

The Governance Core and System Change Michael Fullan



Public Education Symposium: Building Blocks of Leadership

OPSBA
Sheraton Toronto
January 23, 2020



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Outline

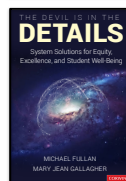
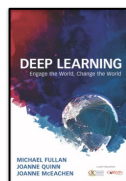
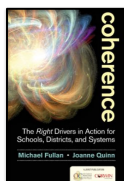
1. The Need for Change
2. Leadership From the Middle
3. Coherence
4. Deep Learning
5. Core Governance



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The
Six
Pack



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The Need for Change



—Fullan, 2019

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The Issue: Deadly Convergence

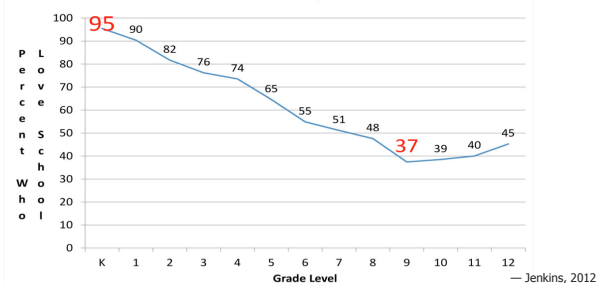
- Multi-faceted Climatological Collapse
- Towering Galloping Inequity



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IT'S GETTING WORSE ...

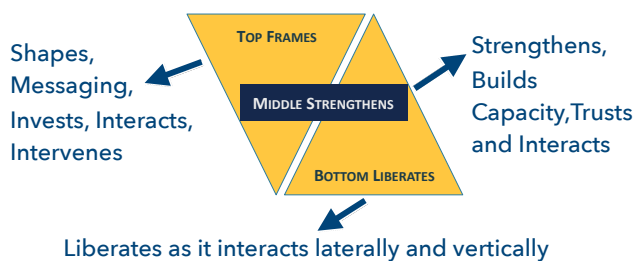
Loss of Enthusiasm by Grade Level



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GENERAL PRINCIPLES:

EXPLOIT UPWARD; LIBERATE DOWNWARD; LATERALIZE EVERYWHERE



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Connected Autonomy

Cycling in and out of
Autonomy and Collaboration



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The Coherence Framework



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Coherence...

The shared depth of understanding about the nature of the work.



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FACTORS INFLUENCING STUDENT ACHIEVEMENT

Collective teacher efficacy effect size:
1.57
(all other effect sizes: .065-0.29)

—The Power of Collective Efficacy, Jenni Donohoo, John Hattie, & Rachel Eells, Educational Leadership, March 2018

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COLLECTIVE EFFICACY

- › Shared belief in conjoint capacity to produce results
- › Primary input is 'evidence of impact'
- › Culture of collaboration to implement high-yield strategies
- › Leader participates in frequent, specific collaboration

—Hattie, 2017



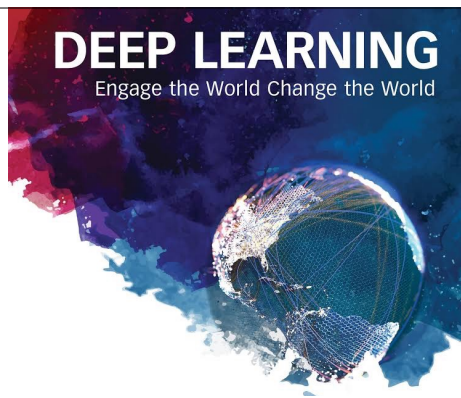
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MICHAEL FULLAN
JOANNE QUINN
JOANNE MCEACHEN

DEEP LEARNING

Engage the World Change the World

A JOINT PUBLICATION
CORNWALL COUNTY SCHOOLS
PRINCIPALS' ASSOCIATION



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WHAT IS DEEP LEARNING?



- **Quality learning that sticks with you the rest of your life**
- **Learning that Engages the World Changes the World**



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Defining the Six Global Competencies for Deep Learning

Deep Learning is the process of acquiring the six global competencies

- Character**
- Proactive stance toward life and learning to learn
 - Grit, tenacity, perseverance and resilience
 - Empathy, compassion and integrity in action

- Citizenship**
- A global perspective
 - Commitment to human equity and well-being through empathy and compassion for diverse values and world views
 - Genuine interest in human and environmental sustainability
 - Solving ambiguous and complex problems in the real world to benefit citizens

- Collaboration**
- Working interdependently as a team
 - Interpersonal and team-related skills
 - Social, emotional, and intercultural skills
 - Managing team dynamics and challenges

- Communication**
- Communication designed for audience and impact
 - Message advocates a purpose and makes an impact
 - Reflection to further develop and improve communication
 - Voice and identity expressed to advance humanity

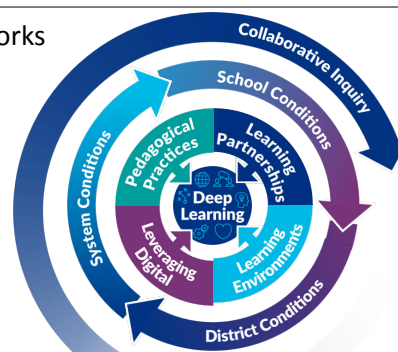
- Creativity**
- Economic and social entrepreneurialism
 - Asking the right inquiry questions
 - Pursuing and expressing novel ideas and solutions
 - Leadership to turn ideas into action

- Critical Thinking**
- Evaluating information and arguments
 - Making connections and identifying patterns
 - Meaningful knowledge construction
 - Experimenting, reflecting and taking action on ideas in the real world



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How it Works



Framework and set of tools and processes

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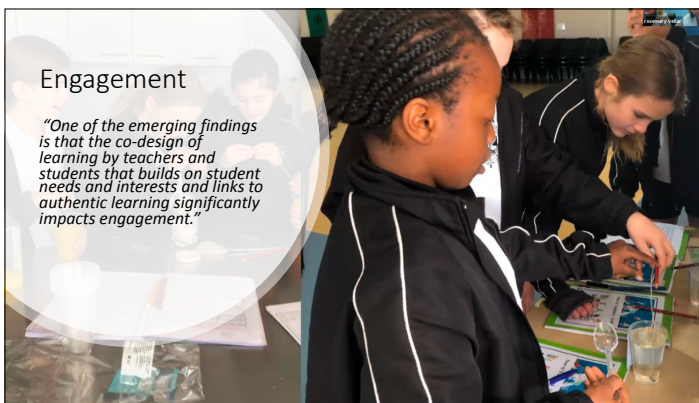
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Video: Young Minds of the Future

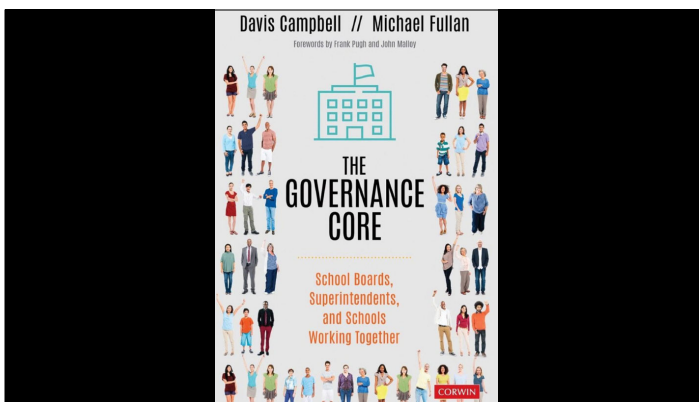
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Politics vs Governance

- › Politics is what you do to get elected
- › Governance is what you (should do) between elections to run a good system
- › A crucial and ignored element is the transition from campaigning to governing

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GOVERNANCE MINDSET

No matter what the initial reason for joining the board, commitment to a shared moral imperative and well-led governance system will build a strong foundation for sustainable excellence for all children.

Governance is about impact on learning; equity, excellence and well-being are intertwined.

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A Matter of Neglect

It is amazing how little is written about school system governance and the roles of trustees and superintendents as partners in reform.

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TIPS FOR TRUSTEES (5 OF 10)

1. **You are in this for the long haul. It's a marathon, not a sprint.**
2. **Never forget that governance is a team sport. You may not like some members but it is your team now. If the board fails, you all fail.**
3. **Work hard to develop a shared moral imperative that will define the work of the board.**
4. **Work for system-wide coherence both within the board and with the board and the district.**
5. **If going to the board meeting is your most unpleasant experience, you are not doing it right.**

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TIPS FOR DIRECTORS (5 OF 10)

1. **Provide the board with engagement opportunities. Every question is a learning opportunity.**
2. **Count understanding, not votes. Votes get you short-term support, but understanding gets you long-term sustainability.**
3. **Make the board winners. Create value for them. Engage the board. Show them the impact of the district's programs on children in real time.**
4. **Support the board's community outreach and leadership.**
5. **If you hate or resent governance, maybe being a CEO is not for you.**

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Effective Change is a Learning Proposition

The main work is not getting a decision on the books but rather getting change on the ground.



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