




LEADING WITH PURPOSE  
AND PASSION




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## Learning Objectives

- ◆ Identify the core concepts, structures, skills and responsibility of leaders of a community school
- ◆ Review how the core competencies apply to core practices in leading a CS
- ◆ Apply an adaptive leadership style to key challenges presented in current community school scenarios

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## Icebreaker- Menti-meter



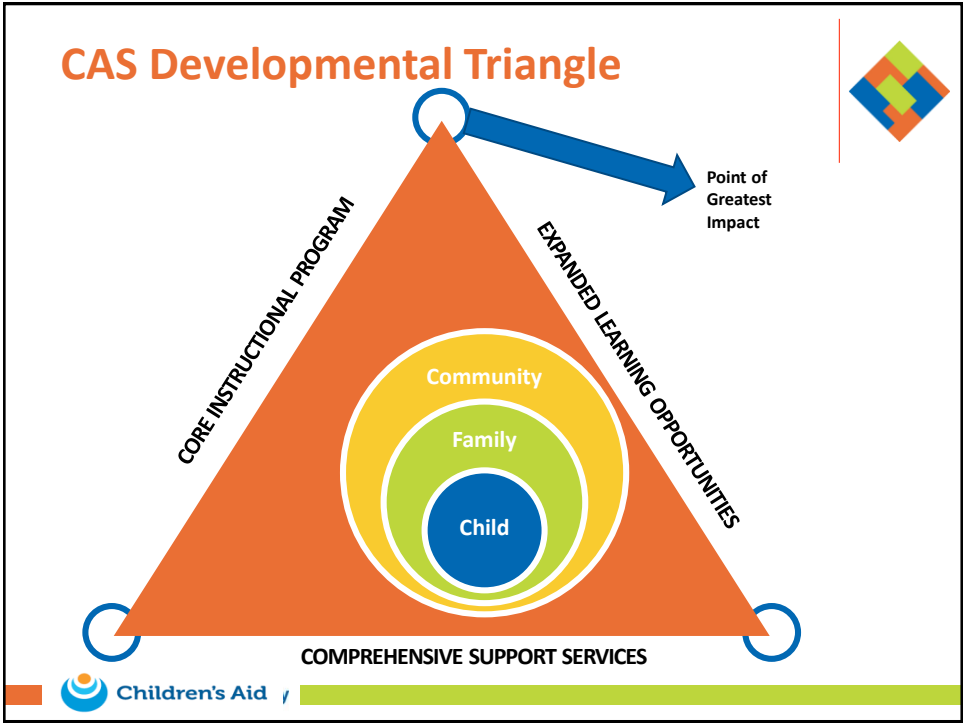
Answer the following questions.

- ◆ How long have you been a CSD?
- ◆ A word to describe your passion for the work
- ◆ Identify one of your best skills you bring to this job



## Community School Director Role is Pivotal





### Role and Responsibility

- The Community School Director(CSD)/Coordinator is the **Lead Agency Partner's/District's on-site representative** who serves as liaison and partner with the principal. Key role is to partner with the principal in supporting the school improvement plan.
- Co-leads the Community School (with the Principal) – Together, they craft the vision, engage and excite others about the vision, ensure that programming is supporting the vision and outline the general direction of the partnership.
- The CSD/Coordinator serves as the lead for the non-instructional program in the school.

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## What it Takes to Lead a Community School?



Watch an excerpt (embed from beginning to 4:50 time)

[A Day in the Life of Community School Director](#)  
video

Take notes on **competencies** to do the job



## A Day in the Life of A CSD Video Discussion Questions



- ◆ What one thing really resonated for you?
- ◆ What are the key responsibilities and tasks of a CSD that you noted in the film?
- ◆ Are they similar or different from yours?



# COMPETENCIES

*To understand the essential things  
that everyone needs to know and  
be able to do.*


## Strategic Functions



- ♦ Leadership Capacity
- ♦ Data-Driven Decision Making
- ♦ Advocacy and Policy Change
- ♦ Communications
- ♦ Resource Development and Coordination
- ♦ Community Engagement and Coordination


## CSD Skillset p.9

- ♦ **Leadership Capacity**
  - Co-create, hold, and articulate the CS shared vision
  - Facilitate the development of trusting relationships
  - Share leadership with the school's administrators
  - Identify and build support for new opportunities
  - Identify and negotiate solution to challenges
  - Respond and adapt to changing conditions
- ♦ **Data-Driven Decision Making**
  - Identify and access key data sources
  - Lead the school's annual needs and assets assessment
  - Use data to respond to identified strengths and needs
  - Use data to focus on results and continuous improvement
- ♦ **Advocacy and Policy Change**
  - Identify and engage key champions, including elected officials
  - Communicate and demonstrate the added-value of the community schools strategy
- ♦ **Communications**
  - Represent the community school in multiple forums
  - Listen and respond actively to key constituencies
- ♦ **Resource Development and Coordination**
  - Identify needs and opportunities
  - Leverage , organize, align school and community resources
  - Manage and align partners around agreed-upon results
  - Develop and control expenses within a site- based budget
- ♦ **Community Engagement and Coordination**
  - Identify and build strong working relationships with needed community resources
  - Organize community resources around student success




## Children’s Aid: Breaking it Down


Leadership Capacity concepts	Structures	Practices /Skillset	Tools
Co-create, hold, and articulate the CS shared vision.	Principal/CSD weekly mtg. Shared / cross boundary leadership	Organizing and action planning. Co-construct with others. Compromise	Result Framework-ToC or Logic Model CSD report, CEP
Facilitate the development of trusting relationships	PTO, PTA's Advisory Council	Build and develop trust. Influential. Schmooze. Diplomacy. Collaborate. Facilitation. Manage partners	Partnership Assessment Tool
Share leadership with the school's administrators	SBLT, Staff mtg., Orientation, Open Houses, Principal's Cabinet, Pupil Personnel Team (PPT),	Strategic thinking, planning. Demonstrate value.	
Identify and build support for new opportunities	Partner mtgs. Ambassadors Coalitions	Forecasting, visioning. Leverage resources. Organizing. Networking Creative, innovative, experiences	Partnership Agreements (MOUs/MoAs) Partner Policy
Identify and negotiate solution to challenges	Planning Retreats, CEP for school	Adaptive leadership Diagnostic . Problem-solver .	
Respond and adapt to changing conditions (catalyst for change)	Ad Hoc groups Committees	Passion for the work Communication, community organizing, negotiating, networking. High emotional intelligence (EI). YD and Education knowledge	



## Children’s Aid examples



Strategic Function	Concepts
Leadership Capacity	<ul style="list-style-type: none"><li>Shared vision and results framework (with alignment to mission)</li><li>Clear roles and responsibilities (shared accountability and responsibility)</li><li>Annual action plan</li></ul>
Data-Driven Decision-Making	<ul style="list-style-type: none"><li>Student and school data review protocols and dashboards</li><li>School needs and assets assessment</li><li>Individual student assessments completed, with each student tiered appropriately</li></ul>
Advocacy and Policy Change	<ul style="list-style-type: none"><li>Advocacy workshops for parents to prepare them to meet with legislators.</li><li>Legislative internships for our young adults to learn from active senators, assembly, council members</li><li>Partnership with the American Bar Association for pro bono immigration clinics to review cases.</li></ul>
Communications	<ul style="list-style-type: none"><li>Annual report published and shared</li><li>Effective CA-School communications (voting seat on SLT, coordinated communication in crisis moments and major school/community issues)</li><li>Presence on social media, at neighborhood/partner events, and at community meetings</li></ul>
Resource Development and Coordination	<ul style="list-style-type: none"><li>Shared resource and funding plan (between schools, CSDs, CA central)</li><li>Adequate funds and space for backbone and programs</li></ul>
Community Engagement and Coordination	<ul style="list-style-type: none"><li>Collaboration among stakeholders (incl. superintendents, principals, parents, CA central)</li><li>Inclusive and representative oversight in governance structures</li></ul>

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## Deeper Dive: Leadership

*“It is not the strongest of the species that survive, nor the most intelligent, it is the most adaptable”*

## Ron Heifetz & Marty Linsky



### Technical Problems

- ♦ Can be resolved through the organization's current structures and procedures

### Adaptive Challenges

- ♦ Can be addressed only when a Person adjusts beliefs, habits, priorities, loyalties.



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## Adaptive Leadership



### Three Elements:

- ♦ Preserve what's working
- ♦ Discard what isn't
- ♦ Create new, innovative solutions

### Process:

- ♦ Observe events what's around you
- ♦ Interpret what you and others observe
- ♦ Design and develop multiple hypothesis about what is really going on



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## Tips



- ◆ Be adaptive in learning how to create change at your school.
- ◆ Mobilize teams to address challenges
- ◆ Define challenges, root cause)
- ◆ Use diagnostic and creative problem solving skills
- ◆ Achieve progress



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## Adaptive Leadership Scenarios



- ◆ Table Talk
- ◆ Use the adaptive leadership framework
- ◆ Discuss at your table
- ◆ Identify ways of how you could address the challenge?



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**[nccs.org](http://nccs.org)**