

Taking It To the Next Level: Expanded Learning Leadership

A Facilitated Discussion

BOOST Conference

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Tommy Brewer II

Mary Jo Ginty, M.B.A

Dr. Michelle Perrrenoud



Taking it To The Next Level: Expanded Learning Leadership

Geared for leaders who want to build a virtual community of practice with like-minded individuals to discuss issues related to:

- Program Design and Quality
- Program staff, management and leadership development
- Sustainability

Participant Self-Intro's

- Tell us about yourself...
 - Name
 - Title
 - Where you work
- Tell us about...
 - What compelled you to join this facilitated discussion today?



Objectives, Outcomes and Deliverables for the day

- Objectives: participants will:
 - have an opportunity to go deep in 1 of 3 focus areas
 - hear about best and/or promising practices in 3 critical areas of leadership
 - acquire new and/or additional information about Communities of Practice (COP)
 - determine if they want to participate in a virtual on going COP on this topic
- Outcomes
 - engage in critical conversations on building the “bench” of expanded learning leaders
 - leave with a list of like-minded thought partners to build relationships with
- Deliverables
 - a draft plan for a Virtual Expanded Learning Leadership COP *

*if participants are interested in pursuing this idea

Agenda

- Welcome and introductions
- Framing our time together
- 3 Critical Factors
- Small Group Discussion
- Share out from Group Discussions
- What is a Community of Practice (COP)?
- Discussion and Decision: Forming a Virtual COP
- Reflection



3 Critical Components

- Program Design and Quality
 - Michelle Perrenoud
- Staff Recruitment and Retention
 - Tommy Brewer
- Sustainability
 - Mary Jo Ginty



Program Design & Program Quality

The Continuum of Influence “Past–Present–Future”

Business Models

- Grant Funded Program – Grant Funded Plus Registration and Enrollment Fees – Mix Funding from Multiple Sources, i.e., funders, grants, parents
- One program onsite – Multiple parallel programs complementing and competing onsite – One site with multiple complementing learning opportunities

Ways of Working

- Safety and Play – Youth Development – Academic Alignment and Enrichment – Integral Part of Student Education
- Replacing Vacancies on the Organization Chart – Succession Planning focusing on Grooming Talent for the Future

Program Design & Program Quality

The Continuum of Influence “Past–Present–Future”

Disruptive Innovation

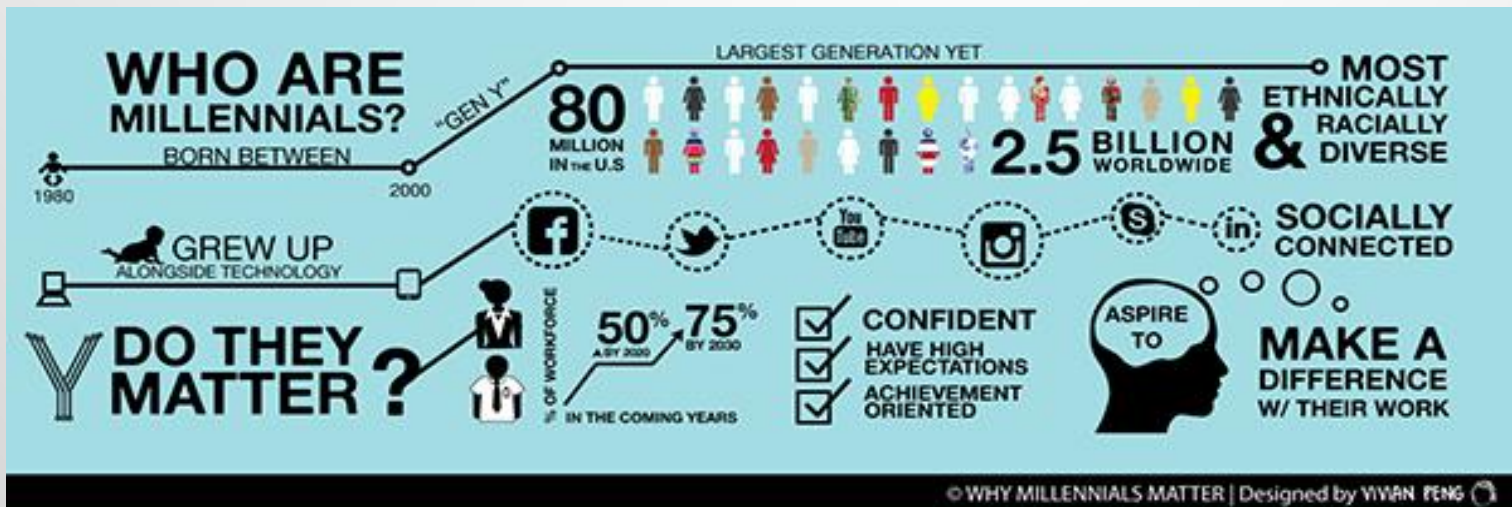
- Compliance – Quality – Innovation
- Charter Schools – Online Learning and Technology Readiness
- New Thoughts and Emerging Needs with no process and no resources, i.e., Infusing 21st Century Skills
- Focus on Data-Driven Decision Making; Research-Grounded Continuous Program Development

Evolving Challenges

- Competencies, Quality Standards, Continuous Quality Improvement, Staff as Designers of Learning
- Void of Pathways for Renewing Leadership, Extended & Expanded Perspectives, Scaffold Learning
- Inquiry-Based Process and Engagement Practices for Linking Developmental Learning, Integrating Youth Voice/Choice/Action

Program Staff Management & Leadership Development

How do we engage & sustain a workforce to lead the next generation of expanded learning programs?



- ✓ Recruitment & Retention
- ✓ Strategic Partnerships & Alignments
- ✓ Compensation: Market Studies & Remaining Competitive
- ✓ Mentorships, Coaching & Professional Investments⁹
- ✓ Career Lattices & Ladders

Changing the Perspective Program to Social Entrepreneurship

Tips from The Lean Startup by Eric Ries

- Figure out what creates real impact and discard the rest
- Measure the things that matter
- Operate with fewer wasted resources
- Leverage forward thinking technologies to achieve goals
- Gather continual feedback from customers
- Create a culture that sees failure as learning getting closer to the solution (fail: first attempt in learning)
- Eliminate mission creep influenced by funding

Sustainability



Diversity in revenue generation	<ul style="list-style-type: none">- Social Entrepreneurship- Parent fees: registration and program- Faith based partners- Annual campaign- Special events- Capital campaigns- Planned giving- Private and Corporate Foundations- In kind donations- Local and state taxes- Corporate partners- Government Grants- Service clubs
Board	<ul style="list-style-type: none">- School board- Advisory board- Auxiliary
Administrative staff	<ul style="list-style-type: none">- Mindset: CEO/Rainmaker- Skill sets and knowledge- Dedicated time- Long term commitment
Program staff	<ul style="list-style-type: none">- A requirement for all
Families	<ul style="list-style-type: none">- Need to have understanding of all costs

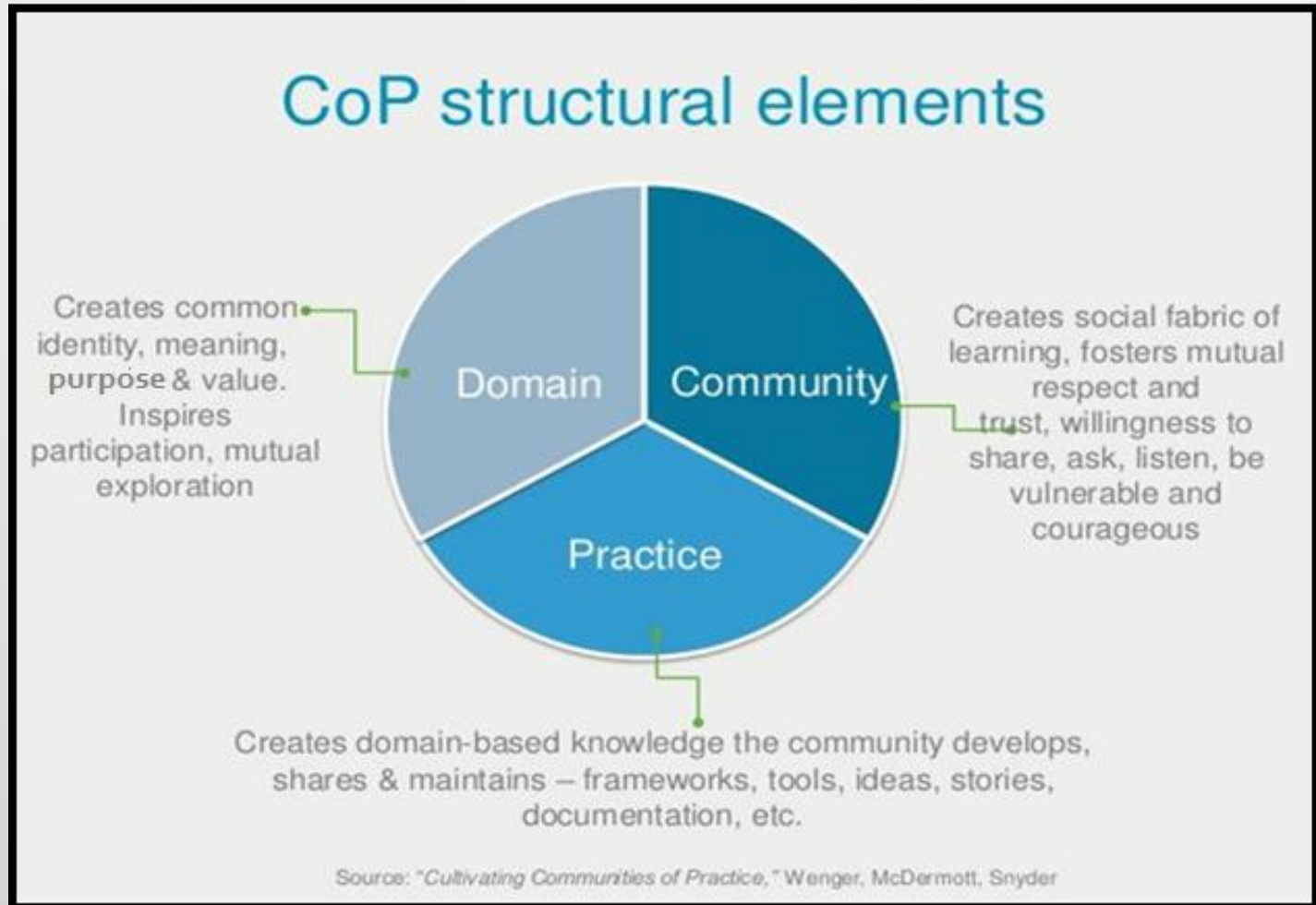
A Snapshot Comparison

Communities of practice, formal work groups, teams, and informal networks are useful in complementary ways: Below is a summary of their characteristics.*

	What's the purpose?	Who belongs?	What holds it together?	How long does it last?
Community of practice	To develop members' capabilities to build and exchange knowledge	Members who select themselves	Passion, Commitment, and identification with the group's expertise	As long as there is interest in maintaining the group
Formal work group	To deliver a product or service	Everyone who reports to the group's manager	Job requirements and common goals	Until the next reorganization
Project team	To accomplish a specified task	Employees assigned by senior management	The project's milestones and goals	Until the project has been completed
Informal network	To collect and pass on business information	Friends and business acquaintances	Mutual needs	As long as people have a reason to connect

*With thanks to "Cultivating Communities of Practice," Wenger, McDermott, Snyder

Communities of Practice



What is a COP?

- COP's usually comprised of a group of individuals who find they have a common area of interest or a common concern.
- They build a trusted relationship with each other around the area of common interest and begin to share their unique knowledge and experience related to the issue.
- By doing so they develop a shared understanding and approach to the issue and build a collective knowledge base which informs their practice guiding how they approach the common area of concern.
- The end result is that the experience of the COP builds in each member a collective knowledge base that, when applied, improves their individual performance and can have a dramatic impact on improving the issue they were drawn together to address

Building a Virtual COP

- What does it look like ?
- Who can participate?
- How will it work?
- Topics for discussion
- Commitments



Reflection and Next Steps

- Virtual COP Contact Form
- Feedback form
- Evaluation form
- 3,2,1 form
- Send off activity



THANK YOU FOR BEING A

Tommy Brewer

Tommy.Brewer@thinktogether.org

Mary Jo Ginty

Ginty_MaryJo@lacoed.edu

Michelle Perrrenoud

Perrrenoud_Michelle@lacoed.edu

