

- I. We are all leaders, all have a unique story on how we arrived where we are. In order to become a team, we have to understand each other and realize that until we commit to understanding each other there is no way we can conceptualize what the other person does on a daily basis.
- II. We completed HW reviewing 15 questions to consider the current state of the district. As a result of that HW, we completed the following SWOT analysis:

Strengths	Weaknesses
<ul style="list-style-type: none"> ● Comms - ops, celebrations, student progress, some use of common app, internal ticketing, systematic modalities ● “Decent” PLC structures <ul style="list-style-type: none"> ○ Understanding data collection ○ Deep conversations ● Individual capacity and self-awareness of this team ● Commitment 	<ul style="list-style-type: none"> ● Comms - values, small ball, not enough cool stuff hits the airwaves ● Seeking feedback <ul style="list-style-type: none"> ○ Soliciting actively ● Measuring culture - construct validity? ● Taking action from data ● Structure to the onboarding process ● Evaluating ROI ● Systemizing systems ● Follow-through and accountability <ul style="list-style-type: none"> ○ Clear, honest peer feedback ● Lack of clarity of our goals. What is success?
Opportunities	Threats
<ul style="list-style-type: none"> ● Comms - systematizing flow, directing the narrative, empowerment of students and teachers and staff, meeting students where they congregate ● Teacher shortage - recruitment and retention ● Investment in support staff ● Enhancing empathy among leadership team <ul style="list-style-type: none"> ○ Exposure ○ Communication 	<ul style="list-style-type: none"> ● Comms - community controlling the narrative, lack of process for messages from outside the buildings ● Parent apathy ● Teacher shortage ● Relying on teacher goodwill for good programs to continue (NTA & HTF). ● Onboarding of support staff and coaches (software, procedures, professionalism and conduct)



- III. As a leadership team there is a deep belief that we have the ability to change the outcomes of the district and that the district can be a better place because we lead it.
- IV. An analysis of the comparative academic performance and financial data showed us the following:
 - A. There is a lack of depth of understanding on the district finances by the leadership team.
 - B. That there are pockets of excellence in the district.
 - C. 5th and 6th grade continue to be an enigma we are searching for the answer to
- V. Each department and each leader was given frank feedback on my takeaways from the transition period. Mr. Larsen and I met with each of them to discuss any confusion or debate on whether or not I was accurately seeing what they saw in their buildings/departments.
 - A. As a result of this, each department/school is to create NO MORE than 3 high priority areas for improvement.
 - B. These will be confirmed with District Office by July 15th
 - C. These will be shared with the entirety of the LT after July 15th
- VI. After spending the day confronting the brutal facts of where we are, the team constructed a statement to summarize the current state of the district:

We have a dedicated leadership team that is committed to growth and improvement, that, due to lack of clarity and high expectations, generates mediocre results and has not produced a school district that evokes community pride.
- VII. In order to create clarity and in order to have a common lens through which we view our work as leaders, we worked on creating core values.
 - A. The three core values decided upon (still needs some wordsmithing):
 - 1. Pursuing Excellence
 - 2. Operating with Integrity
 - 3. Deploying a People-Centered Approach
 - B. In attempt to best operationalize these values, we provided additional context
 - 1. Pursuing Excellence
 - a) Behaviors that will dictate our approach to the pursuit of excellence are:
 - (1) Clear, high expectations
 - (2) Discipline - willing to do the tough things



- (3) Constant growth for all
 - 2. Operating with Integrity
 - a) Behaviors that will dictate our approach to operating with integrity are:
 - (1) Honesty
 - (2) Transparency
 - (3) Accountability
 - (4) Clarity
 - (5) Loyalty
 - (6) High character actions
 - 3. Deploying a People-Centered Approach
 - a) Behaviors that will dictate our approach to deploying a People-Centered Approach
 - (1) Honesty
 - (2) Service
 - (3) Support
 - (4) Gratitude
 - (5) Celebration
 - (6) Empowering others
 - (7) Growing others
 - (8) Creating community
- VIII. Based on our values, the team decided that our vision for the district is to a place where:
PERFORMANCE ELICITS PRIDE
- IX. We decided we can only get to where we want to go if the culture of the district is healthy. We operationally defined culture as:
 - A. The way we do business around here OR
 - B. Likening culture to character in a person - it is who we are when nobody is watching
 - C. Culture is likely defined by the worst behavior we commonly tolerate or model.
 - D. The group agreed that we can use this as our aspirational goal for culture:

Our culture will create a district which acts as a *community*, a place full of adults and students who care about, look after, and root for one another, and who work together for the good of the whole, in times of need and in times of celebration. Every member of the community holds some responsibility for the welfare of every other and for the welfare of the community as a whole.

- X. Lastly, we decided the thematic areas and objectives that would apply to each school and department would focus on three core areas. These areas will have measurable goals each year and will drive accountability for the Leadership Team. They are:



- A. Performance
- B. Culture
- C. Systems

TO-DOS

1. LT volunteers - Based on summary sent on Wednesday - volunteers to present a segment of what was covered and decided at retreat to the BOE. Volunteers by end of day Thursday / Present on Monday
2. All members of LT -- work with me (and hopefully Adam) to find an hour time slot between the end of the retreat and July 15th to talk about how we are going to operationalize all the decisions made over the next few hours. Basically, how can we take this from big and abstract and start driving action with it. DUE DATE - send invites to me by the end of the week. FOR MULTIPLE PERSON DEPARTMENTS, PLEASE FIND A TIME WHERE YOU CAN ALL BE TOGETHER FOR THE CONVERSATION.