



Visionary Leadership for a Global Age of Schooling

**Heather Fiorentino, Superintendent of Schools
Dr. John Mann, Director of Leadership
Development**

**The District School Board of Pasco County
Florida, USA**



Essential Question for Today

What *mind shift* is required of leaders
in order to transform schooling to
prepare students for success in this
global age of living?





Pasco's Journey

- Demographics of Pasco
- Unprecedented Growth

Year	Number of Schools	Number of Students
1975	25	14,034
1985	33	29,006
1995	43	42,826
2005	63	63,592
2010	82	67,137



Pasco's Journey

- Shift of thinking from “Management” to “Leadership”
- Leadership Development Journey
 - Managing Productive Schools (MPS)
 - *(No Systemic Leadership Initiative)*
 - Leading Sustainable School Development (LSSD)
 - Global Partnership Project (GPP)





Questions Considered to Guide Recent Progress in Pasco County



- How do we rise above bureaucratic constraints and do the work that is needed to be responsive to a changing world?
- How do we establish a process for assisting our leaders to facilitate systemic change, especially second order change?
- How do we re-establish and update our leadership development philosophy?



For Consideration

What bureaucratic demands does your organization face?

What effect do they have upon your organization and the way you approach growth?





Autocratic Fiat versus Leadership

- We are working on the premise that we must be thinking, and thus leading at a level far above what an autocrat can legislate.
- We will fill out the forms in order to ensure compliance but we will not allow mandates to usurp our will to do what is right for children.
- We are not managers of tasks but leaders of innovative thinking.



Sustainability

- Making the things we do today the foundation for the innovative thought and practice tomorrow.





The History of Our Journey

Managing Productive Schools (MPS) was introduced in 1984 and was the emphasis of our administrators' work until 1996.

- It created a collaborative culture that was very different from anything being taught in the Schools of Education at that time.
- It changed the direction and the voice of the district.
- MPS was the forerunner to LSSD (Leading Sustainable School/District Development)



Dr. John Mann presents MPS training (1987)



Managing Productive Schools

- Throughout the late 1980s and early 1990s, every administrator in the District was trained in MPS.



Larry Albano and Max Ramos – MPS trainers

- Cadres of leaders developed skills and networks to drive reform and change.

How did this Happen?

1984-95
MPS
Training



2004-10
LSSD
Design and
Delivery



For Consideration

What are you doing to sustain your vision through difficult times and changes?





New Era of Purpose Superintendent's Role

- Laser focus
- Energy to the true vision
- New Focus for the district through the Strategic Plan
 - Emphasis on professional development, especially Leadership Development
 - Global Citizenship
 - Radically raising student achievement



Superintendent Heather Fiorentino brings the District to a renewed level of leadership and growth.



New Era of Purpose Superintendent's Role

- Model what you value
- Identify strong leaders who work independently carrying out the vision
- Fund and protect future funding of leadership initiatives
- Recognize the true value of real leadership



Assistant Superintendent Ruth Reilly plans leadership initiatives with Dr. John Mann (2008)



Envision the District's Place on the World Stage

- **Organic Institutions** such as schools exist in natural harmony with their environment
- **Environmental Shifts** occur frequently and leaders make sure that they and their organizations have a systemic approach to working with change
- **Future Stories** for students – that they create for themselves – provide a personal vision for student achievement and success in the global age



Three Steps for 21st Century Learning





Want versus Need

- **People who manage** focus on what the organization wants or is required to do
- **People who lead** focus on what the greater society truly needs – whether it is currently aware of that need or not
- **Leadership** is recognizing that the organization is affected by complexity and chaos and that this is a positive thing

DISEQUILIBRIUM ≠ DISFUNCTION



Establishing a New Leadership Culture

- Leading Sustainable School/District Development (LSSD)
 - Eleven Day Training Program
- Leadership Experiences Provided for Leaders at all Levels of the Organization
 - Instructional Leaders
 - Instructional Support Leaders
 - Non-Bargaining Leaders
 - Teacher Leaders
 - Aspiring Leaders

Pasco Leaders



Jason Joens
River Ridge Middle School

Judy Cosh
Chasco Elementary School

Principals share experiences using adaptive leadership techniques



Pasco Leaders

LSSD: World Café



LSSD Networking Activity

How did this Happen?

1984-95
MPS
Training



2004-10
LSSD
Design and
Delivery



21



Foundational Training

- Leadership for Sustainable School/District Development
- Explore the role of leadership in the 21st century
- Understand the new thinking that impacts organic organization models
- Understand that organic constructs are governed by chaos and complexity
- Prepare students for success in the global milieu
- Guarantee that students have experiences interacting with global peers



Goals of LSSD

- Shaping schools for a global era
- Preparing students as global citizens
- Thriving on the Edge of Chaos
- Involving everyone in the Journey
- Building networks and partnerships
- Becoming a global educational leader

Living
Systemically
and Strategically



Goals of LSSD

To stimulate sustainable school development that prepares youth for success in a global age of living and working, and for caring about the development of a sustainable human global community.

-Dr. Karolyn J. Snyder (2004)

What's it all about?

Shifting thinking and acting
from local to local/global



For Consideration

How are you currently leading your schools so that students are locally aware and globally engaged?



Global Partnership Project

School and classroom partnerships
USA – Sweden – China – Spain – Russia



+



www.pasco.k12.fl.us

www.iscweb.org



Global Partnership Project - Trailblazer -

Dave Estabrook, Principal
Charles S. Rushe Middle School



Students use Skype to video-conference with GPP partner schools.



“Rushe Middle School strives to have ongoing dialogue from teachers to teachers and students to students. Our intention is to foster an appreciation of global awareness with all stakeholders.”



Global Partnership Project - Innovator -

Lee-Anne Yerke, Principal
Sunray Elementary School



Students in China video-conference with students in Pasco.

“Embracing diversity and creating international connections help each child become a world viewer and a global citizen. Whether it is having a pen pal in Sweden or learning to speak another language in elementary school, it is my mission as an international leader to bring the world to my students.”



Global Partnership Project - Transformer -

Chris Clayton, Principal
Gulfside Elementary School



3rd grade children video-conference
with their partner school in Nanjing.

“My vision for my 21st Century School is to create a culture in which my students can hardly wait to get here. Parents tell us about the wonderful changes they are seeing in their student's newly found enthusiasm and excitement for school.”



Sustainability

*Making the things we do today the foundation
for the innovative thought and practice
tomorrow*

- **Non-negotiables** The things that must be enacted on behalf of student achievement
- **Core Values** These are deeply held and evidenced in attitudes and behaviors



Core Values – We Believe



What are...

- ...**3** things that were important for you?
- ...**2** things that you can take back to your organization?


What is...

- ...**1** thing that you will share from your experience to stimulate or broaden someone's thinking?



“Our vision is to create a community which works together so all Pasco County students will reach their highest potential.”

We lead so that they may create a bright future.



Thank You!

Heather Fiorentino, Superintendent of Schools
hfiorent@pasco.k12.fl.us

Dr. John Mann, Director of Leadership Development
jmann@pasco.k12.fl.us

**The District School Board of Pasco County
Florida, USA**