

Leading Now

Welcome to our community of superintendents and school system leaders

Public schools are operating in a politically supercharged atmosphere

- Curriculum, lessons, professional development, and the choices teachers make every day continue to be under a microscope
- A wave of state legislation to prohibit certain classroom practices has landed on educators, creating a chilling effect
- 2022 Midterm Elections will only crank up the political intensity

Critical Race Theory

Social Emotional Learning

Parents' Bill of Rights

Book bans

Gender Identity & Sexuality



Local School Boards Are Banning Critical Race Theory. Here's How That Looks in 7 Districts
By Stephen Sawchuk — August 26, 2021

Critical race theory battles are driving frustrated, exhausted educators out of their jobs
Battles over diversity and equity initiatives in public schools have resulted in administrators and teachers being fired or resigning over discussions about race.

News | Education

After a summer of controversy, some Minnesota teachers are anxious about the return of the school year

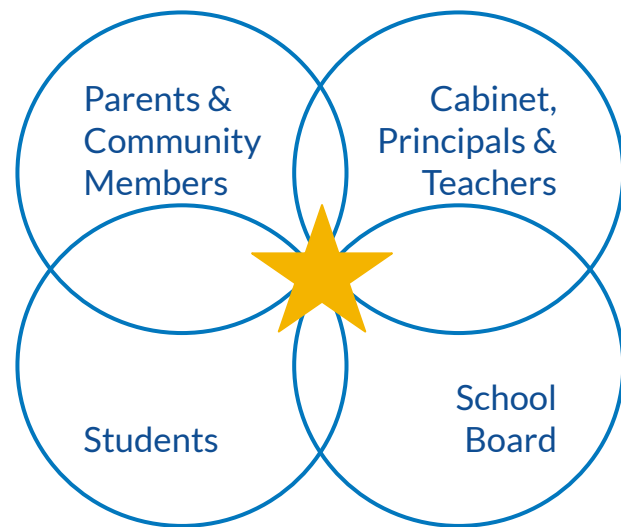
In small towns like Pequot Lakes, back-to-school nights and open houses often feel like family reunions. But teachers worry this year might be different.

By Yasmine Askari | Staff Writer



We believe more than ever, YOU are uniquely positioned to defuse tension and seize the opportunity of this moment to build public trust across lines of difference

- 13,000 superintendents serve as the bridge among key players within and surrounding public schools
- The role of a K-12 Superintendent has **never been as political** as it is now
 - AASA, “received so many calls asking for help that it started hosting sessions...[for] handling the anti-critical race theory protests”
- Superintendents are feeling **embattled** and **depleted**
 - 2/3 of survey respondents reported that they had considered quitting last year
- Through it all, the overwhelming majority **remain resolved** to pursue their education agendas



★ Superintendent

Why Leading Now

Mission

We support superintendents and system leaders to navigate political complexity and strengthen public trust as they advance their commitment to all students

Our Beliefs

- **Public Education.** We believe our democracy depends on engaged, independent thinkers and that public schools are responsible for preparing our next generation
- **Common Ground.** We believe in taking the “D” and “R” out of education and instead, orienting toward shared values across differences to keep the focus on student learning
- **School System Leaders.** We believe you carry a profound responsibility on your shoulders and deserve the highest quality support in a trusting community to help you fulfill your goals



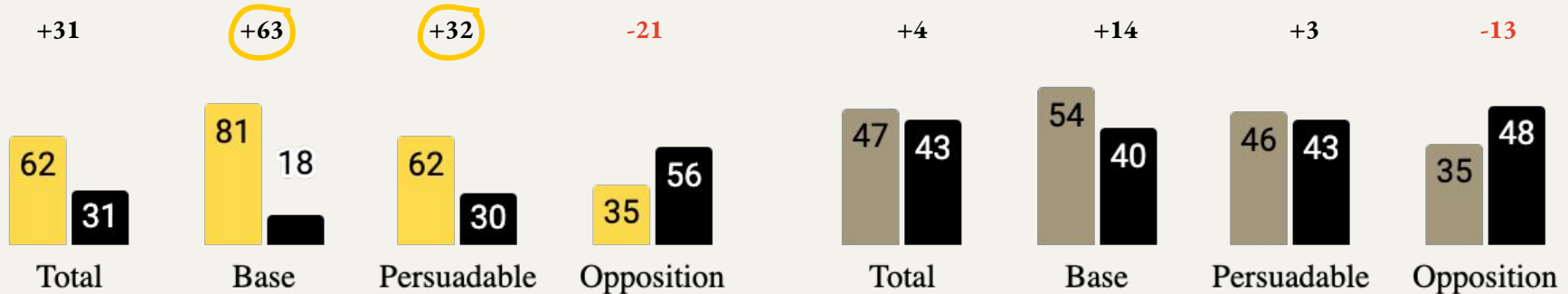
DEFINING EQUITY IS MORE EFFECTIVE THAN SAYING “EQUITY”

Which approach to funding is closer to your opinion?

We should provide the same amount of funding to every school equally

We should provide more funding for the schools in communities that need the most help

We should fund schools equitably

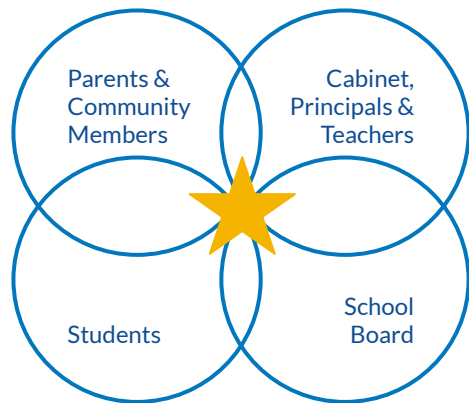


DEFINING EQUITY

Every child is unique, so every school should be funded based on its unique needs. Providing students **enough resources and support** allows them to reach their full potential.

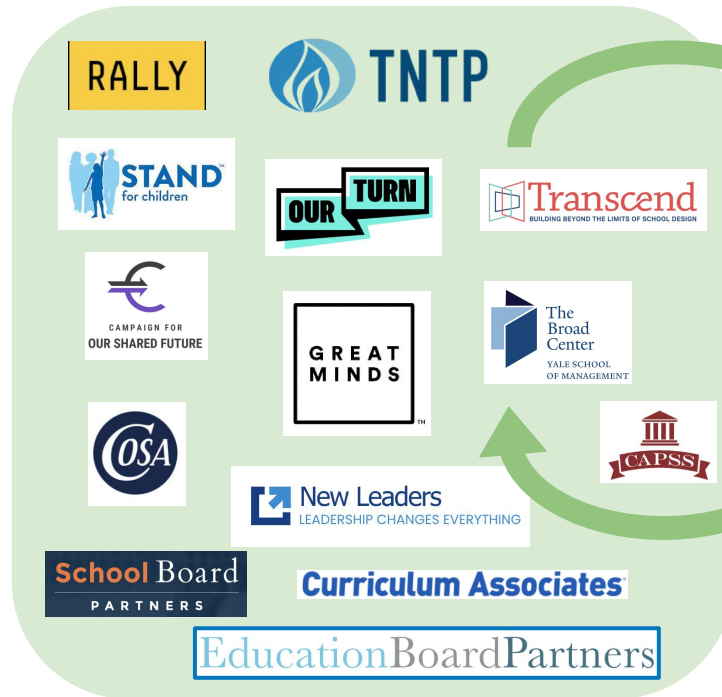
Focused on strategic communications and public engagement, Leading Now enables you to access, practice, and apply messages and strategies in service of ALL students

ROLE OF SUPERINTENDENT



★ Superintendent

RESOURCES & FIELD EXPERTS



SUPPORTED IMPLEMENTATION



1. Learning Cohorts

2. Direct support and tailored referrals

Current Leadership & Founding Team

Advisory Board Members



Josh Edelman
Senior Advisor, Bill
& Melinda Gates
Foundation



Monique Felder
Superintendent,
Orange County
School District (NC)



Andrea Foggy-Paxton
Entrepreneur in
Residence, Education
Leaders of Color



Joe Hettler
Vice President,
TNTP



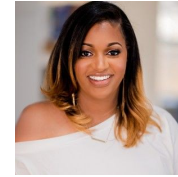
Erin McMahon
Superintendent,
Saugus (MA)
Public Schools



Cheryl Watson-Harris
Superintendent in
Residence, Leading Now



Elizabeth Dill
Operations &
Finance Director



Sharise Johnson
Program Director



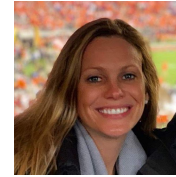
Mora Segal
Co-founder,
Senior Advisor



Caitlin Sullivan
Co-founder,
Executive Director



**Kimberly
Cockrell**
Co-facilitator



Emily Davis
Co-facilitator



Chris Maher
Co-facilitator



**Lydia Ramos-
Mendoza**
Co-facilitator



Hoa Truong
Co-facilitator

Staff & Cohort Facilitators

Your First Year With Leading Now

YOU WILL LEAVE WITH

- Inspiration, communication strategies, and user-friendly tools from colleagues' own experiences and communications experts to navigate complex education environments
- Deep relationships with colleagues to continue collaboration as a member of Leading Now's community
- Resolve and reserves to sustain your leadership in service of all of your students

Springboard: Active 15 weeks in Cohort					Enduring support: Continued engagement with full Leading Now community				
September 2022	October	November	December	January 2023	February	March	April	May	June/July
In-person event	2.5 hours virtual session #2	2.5 hours virtual session #3	2.5 hours virtual session #4	2.5 hours virtual session #5	Three hours of consulting with a communications coach				Summer Gathering with all cohort members
Coffee chat	Coffee chat	Coffee chat	Coffee chat	Coffee chat	Every month, boosted by your cohort captain: 1. Briefing session with an expert 2. Colleague Roundtables 3. Office hours 4. Help desk 5. Newsletter and group texts with actionable resources				
			Begin receiving Newsletter	Office hours					

- Beyond Summer 2023, we will likely charge a nominal administrative fee for direct support and tailored referrals
- We are exploring a membership fee structure after the 2023-24 year

We look forward to seeing you in Boston

1. Make sure your travel is booked through Gather
2. Make a plan to connect in Boston with your coffee chat partner
3. Complete all your pre-work

If you have questions, we are here:

Caitlin@leadingnow.org

Elizabeth@leadingnow.org

This slide begins the content for the in-person event. [Font and HEX color codes](#) for editing

Leading Now

We support superintendents and system leaders to navigate political complexity and strengthen public trust as they advance their commitment to all students

Leading Now

Welcome to
Boston!!!



Leading Now

Day One

Welcome

We are really happy to see you in person!

Why Leading Now

Mission

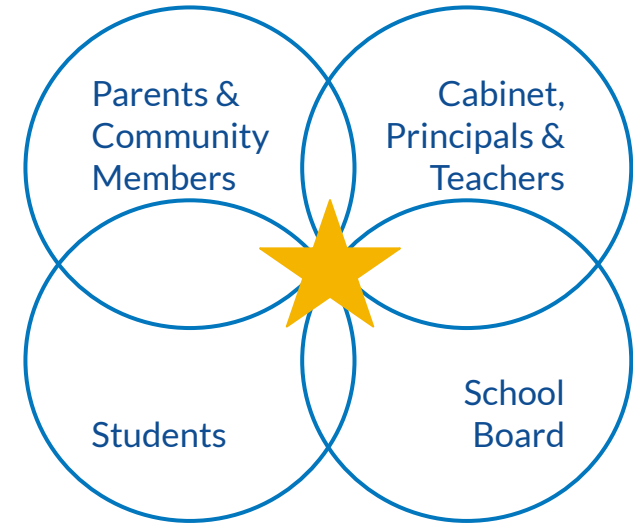
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★ Superintendent

Our objectives for today and tomorrow

We hope you head back home with...

1. A sense of **TRUST** as a community and momentum to collaborate as peers
2. Renewed **REFLECTION** on how your leadership identity and values overflows into your work as a system leader
3. A map of the trust you have built across **KEY RELATIONSHIPS** that enable you to effect equitable change
4. An understanding of the national policy and political landscape and **KEY MESSAGES** you can activate in your local context

Cohort facilitators and advisors

Welcome

Name, district, state, and one band or singer that you loved at age 14

Who is in the room

Almudena (Almi) Abeyta	Chelsea Public Schools	Massachusetts
Carol Birks, Ed.D.	Elevate Charter Schools	Connecticut
Kevin Bogatin	North Bend School District	Oregon
John Buckey	Marblehead Public Schools	Massachusetts
Shannon Criss	Harney Education Service District	Oregon
Monique Darrisaw-Akil	Uniondale Union Free School District	New York
Jason DeFalco	Blackstone Millville Regional School District	Massachusetts
Omar Easy	Wayland Public Schools	Massachusetts
Lamar Goree	Caddo Parish Public Schools	Louisiana
Sheila Hoffman	Agawam Public Schools	Massachusetts
Devon Horton	Evanston Skokie 65	Illinois
Julie Kukenberger	Melrose Public Schools	Massachusetts
Steven Lamarche	Dudley-Charlton Regional School District	Massachusetts



Who is in the room

Diana Mitchell	Plainfield Public Schools (NJ)	New Jersey
Greg Myers	Millbury Public Schools	Massachusetts
Stephen Phillips	Newberg Public Schools	Oregon
Kathleen Stauff	Myrtle Point School District 41	Oregon
Cristine Vaughan	New York City Public Schools	New York
Caitlin Sullivan	<i>Leading Now, Co-founder</i>	<i>Rhode Island</i>
Mora Segal	<i>Leading Now, Co-founder</i>	<i>Massachusetts</i>
Lydia Ramos-Mendoza	<i>Co-facilitator</i>	<i>California</i>
Chris Maher	<i>Co-facilitator</i>	<i>Rhode Island</i>
Stephanie Germeraad	<i>Cohort Advisor</i>	<i>California</i>
Andrea Foggy-Paxton (session 2 →)	<i>Cohort Advisor</i>	<i>California</i>

Welcome

Our hope for this community of leaders, and our students

Our Time Together In Person

Today	Tonight	Tomorrow
Building a Trusting Container	Community Connection and Fun	Your Vision, Plan, and Relationships to Get There

Community agreements

1. Confidentiality is key. What is shared here stays here.
2. Be fully present for 100% of sessions, taking care of your body, heart, and mind with breaks for yourself when needed.
3. Lead with curiosity and attend to impact.
4. Share the space and share in the space with self-awareness and generosity.
5. Expect and accept non-closure.

Welcome

Anything on your mind at this point?

Welcome

Range and Overlap

Values and Identity Introductions

Welcome

Range and Overlap

Values and Identity Introductions

Just like any community...

- There is beauty and strength in our diversity
- We have lots to learn from each other
- We may find unexpected common ground

How many different school systems have you worked in?



My relationship with my board chair or president is healthy and productive

Agree



Disagree

I am satisfied with the amount and quality of interactions I have with students in my district

Agree



Disagree

How many years have you been a superintendent?

0



10+ years

Social media is working in my favor as a communications tool

Agree



Disagree

Welcome

Range and Overlap

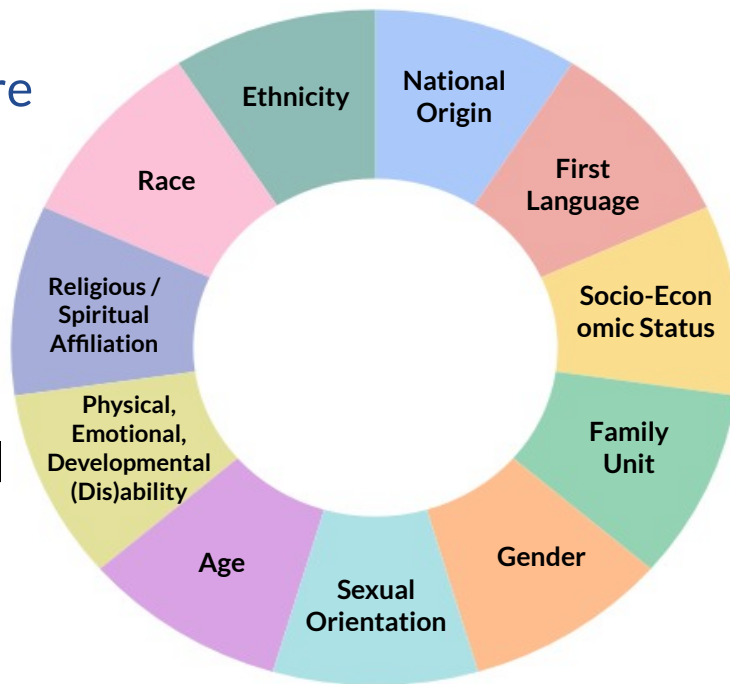
Values and Identity Introductions

Drawing from the values and identity components that are most meaningful to you...

Tell us who you are

3 min per person

03:00



Accountability
Achievement
Adaptability
Adventure
Altruism
Ambition
Authenticity
Balance
Beauty
Being the best
Belonging
Career
Caring
Collaboration
Commitment
Community
Compassion
Competence
Confidence
Connection
Contentment
Contribution
Cooperation

Fun
Future generations
Generosity
Giving back
Grace
Gratitude
Growth
Harmony
Health
Home
Honesty
Hope
Humility
Humor
Inclusion
Independence
Initiative
Integrity
Intuition
Job security
Joy
Justice
Kindness

Personal fulfillment
Power
Pride
Recognition
Reliability
Resourcefulness
Respect
Responsibility
Risk-taking
Safety
Security
Self-discipline
Self-expression
Self-respect
Serenity
Service
Simplicity
Spirituality
Sportsmanship
Stewardship
Success
Teamwork

Brené Brown



Leading Now

Social Identity wheel: Adapted for use by the Spectrum Center and the Program on Intergroup Relations, University of Michigan: <https://sites.lsa.umich.edu/inclusive-teaching/2017/08/16/social-identity-wheel/>. Resource hosted by LSA Inclusive Teaching Initiative, University of Michigan (<http://sites.lsa.umich.edu/inclusive-teaching/>).

Coming together as a cohort

Any individual shares that struck you?

Reminder of community agreement #3:

Lead with curiosity and attend to impact.

Emerging themes across our cohort?

Dinner Plan

Please be out in front of the hotel by 6:45 pm

We'll have shuttles waiting to take us to dinner (5 min drive away)

Thanks for a great first session! We'll see you back here at 8 am tomorrow

Day Two

Please sit in the following places:

Group 1 S Kevin Bogatin John Buckey Lamar Goree Julie Kukenberger Diana Mitchell	Group 2 P/C Carol Birks Kathleen Stauff Stephen Phillips Monique Darrisaw-Akil	Group 3 T Almi Abeyta Devon Horton Omar Easy Sheila Hoffman Gregg Gilligan	Group 4 B Shannon Criss Jason DeFalco Steven Lamarche Greg Myers Christine Vaughan
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What did you learn about a colleague last night?

Points of overlap or difference to build off of?

Our objectives for yesterday and today

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Today's flow

8:00 - 9:15 am	Sharpening Your Vision & Plan
9:15 - 9:30 am	Break
9:30 - 11:15 am	Relationships and Trust Mapping
11:15 - 11:45 am	Lunch Talk: The Moment We are In
11:45 am - 1:00 pm	Research-based Insights and Messages
1:00 - 2:00 pm	Problem of Practice
2:00 - 2:30 pm	Inspiration and Commitments



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Sharpening Your Plan: Equitable Opportunities and Access for All Students

What is your vision and problem you are solving this next 1-3 years?

1. Customize a definition of educational equity
2. ONE concrete step forward this year to advance your agenda

Sharpening Your Plan: Equitable Opportunities and Access for All Students

Customize a definition of educational equity based on your students' needs and your own values

Start with RALLY Communications' version or your district's / your own

Change or adapt as you see fit

Reflect: Why are you making the changes you did? Based on what evidence?

A DEFINITION OF EQUITY FROM OUR FRIENDS AT RALLY COMMUNICATIONS

Providing students **enough resources and support** allows them to reach their full potential.

Sharpening Your Plan: Equitable Opportunities and Access for All Students

What is the ONE concrete step forward this year to advance your equitable agenda for ALL students?

- What do you want to be true about teaching and learning in your district in the next 1-3 years?
- Why are you choosing this ONE step forward (qualitative or quantitative data)?
- What actions are you taking to make that come true?
- What are the barriers to making it happen?

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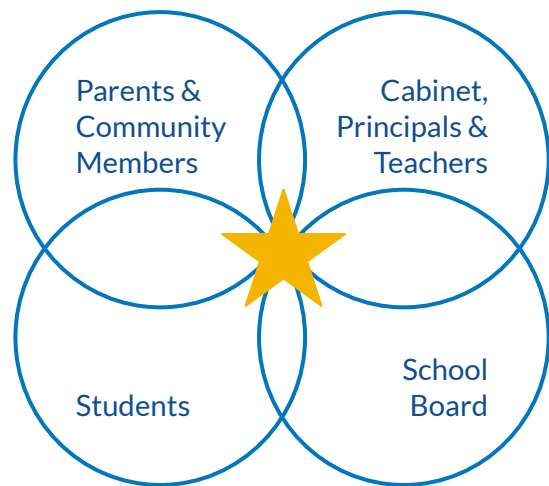


Relationships and Trust Mapping

Our goals are to:

1. **Take stock of your relationships** holistically across major stakeholders in your district or system
2. Determine **ONE key stakeholder group** to focus on as you accelerate your vision for educational equity
3. **Identify actions with that prioritized stakeholder group** for reciprocal communication and relationship-building

Relationships and Trust Mapping



★ Superintendent

10 min to work on your chart paper

YOUR ONE STEP FORWARD

ONE KEY STAKEHOLDER GROUP

- ❖ WHY:
- ❖ WHAT YOU KNOW ABOUT THE GROUP:
 - What are you hearing / seeing from them?
 - What are their underlying motivations?
- ❖ Key Actions / Strategy:

Gallery Walk

- Write your name and post your flip chart papers
- We have 7 min for a gallery walk to see everyone's community influence maps & dilemmas in focus

Whole Group Share Out

- What are you noticing from the gallery walk?
- Are there any trends across the cohort?

Collaboration

- Each person will have 3 minutes to:
 - Share what is on your flip chart paper
 - What challenges you anticipate
 - What you would like partnership from your small group on
- Your small group will have 3 minutes to share their thoughts on the issue you identified for thought partnership, while also considering:
 - Potential blind spots
 - Additional opportunities not yet identified
- You synthesize feedback from your group and share 1-2 ways you are committing to strengthening trust (1 min)

Assign a timekeeper (each person has 7 min total)



Full Group Share Out

How did your own thinking or commitments change based on your small group collaboration?

What has this whole exercise been like for you?

Today's flow

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9:30 - 11:45 am Relationships and Trust Mapping

BREAK now, then lunch available at 11:30

11:45 am - 1:00 pm **Lunch Keynote: Research-based Insights and Messages**

1:00 - 2:00 pm Problem of Practice

2:00 - 2:30 pm Inspiration and Commitments



What is this moment of Now we are Leading in?

Based on the *US News* and *NY Times* articles shared as pre-work:

1. How would you characterize the current education environment?
2. What are the headwinds and tailwinds affecting your leadership?
3. What does this mean for our nation's students? The ones in your own district?

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Airport Rides

How	Who	Departure Time
Uber <i>Terminal B</i>	Diana Mitchell	2:00 pm
Uber <i>Back Bay Station</i>	Cristine Vaughan	2:30 pm
Group 1 (XL taxi) <i>Terminal B</i>	Kevin Bogatin, Stephanie Germeraad, Devon Horton, Kathleen Stauff	2:45 pm
Group 2 (XL taxi) <i>Terminals A, C</i>	Shannon Criss, Monique Darrisaw-Akil, Lydia Ramos-Mendoza	2:45 pm
Uber <i>South Station</i>	Carol Birks	4:15 pm (or earlier)

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Welcome, Campaign For Our Shared Future

Please return by 1:00 pm



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Problems of Practice

Session	Theme
Session 1	Build a Trusting Community of Peers Map Public Engagement Relationships & Trust
Session 2	<i>School board collaboration and stewardship</i>
Session 3	<i>Investing your cabinet, school leaders, and teachers in your vision</i>
Session 4	<i>Engaging students authentically</i>
Session 5	<i>Mobilizing parents, community members, and influencers to amplify your agenda</i>



Problems of Practice

- The theme for this session's Problems of Practice is **Engaging a Divided Community**
- **Kathleen Stauff** will present Problems of Practice today
- We will engage in a consultancy protocol to further diagnose and provide thought partnership on the Problem of Practice

Problem of Practice consultancy for today and future sessions

Overview	5	The presenter provides an overview of the dilemma and an open-ended question for discussion.
Clarifying & Probing Questions	10	Clarifying questions: to deepen the presenter's understanding of the issue or reframe the presenter's thinking. Probing questions: to deepen understanding and clarity about individual approaches.
Cohort Discussion	15	The group and advisors discuss the dilemma, identify the root cause, suggest recommended strategies or opportunities, puts themselves in the presenter's shoes. The presenter is in listening mode.
Presenter Reflection	5	The presenter reflects back what is heard from the group and new thinking or actions they are considering committing to.

Problem of Practice key question

How do I create and structure a system of open communication with the community in a way that helps me gain understanding of their needs, but also helps them to learn to gain understanding of the diverse world today?

Applying this Problem of Practice to your own contexts

REFLECT

- What is sticking with you from this Problem of Practice share?

CONNECT

- How does this dilemma connect to what you are navigating in your home district?

SUPPORT

- What support or advising from Leading Now or otherwise might you need to lead through your dilemma?

2-minute Stretch Break



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Planning, connections, commitments

1. Review our agenda and your notes
2. Write down your action steps, and be sure to name WHO on your team you'll enlist to achieve them
3. Share full group so we can help each other out

Planning, connections, commitments

Expect an email with:

1. Materials from today
2. Your new coffee chat pairing

Exit ticket: SURVEY

CHECK YOUR INBOX

Take it now, it'll be easier
on everyone :)

Safe travels home, and see you together again on



Our future sessions together

Session	Theme	Anchor partner, expert, resource
Session 1 Dinner + full day PD Week 1	Build a Trusting Community of Peers Map Public Engagement Relationships & Trust	<i>Campaign for our Shared Future</i>
Session 2 Virtual 2.5 hours Week 3	<i>School board collaboration and stewardship</i>	Cathy Mincberg
Session 3 Virtual 2.5 hours Week 7	<i>Investing your cabinet, school leaders, and teachers in your vision</i>	Leading Now community
Session 4 Virtual 2.5 hours Week 11	<i>Engaging students authentically</i>	Our Turn
Session 5 Virtual 2.5 hours Week 15	<i>Mobilizing parents, community members, and influencers to amplify your agenda</i>	TNTP



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