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

The Need for Change

The Issue: Deadly Convergence

- Multi-faceted Climatological Collapse
- Towering Galloping Inequity

IT’S GETTING WORSE …

Loss of Enthusiasm by Grade Level

General Principles:

EXPLOIT UPWARD; LIBERATE DOWNWARD; LATERALIZE EVERYWHERE

Shapes, Messaging, Invests, Interacts, Intervenes

Strengthens, Builds Capacity, Trusts and Interacts

Liberates as it interacts laterally and vertically

Connected Autonomy
Cycling in and out of Autonomy and Collaboration
The shared depth of understanding about the nature of the work.

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

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

Michael Fullan
Joanne Quinn
Joanne McEachen

Deep Learning
Engage the World Change the World

Defining the Six Global Competencies for Deep Learning
Deep Learning is the process of acquiring the six global competencies

How it Works
Quality learning that sticks for life!

Engagement

“One of the emerging findings is that the co-design of learning by teachers and students that builds on student needs and interests and links to authentic learning significantly impacts engagement.”

Wellbeing

A focus on the 6 C’s immunizes and protects against social and emotional difficulties thus building positive mental health and resilience… levels the playing field for kids from challenging backgrounds.”

Jean Clinton, p22

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

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.

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.
The cardinal rule of system change management is that leaders must work on developing a ‘unity of purpose’ and related action; something that must be constantly attended to.

Our main premise is that the vast majority of school board members are committed to improving the public education system. It is mainly when unity of purpose and relationships are neglected that things go off track.

**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.

**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.

Effective Change is a Learning Proposition

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

Build relationships; push for action.