li>• Increase participation</li> <li>• More involvement</li> <li>• Come for lunch and recess</li> <li>• No gossiping over misconceptions</li> <li>• Increased online parent engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Staff see each other as valuable and contributing</li> <li>• Adjust salary scale to be more comparable/competitive</li> <li>• Competitive salaries/benefits</li> <li>• Executive director/unified leadership</li> <li>• Higher wages</li> <li>• Voices to continue to be heard</li> <li>• Reduced grumbling</li> </ul>



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## Hopes and Dreams for the Planning Process

For our last activity, all participants were asked to share (anonymously) their hopes and dreams for the planning process. We will continue to revisit and assess our progress with these hopes and dreams as we work through the Classroom to Boardroom process:

- This is thrilling! I hope for unity of purpose, mission of both programs! Especially hope for environmental community engagement, service and partnership with The National Loon Center. Happier students that engage productively and belong and care for each other. Loving, caring community.
- I would like to see a clearer vision of the future of CCS.
- Hoping to see a better partnership between online and seat-based.
- CCS to have a clear mission for families, students and community.
- More defined role for the director and board - a less dependent relationship on the board.
- The board to take the “ownership” for the direction and vision - work alongside directors to attain it.
- I would like to see a better developed college in the schools program.
- Better defined roles between teacher and coaches in online program.
- Aligned pay scale.
- More accountability for students.
- More student activities offered.
- That this process gives us a boost toward moving forward, we are a bit stuck in the past, old habits, how things used to be, and it's holding us back. Hoping that everyone gives their all and is open to what can be vs. personal agendas.
- I would like to see a clear path to sustainable growth and improvement for the school, staff, students and families.

**At the conclusion of our ELS Session, we captured these key messages of value and learning:**

1. Defining roles, differences between governance vs. management vs. consultation.
  - Reinforcing roles informs everything we do.
  - Helpful to break everything down.
2. Long term vision
3. Instilling hope
4. A collaborative endeavor
5. Core Processes - no matter which teacher, we should have the same outcomes if we're clear on the core processes.

**ATTACHMENTS**

Session slide deck

Education Leadership System Guidebook