

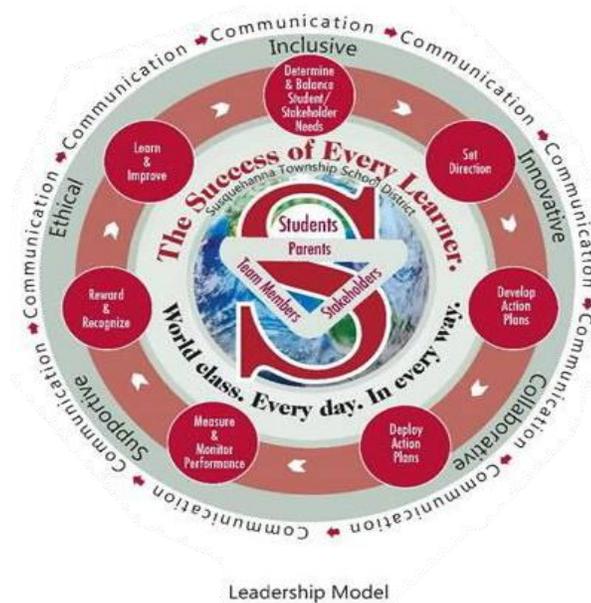
## HOPE 2.0

January 19, 2018

### Behavior and the Leadership Model

As a district, we have set very high standards and expectations for our students and our team members. However, we recognize that we will not achieve these standards and expectations overnight. In fact, a number of our existing action plans span multiple years. This will be a journey.

During last week's meeting on discipline, it became quite obvious that we were in for the long-haul if we planned to effectively address a challenge that few districts choose to examine at its root. It was a very productive and highly impactful day. The conversations were in-depth and the divergent perspectives ran deep. But, HOPE prevailed because we were all committed to seeing our district and its students thrive.



The first meeting was just the beginning of our journey. I will be walking you through each step of this process, aligning it to the leadership model in real time. Why is this important? A great idea at district office is just that, a great **idea**. Until every team member understands how that idea impacts their work and how to carry that idea forward in their daily routines, it does very little to bring about the change that we need. So, in this week's note we discuss steps 1-2 of the leadership model as it relates to the district's process for addressing behaviors that negatively impact the learning environment.

#### *Determine & Balance Student/Stakeholder Needs*

Just as our leadership model demonstrates, we started with a recognition of stakeholder needs. That need is to provide a safe and supportive learning environment for both students and staff. Prior to the meeting, this need resonated throughout our discussions with staff, administrators, parents and students. It has become our call to action, our sense of urgency.

During this first meeting, we loosely defined the term *discipline* as our response to inappropriate or unacceptable behavior and later decided to focus our efforts not on discipline, but on what we determined to be the root of the issue, *behavior*.

Next, we discussed the impact that behaviors are having on all areas of the district, to include disruptions in classroom instruction, facilities damage, and budgetary constraints that impact how we provide mental health services and supports for students, faculty and families. As teams, we conducted root-cause analyses to determine sources of behavior issues related to 5 categories: students, adults (staff and parents), resources, communication and processes. Finally, the full group voted on the top 5 root causes that, if addressed, would result in widespread improvement across the district.

### ***Set Direction***

We are now in the second step of the leadership model, setting our direction. As we begin to prioritize root causes from our meeting, we will be seeking **your** feedback. So, please lend your voice to the process when your respective buildings review the list. We will be asking, “Do you agree with this final list?” and “Have we missed anything?”. Based upon your feedback, the leadership team will finalize the list of root causes that must be addressed in order to bring about the desired change.

Once our direction is set, we will begin developing action plans to systematically tackle the 5 root causes (step 3). During step 3, we will bring the full team back together for another cross-functional planning meeting to outline very specific action steps. Step 4, Deploy Action Plans, is when the rubber meets the road. We will discuss steps 3 and 4 in more detail in future HOPE notes, so stay tuned.

Thanks to everyone who gave of their time and energy to make our first step a success. If we are truly going to change behavior and create a safe and supportive learning environment for *all*, we must all be engaged, honest and willing to persevere. The journey will not be without its challenges, but the destination will be well worth it.

Have a wonderful weekend!  
Tamara Willis, Ph.D.  
Superintendent

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### **Piece of the Puzzle**



This weeks' Piece of the Puzzle is Chris Beach, custodian at Thomas W. Holtzman. Thank you for working tirelessly in the building, even when the workload increased. We appreciate your willingness to pitch in, without complaint and with a smile. Hats off to you from your Thomas W. Holtzman friends. We join them in extending our appreciation!