WASA Incoming Superintendent Conference: Growing from First-Year Experiences

Damien Pattenaude
July 24th, 2018

PRIORITIES
Family and Community Engagement
Excellence in Learning and Teaching, Every Day
Removing Barriers and Supporting Students
Renton School District

• Serve Over 15,000 Students
• Rich in Diversity
• Serve 7 Municipalities (Renton, Seattle, Bellevue, Kent, Newcastle, Tukwila, Unincorporated King County)
• Home of the Seahawks, Boeing, Kaiser, Providence
• Feeling the Impact of Seattle’s Growth and Change
Route to Superintendency

• 1974-2012 vs. January 2013-Present
• Non-Traditional
• “Home Grown”
• Superintendent-Elect
• Long and Formal Transition Plan
• Not Just Focused on Listening and Learning but also Listening to Drive Future Action
Growing from First-Year Experiences

Reflection #1—Be Clear about Who I and What I Believe

• Mission
• Core Values
• Priorities
• Expectations
• GSD
• “Red Meat”
Growing from First-Year Experiences

Reflection #2—The Importance of a Leadership Model/Framework
Growing from First-Year Experiences

Reflection #3—Start as Strong as Possible
Reflection #4—“Opportunities to exercise adaptive leadership come before you every day.”

Renton school video mocking slavery goes viral; district investigating

By: Deborah Home
Updated: Nov 10, 2017 - 6:13 PM
Reflection #5—Make Sure to Take the Time to Reflect and Learn

• What’s the view from the balcony?
• “Don’t do it alone.”
• “... in organizational life, particularly in times of stress or crisis, pressure mounts to take quick action.”
• “... embodying an issue in your authority role ties your survival, not just your success, to that of the issue.”
Reflection #5—Make Sure to Take the Time to Reflect and Learn (cont.)

• Notions of Race

• Distinguishing Technical Problems vs. Adaptive Challenges
  • “Adaptive challenges can only be addressed through changes in people’s priorities, beliefs, habits, and loyalties.”
  • “Once unleashed, you cannot control the outcome of an adaptive issue.”
Reflection #5—Make Sure to Take the Time to Reflect and Learn (cont.)

• Restore Order (Technical) vs. Expose Conflict or Let it Emerge (Adaptive)
• Lowering the Temperature
• Localizing the Issue
• “The deeper the change and the greater amount of the new learning required, the more resistance there will be and, thus, the greater the danger to those who lead.”
Growing from First-Year Experiences

Reflection #6—Stay True to My Values in a Changing World

New map shows pay raises by district

WEA members across the state continue to negotiate big pay raises for certificated staff and classified education support professionals.

Here’s WEA’s new interactive map that shows the negotiated pay raises for each local union that has reached a contract settlement this summer.

In Bellevue, WEA members are voting on a tentative agreement that raises salaries by an average of 17.3 percent in 2018-19. The beginning salary for certificated members will be $53,300 (BA). The max salary for certificated members will be $111,092 (25 Years MA+90/PhD).
Growing from First-Year Experiences

Reflection #7—Communicate, Communicate, and Communicate Some More

“We know that communication is a problem, but the company is not going to discuss it with the employees.”
If all else fails, just remember . . .

• “In the end, it is the system that promotes or hinders student achievement. Superintendents are largely indistinguishable.”
Thank You

• Your Leadership Matters

• “Arrogant Humility”

• “Leading meaningful change in education takes courage, commitment, and political savvy.”

• “Leadership in education means mobilizing schools, families, and communities to deal with some difficult issues—issues that people often prefer to sweep under the rug.”

• Thank You for Your Willingness to Lead