

MULTI-SCHOOL LEADERSHIP: CRITICAL DESIGN DECISIONS

Districts adopting multi-school leader positions will have several design decisions, most of which parallel decisions for multi-*classroom* leadership. Exact design and implementation steps and timing will vary by district. These are the essential issues to address during design.

Critical Design Decisions		
Reach and School Selection	Response	
<p>Do you intend to reach all schools in your district with excellent principals?</p> <ul style="list-style-type: none"> Reaching all schools on a pre-planned schedule is recommended. Making a map to show how Multi-School Leadership will expand is recommended. 	<p>Yes</p> <input type="checkbox"/>	<p>No</p> <input type="checkbox"/>
<p>What schools will use Multi-School Leadership?</p> <ul style="list-style-type: none"> Having multi-classroom leaders (MCLs) schoolwide in all four core subjects, at least, is recommended before adding multi-<i>school</i> leadership. Schools in proximity (or otherwise related) to one (or more) already led by a top principal willing to become an MSL is recommended. Schools with especially challenged student populations and high teacher and principal turnover are also recommended. 		
<p>What parameters will you put on the number of schools led by new, and experienced, multi-school leaders?</p> <ul style="list-style-type: none"> An average of 4–5 schools led per MSL is recommended, to reach all schools in the district with the most consistently excellent schoolwide leaders. 2–4 schools is recommended for new MSLs. 5–8 schools is recommended <i>only</i> for experienced, successful MSLs. 		
Reach and Timing	Response	
<p>What role changes will you make in the district?</p> <ul style="list-style-type: none"> Recommended: Reduce spans of area or zone superintendents to 3–8 multi-school leaders; <i>school spans remain 12–35</i>, led via several multi-school leaders. Recommended: Retitle to Executive Multi-School Leaders. Recommended timing: As soon as multi-classroom leadership spreads to all or most schools in an area superintendent’s area. 		
<p>What changes will you make in each school? What leadership positions will each have?</p> <ul style="list-style-type: none"> Swap AP for an Operations Manager? Resident instead of AP or P? AP or Resident to lead directly under MSL’s supervision, without Principal? 		
<p>What is the schedule for completing all staffing changes?</p> <ul style="list-style-type: none"> All changes affecting a school—schoolwide multi-classroom leaders, AP-OM swaps, and residency placement schedule across a group of schools—are best made within three years to achieve cultural change and lasting experience that makes the changes “stick.” 		

Pay and Financial Sustainability	Response	
<p>What stipends will be paid to MSLs at each span level to be attractive <i>and</i> financially sustainable in your schools?</p> <ul style="list-style-type: none"> • Analysis of local pay for human service office managers is recommended. • Analysis of estimated averages of principal and AP pay in your district is recommended. • Analysis of average differences between principal and AP pay in your district is recommended. 		
Do these pay levels align with other roles to create a logical progression along the career path (from multi-classroom leaders through MSLs of differing spans)?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Are the levels based on excellent outcomes and extended reach?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
How do proposed pay levels compare to leadership opportunities in nearby districts? In the same district's central office? Goal is to be very competitive with these options.		
Schedules: See Multi-School Leadership Schedule Specifications	Response	
What will the standard MSL schedule for observations, multi-school team meetings, and other key activities be for MSLs with different school spans (3 schools, 5 schools, etc.)?		
How will location of schools led affect scheduling, and how will that affect assignment of each MSL's group of schools?		
What support will new MSLs receive to develop a very specific schedule for the multi-school group's leadership team to meet (principals, instructional assistant principals and/or principal residents)?		
Selection: In addition to requiring success leading an Opportunity Culture school as principal, please use the School Turnaround Leaders Selection Toolkit to select multi-school leaders.	Response	
What criteria and selection methods will be used?		
What recruiting process will be used to attract a successful, diverse pool of candidates?		
Training and Preparation	Response	
What training & preparation will MSLs receive prior to assuming the role?		
What training & development will MSLs receive while on the job?		
Evaluation and Accountability	Response	
What evaluation measures, tools and process will be used for MSLs?		
Who will evaluate each MSL?		
Authority	Response	
Exactly what authority will MSLs have to lead principals, APs, and principal residents in their schools ?		
What freedoms will be left to principals in a group of schools?		
Data the MSL Needs to Lead All the Schools	Response	
What data about each school and the group of schools is needed?		
How will each piece be collected and reported, and when?		
What digital tools are needed to support this process?		
Facilities and Equipment	Response	
What office and/or meeting space will the MSL need in each school?		
What digital or other equipment will the MSL need to facilitate effective work across multiple schools?		
Communications	Response	
What communication do staff, families and students need prior to the MSL shift?		
What communications do staff, families and students need during the year from the MSL?		
Who will prepare and do each communication? When? Using what media?		