

Transformation Leadership Planning Team Summary Recommendations

Transformational Leadership Initiative Mission Statement

To build collective efficacy and empower Missouri leaders to lead transformation, collaboratively engage, and act in service to students and staff at the highest level.

Learning Experience	Focus	Time	Cost to Member	Start Date
Transformational Leadership Cohort	Effective Leadership Empowering Organizational change Self-awareness and growth Empowering the community	2 days in Summer Quarterly follow-up sessions connected to other events and via online tools	\$500 (does not include travel expenses)	June 2021
Peer to Peer	Create a network of people resources available to all members via the MASA website	Determined by the participants	NONE	May 2020
Lead-Develop-Support Series Sessions	One-day sessions on a variety of leadership topics	One-day Sessions 10:00 a.m. to 3:00 p.m.	\$75/Session	May 2020
Team Leadership Camp	District Teams coming together to develop as teams, study leadership together and work together to develop a plan to impact a specific issue in their district	3 days in the summer Follow-up scheduled as needed	TBD	TBD
Best Practices Learning Labs	Groups of MASA members engaged in a minimum of 2-year study of a specific topic of interest. Will include visits to select districts	2-year commitment 4-5 meetings/year 1.5-3 hours per meeting	NONE \$500 stipend for coordinator paid by MASA	May 2020

Effective Educational Leaders who focus on organizational growth and positive transformation are:

Visionary and Mission-Driven, Ethical and Values-Driven, Communicators, Learners,

Capacity-Builders, Strategic-Innovators and Managers

Transformation Leadership Planning Team
Final Report
Submitted by Sarah Booth Riss and Kelly Hinshaw

January 12, 2020

MASA initiated the Transformational Leadership Planning Team in July 2019. The team was composed of twenty-one MASA members including one consultant from St. Louis University. Please see the appendix for a list of members. The members gathered as a team for meetings in July, August, October, November and January. Included in this report are the recommendations for additional programming options for MASA members.

Needs of Advanced Leaders

During the initial work of the Team the following topics were explored. The discussion focused on the needs of advanced leaders. The notes from these discussions follow.

- Needs of Advanced Leaders
- Characteristics of Powerful Learning Experiences that Impacted Leadership
- Possible learning events/activities: Supporting continuous development of experienced superintendents and assistant superintendents

Advanced Leaders Need...

1. Reminders about what they knew earlier so they have the strength to continue doing what they know is best
2. Support to keep doing what they know is best
3. To mentor someone else so they help build capacity of others
4. A cadre of people who will push them
5. New challenges
6. Reminders on how to take care of themselves
7. To sit a bit so they have time to relax and reflect
8. A filter for shiny objects
9. Access to current best practices in the literature that are based in evidence
10. To rub elbows with world class leaders
11. Time and resources
12. A board that understands the importance of investing in the CEO
13. Perspectives to remember their vision and how to move forward with that vision
14. Reflection time
15. Time for discernment

Characteristics of Powerful Learning Experiences that Impact Leadership

1. Participated in a group with other leaders
2. Responsible for supporting others
3. Teaching others
4. Relationships developed that matter
5. Opportunity for self-awareness
6. Mentors who are there when you need them
7. Seeing others in their district
8. Hosting others in their own district
9. Opportunities to get out to see others
10. Energy based leadership from different points in their career
11. Servant Leadership
12. Continuity of programming
13. Helping to build leadership capacity in Missouri
14. Focus on core values
15. Learning to hear with their heart
16. Opportunities to build connections with a variety of leaders
17. Focus on the fact that superintendents are in the people development business
18. Receiving coaching and feedback from other leaders who will hold them accountable to follow through on changes, actions, etc.
19. Time to socialize with fellow superintendents
20. Time for spouses to socialize with other superintendent spouses

Possible learning events/activities: Supporting continuous development of experienced superintendents and assistant superintendents

1. Learning how to host others and hosting others
2. Menu of choices throughout the year (This year I want to grow in... Pick one and Go)
3. Learning about systems thinking
4. Access to high quality and researched based resources
5. Evidence based information
6. Self-awareness activities
7. Elements of leadership
8. Succession planning
9. How to deal with news media
10. Presentation skill development
11. Peer group development
12. Mentoring and coaching
13. Inclusion of spouses in the learning and socialization process
14. Time to build relationships and socialize
15. Visits to learn from other high-quality districts (Missouri, US, International; Visit of the Month Club; Experiences outside their district)

Initiative Mission Statement

During the August meeting the worked together to develop a mission statement for this initiative.

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It was the conclusion of the Team that the mission of the initiative is in direct support of the MASA Mission Statement, “Develop and support effective public school leaders who positively impact the lives of Missouri students,” and the MASA Vision Statement, “We envision innovative, future-focused leaders for every public school student.”

Educational Leadership Characteristics

The team worked together to identify the characteristics of effective educational leaders. These themes first emerged at a planning meeting in November. Three groups identified characteristics of effective superintendents. At the January 9th planning meeting, the members reviewed the themes and added the concept of “growth” to support leadership for transformation and change.

Effective Educational Leaders who focus on organizational growth and positive transformation are:

- Visionary and Mission-Driven (focusing on the big picture and what can be)
- Ethical and Values-Driven (trust-worthy, tenacious, courageous)
- Communicators (connectors, collaborators, relationship-builders)
- Learners (adapters, aware of their community, students of effective practices)
- Capacity-Builders (developers, teachers, influencers for growth)
- Strategic-Innovators (problem solvers, conductors of the orchestra, leaving it better than they found it)
- Managers (technically competent, supporters of organizational structures to support growth)

Detailed Recommendations and Timelines

The team selected five powerful learning experiences to develop as recommended programming for MASA members. These programming options are open to all MASA members. Details include a full description of the professional learning experience and a recommended timeline.

Special Thanks

Special thanks to Dr. Susan Everson from St. Louis University. She donated her consultation services to our team. Her work with us and support of us was amazing and deepened our

work. She truly taught us, stretched us and kept us focused on the research. We will better serve the administrators and children of Missouri because of the contributions of Dr. Everson.

Dr. Everson will stay a part of our team with a focus on evaluating the impact and effectiveness of our work. The team thanks her for sharing her vast knowledge, expertise, and leadership with us. On top of that she was and will continue to be a great cheerleader for MASA and our work in providing high quality learning in the area of transformational leadership to our members.