

*Jim Masters – Office of Educator Quality*



The Missouri Leadership Development System  
What else do we need to know?

March 25, 2021



# What we have learned.

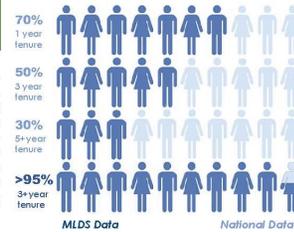


The primary purpose of the Missouri Leadership Development System is to develop and support effective school leaders throughout the state. Recognizing the essential role effective leaders play in ensuring equitable access to excellent education for all students, DESE is focusing on developing and supporting effective school leaders in every school.

*"The connection is good between participation in the MLDS and leadership development. I wish this would have been available when I was a new administrator."*

Principals and superintendents believe that the purpose of MLDS is clear. They see a connection, through the MLDS between leadership development and student learning. The percentage of MLDS superintendents who agree that discussions with their principal(s), relative to MLDS content, have influenced districtwide programs and practices increased by 12 percentage points, from 66% in 2019 to 78% in 2020. - Comprehensive Center Network, 2020

### PRINCIPAL RETENTION



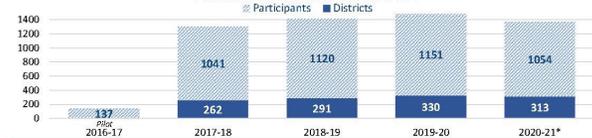
Principals affect student learning through their influence over schools, support of staff, and work to maintain a positive culture and climate. When principals leave, teachers' views about their school and classroom conditions, as well as their curriculum and instruction, are less favorable. -Grissom & Bartanen, 2018; Mascall & Lethwood, 2010

### A TRANSFORMATIONAL PRINCIPAL IS...

- A Visionary Leader**
  - Develops a vision
  - Implements a vision
- An Instructional Leader**
  - Ensures a consistent level of instructional practice
  - Establishes effective instructional practices
  - Conditions the use of effective assessments
- A Managerial Leader**
  - Implements operational systems
  - Oversees operations
  - Ensures the equitable and strategic use of resources
- A Relational Leader**
  - Interacts professionally with students
  - Interacts professionally with staff
  - Interacts professionally with family and community
- An Innovative Leader**
  - Seeks to improve professional growth
  - Identifies programs or initiatives to improve
  - Applies new knowledge/understanding to drive appropriate change

*"To me it is actually better than I thought...the more you stay in it, the better it becomes..."*  
MLDS has done what it is designed to do.

### ANNUAL PARTICIPATION DATA



# On-demand Principal Leadership Series



More than 1 in 6 principals leave their school each year. This kind of disruption in school leadership impedes school improvement, leads to an increase in teacher turnover, and has a negative effect on student achievement. The problem is worse in high-poverty schools, where 1 in 5 principals leave each year. This inequity exacerbates racial and socioeconomic disparities in education.  
*-Principal Turnover, Bradley & Levin, 2016*

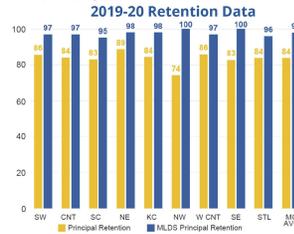
### THE WAY TO INCREASE RETENTION OF GOOD PRINCIPALS

- Create or sustain helpful mechanisms for principal feedback, evaluation and mentoring
- Remove barriers to principal professional development
- Support local efforts to develop effective school leaders by increasing state and federal investments in high-quality professional development



Supporting a Strong, Stable Principal Workforce, Learning Policy Institute & NASSP, 2020

The Missouri Leadership Development System supports principal growth, collaboration, and retention



## MLDS ON-DEMAND LEARNING SERIES

In keeping with the vision to support leadership growth through a variety of mediums, beginning in January, the Missouri Leadership Development System (MLDS) is making available a series of short, convenient learning opportunities for Missouri principals.

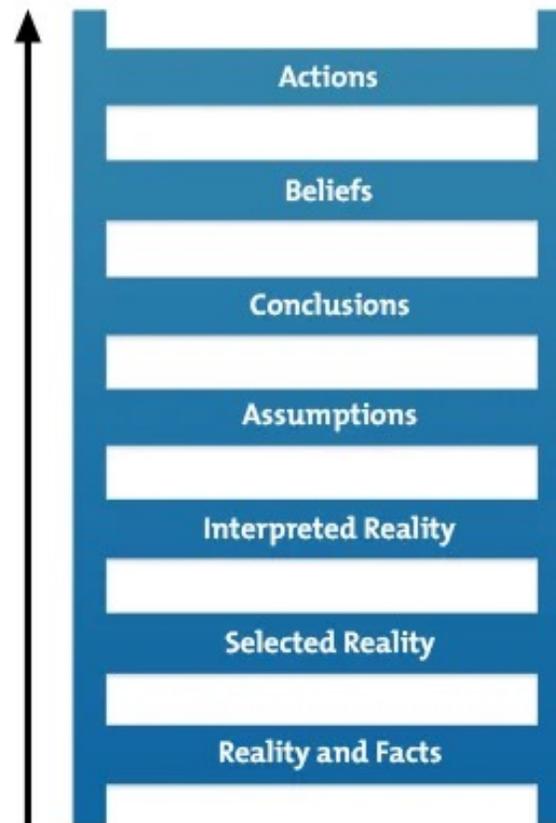
Topics for this series were developed based on results of surveys of Missouri school principals. Each segment is presented in three formats for the convenience of participating school leaders: a 7-10 minute video or podcast, as well as a PDF document. This ensures busy educators now have the opportunity to access relevant, practice confirmed leadership learning in a manner that fits their demanding schedules.

#### Topics Include:

- Building a Culture of Trust
- The Technical-Symbolic Duality of Leadership Decision-Making
- Building True Community Inside Schools
- Attracting and Retaining Teaching Talent
- Reading and Shaping School Culture
- Dealing with Dilemmas
- Supporting Innovation, Creativity, and Meaningful Work
- Organized Abandonment-Finding the Fuel for School Improvement
- Principles of Personal and Professional Sustainability
- Communicating Clearly and Effectively in Turbulent Times

Elementary Principals may access this new, valuable, FREE, timely resource, by visiting the website for the Missouri Association of Elementary School Principals.  
<https://www.maesp.com/>

# Ladder of Inference



Argyris, C. (1990) *Overcoming Organizational Defenses* Reflexive Loop: Isaac W. (1992) MIT Center for Organizational Learning



- Broadening our view
  - ❑ Diversify intentionally
  - ❑ Listen deeply
  - ❑ Read widely
  - ❑ Think systemically
  - ❑ Predict habitually
  - ❑ Network constantly
  - ❑ Live technologically



## IF-THEN Thinking

IF: Future schools will have more programs that exist outside of the normal school day, such as virtual learning, early college, or summer programs... THEN... what types of flexible spaces, facilities, and other resources will support these new avenues of service?

IF: Future schools will be more diverse, inclusive, and multi-cultural... THEN...How will recruiting, selection, and onboarding adapt to support faculty/staff as they serve in this context?

## What else do we need to know?



- IF: The MLDS is to remain a relevant and meaningful support in developing effective leadership practice... THEN... What content, formats, or issues need further consideration?

# MLDS Specialist Contact Information



## Missouri Leadership Development Specialist Contact Information



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*"Leadership is the art of giving people a platform for spreading ideas that work."*  
Seth Godin



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