



ASPIRING CENTRAL OFFICE LEADERSHIP ACADEMY

***Welcome, and thank you for
being here today!***

Courage is the main quality of leadership, in my opinion, no matter where it is exercised. Usually it implies some risk--especially in new undertakings. -Walt Disney





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Welcome!

Close your eyes and picture this...

It is October, 2022. You landed your dream central office role in the spring, and you are a couple of months into the transition from your current role to this role.

- Where are you?
- What is your role?
- Choose one word to describe how you are feeling in this new role. **Type this word in the chat.**



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October 22, 2021

- Welcome
- Voices from the field: Dr. Fred Rundle, Mercer Island School District
- Outline of our year together--key learnings and outcomes based on your input from the last session.
- Initial interest survey: Review of group results
- Self-reflection. Identifying your strengths, interests and priorities.
- Understanding the Central Office as an interconnected system
- Extension opportunities for October
- Closure

Voices from the field
Dr. Fred Rundle, Deputy Superintendent
Mercer Island School District

ACOLA Featured Leaders notes

Reviewing & reflecting on your next steps

Using your “Featured Leader” notes from this session and the last session:

- Jot down some of your leadership strengths that come to mind related to a Central Office role after hearing about this leader’s career path.
- Are there some new ideas you gained from this leader’s professional experience, continued education, and/or other leadership experiences that you might be able to add to your own Central Office leadership readiness plan?

Outline of the upcoming year

Each session:

- Determining if Central Office leadership is the right fit for you, and finding the positions that best meet your strengths, interests and priorities.
- Understanding the Central Office as an interconnected system versus disconnected departments or individuals.

December

- Understanding different Central Office roles & responsibilities.
- Misconceptions about working in a Central Office.

January

- How to prepare for a Central Office job search, application process and interview.
- Putting together a strong resume.
- Mid-year reflection: Knowing yourself as an educational leader, and being strategic about your growth and next steps.

Outline of the upcoming year

February

- Working effectively with the district team, superintendent, and board.
- Putting together a strong application. Mock interview.

March

- How to prepare for an interview. Mock interview #2.
- Common pitfalls during the first year, and how to avoid them. Where and how to find support (within your team and externally).

April

- How to prepare for your first year. Important steps you can take prior to your first day on the job to maximize your impact in Year 1.

May

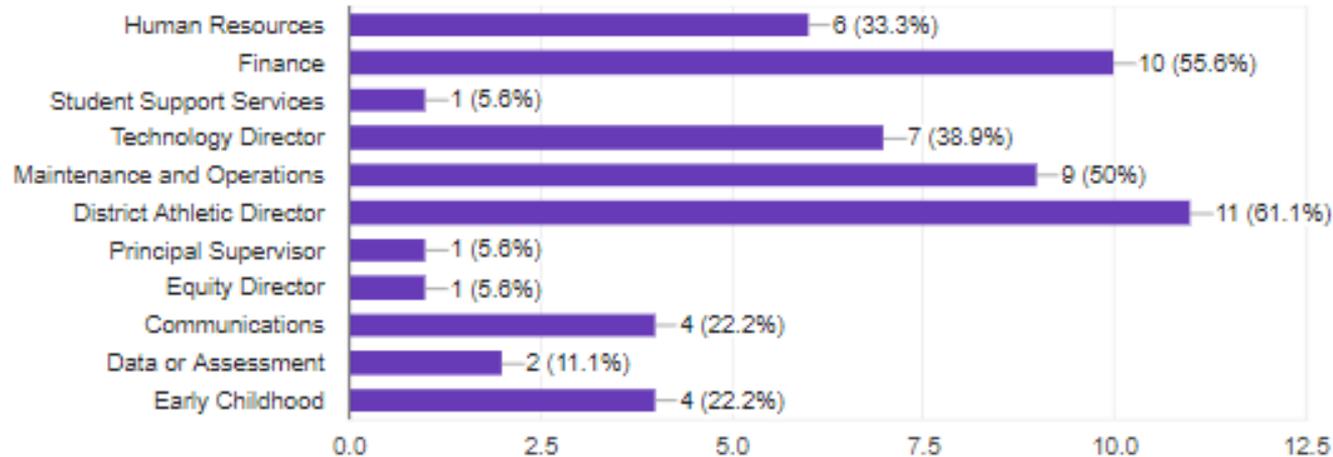
- Strategies for managing your workload, assessing your own impact, and communicating progress.
- Communicating with your supervisor.
- Setting ambitious, realistic goals for your first year.



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Which of the following Central Office positions is NOT of interest to you at this point in time?

18 responses



How well do you think you understand these roles?

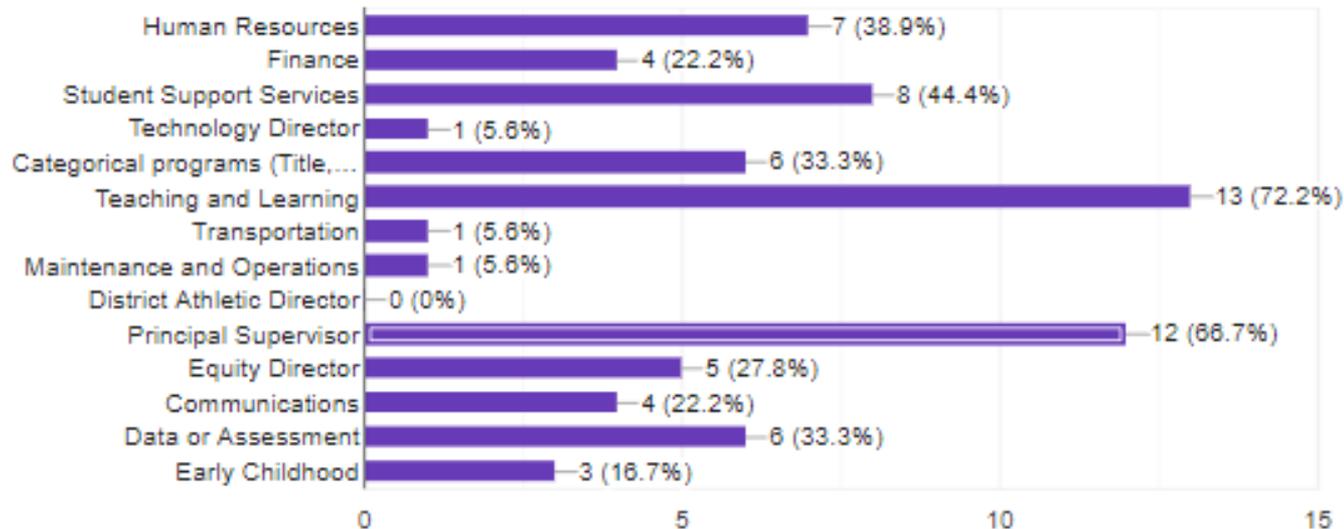
Central office leader roles



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Which of the following Central Office positions is of interest to you at this point in time?

18 responses



Finance and Communications

- Join either the “Finance” or “Communications” breakout room. Choose a facilitator and a timekeeper.

1st 3 minutes...

- In shared notes document (Padlet), begin with private think time/independent posting of reasons why this position does NOT appeal to you.
- When finished, read posts from others. You can “star” (1-5) comments of others, and comment on other posts.

Next 2 minutes...

- Identify the 2 most common reasons your group is not interested in this role.
- Determine the most common reason you would pass up applying for this role among your group. Choose a person to share out the reason with the larger group when we reconvene as a whole.

Finance and Communications dive

Central Office Misconceptions

Teaching & Learning department leaders have the greatest influence over improvements in teaching & learning.

*Teaching & Learning department leaders are most closely connected to the work in schools
(teachers, students, families).*

The skills gap is too vast for me to be effective in a role such as business, communications, HR, operations, etc.

Reflecting on your strengths and priorities

ACOLA self-reflection

Reflecting on your strengths and priorities

Practical/logistical questions to ask yourself:

- Are you willing to relocate or change districts?
- What is your timeline?
- Are you interested in pursuing a doctorate and/or sup. credential? (if you do not already have one or both). If not, are these typically required or preferred for your desired position?
- In which areas could you provide strong leadership right now when compared to your colleagues? Try not to link this to a specific Central Office role.
- What is the level of challenge you're seeking, and your desired work/life balance?

Identify what's *really* important to you

Get clear about your passion areas, and exactly what you want to impact:

Work Ethic - Motivation

- What aspects of your work do you enjoy the most?
- What aspects of your work do you enjoy the least?
- Think about what you typically focus your time on now (tasks, initiatives). This often reflects your priorities and true interests. There is not a right answer!
- What was it about your current job that made you want to apply for it? Is this still important?
- When/in what areas do your colleagues seek you out for advice or help -- why/how did you develop these strengths?
- What do you dream about changing or improving in education? What are the connections between this and each Central Office role?

5 minute break



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***Introduction of
Mike Nelson, Assistant Executive
Director, WASA***



Review each position with an open mind
Don't look at the title, look at the job description
Reference your self-reflection and priorities

[Northshore Assistant Director of Communications](#) (Click on attachment for job description)

- Would this position be a good fit for you? How do you know?
- What appeals to you or is intriguing in the job description or qualifications (even if you aren't considering this type of role)?
- How do you think the person hired for this role will impact improvements in teaching and learning?

Every team member is essential in a high-performing district

*All roles are united around a common vision for teaching & learning,
with clearly defined contributions.*

On your own...Read the case study for Fresno Unified School District (5 minutes)

[Fresno Unified School District](#)

Every team member is an essential teaching/learning leader in a high-performing district

Some Central Office roles are not highlighted in this brief, but leaders in these roles were essential for the initiative in Fresno to succeed.

As a group, please identify some actions you believe leaders in the following Central Office roles may have taken to enable growth in teacher practice/student learning. If you are unsure about what people in these roles do, don't hesitate to search online.

Group 1: Communications

Group 2: Business/Finance

Group 3: Operations (Transportation, Facilities, Food Service)

Group 4: Student Support Services (Special Ed., 504, Counseling, etc.)

Group 5: Categorical programs (Title, LAP, MLL, etc.)

Group 6: Data, Assessment, Accountability

Please prepare a slide for your group to share (2 minutes). [Fresno USD Central Office leadership brief](#)
You will need to choose a facilitator and a presenter once in your breakout room.

Questions, thoughts, or
reflections at this point?

Extension Opportunities for October

- Review this resume from a current practicing Central Office leader in Curriculum & Instruction. What stands out to you? What ideas might you take from this person's career path as you prepare to apply for Central Office roles? [Sample Resume #1](#)
- Schedule an appointment with a central office leader in your current district who holds a role you're NOT interested in. Ask the person:
 - *How they are making a difference for all kids
 - *What their most significant priorities are in a typical year
 - *How their work is connected to achieving equitable outcomes for students
 - *How their work is connected to improvements in teaching & learning
 - *Why their position appealed to them, and what they enjoy most about their work.
- Read the following publication from Education Trust. Imagine a district cabinet meeting during which you are discussing the implications of this publication. What would you expect each of your colleagues in the cabinet to act on if you agreed to tackle these issues as a unit interconnected team? <https://edtrust.org/resource/right-direction-miles-to-go/>

Closure

What is one new question you have as a result of our time together today?

Put your thoughts in the chat

Thank you for learning with us today!