Leadership System - *Develop the Desired District Climate and Culture*

District and building leaders implement protocols for decision-making and discourse and policies to promote the desired district climate and culture.

PRACTICE 8

Indicator 8a - Protocols for Decision-Making and Discourse
PREPARATION

GETTING AWARE
District leaders review evidence-based protocols for decision-making, discussion, and provision of feedback in district and building-level meetings. District leaders compare such protocols to existing protocols currently used by the district to find opportunities for adaptation or improvement.

GETTING READY
District leaders identify areas of decision-making, discussion, and provision of feedback where protocols are needed to improve processes and/or outcomes. District leaders introduce central office and building leaders to relevant protocols and train staff in the use of these processes. District leaders pilot use of the protocols within selected groups to adapt or modify the use of the protocols for large scale use throughout the district.

PROGRESS INDICATORS

GETTING STARTED
District leaders identify a set of standard protocols for staff interaction in meetings and other collaborative discussions. Such protocols might address data review for decision-making, discussion and feedback in staff or leadership meetings, or community engagement. Such protocols are used to clarify and enhance two-way communication around district practices and programming.

GETTING BETTER
District and building leaders communicate and implement protocols for communication in meetings and other collaborative discussions to foster communication and support of the district vision and mission. District leaders work with building and instructional leaders to incorporate similar concepts into classroom discussion to promote communication and discourse among students. District and building leaders introduce and regularly use similar practices in external communication with the community.

KEEP IMPROVING
District and building leaders implement and model the use of protocols in ways that promote the purpose of the interaction and the desired opportunities for collaborative communication and engagement of staff, students, and community. Such protocols are provided in print or visual form in any such meeting to convey the desired means of engagement in a way that welcomes critical perspectives to meetings. District leaders regularly review the use of such protocols and perceptions around the protocols for refinement and continuous improvement of communication.

Indicator 8b - Policies to Promote Climate and Culture

PREPARATION

GETTING AWARE

District leaders inventory existing policies addressing behavior, communication, and interactions between individuals or groups to identify opportunities for common policy. District leaders review similar policies of exemplar districts that are demographically or structurally similar to their own district to identify possible opportunities for adaptation or implementation.

GETTING READY

District leaders review potential new policies and develop a plan for implementation, including how policies will be monitored and consequences of not abiding by such policies. District leaders identify who will be impacted by such policies, and develop a communication plan for different audiences affected by the policy that explains what the anticipated behaviors and expectations are for each policy. District leaders seek initial feedback around the plan and policy for possible concerns before policies are communicated widely so as to revise policies or communications if needed.

PROGRESS INDICATORS

GETTING STARTED

District and building leaders establish policies for behavior, communication, and interaction that will promote the desired climate and culture of the district and/or building. Leaders communicate these policies to staff, students, and community to establish norms and expectations for positive interaction and promotion of the district vision and mission.

GETTING BETTER

District and building leaders communicate district or school policies to students, staff, and community, and establish expectations for practice. Leaders identify the ways in which policies will be implemented and enforced, and identify potential consequences and responses for situations when policies are not followed. Leaders establish expectations for staff, students, and community to support the implementation of such policies.

GETTING BETTER

District and building leaders identify potential indicators of district policies and monitor and review data relevant to the implementation (or lack thereof) of such policies in the district. Leaders review and refine policies, and respond to inconsistencies in implementation to support the desired climate and culture of the district. District leaders work with building leaders to identify variations in policy relative to the nature and focus of the building or circumstance that each policy is addressing.

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