

# Mesquite ISD 2016

A Movement from Compliance to Ownership  
A Pathway to Effective Teams  
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# Demographics - Inner Urban District

- Approximately 41,000 Students
- 75% Low SES
- 2% Homeless
- 55% Hispanic, 25% African-American, 17% White
- 22% ELL
- 54% At-Risk
- 10% SPED

# Existing Operational Paradigm

- New Leadership/New Ideas (State, District or Campus)
- Explanation of the “why”
- Training around the new idea
- Implementation with “fidelity” (least favorite word)

# Existing Operational Paradigm

- Create “Buy In” from all but the “Pioneers”
- Failure to achieve desired outcome
- Finger pointing in all directions
- Increase compliance and repeat from “Buy In”
- New Leadership/New Ideas
- Piling on effect

# Compliance-based Systems

- Demoralizing
- Stifles Innovation
- Non-responsive
- Passivity amongst teachers grows
- Inhibits the development of strong teams

# Culture

## Culture Eats Strategy For Lunch

- Organization that encourages ownership
- Organization that questions its way forward
- Organization that values growth
- Organization that puts the needs of the student before its own needs

# Ownership Culture - Leadership Role

- Collaborate & Communicate Vision/Expectations
- Define the operational parameters and remove compliance structures that get in the way of highly responsive structure (Defined Autonomy)
- "He that will not apply new remedies must expect new evils, for time is the great innovator."

# Ownership Culture - Leadership Role

- Decentralize the system and put in place Distributive Leadership model
- Build capacity and provide support
- Keep eyes on expected outcomes



# Ownership Culture - Creating Effective Teams

- Eyes on expected outcomes (data & instruction)
  - Coaching
    - By teachers, for teachers
    - By leaders, for teachers
    - By leaders for leaders
  - Team Structure (capacity developing and planning)
    - Leadership meetings
    - Collaborative teacher-team meetings

# Ownership Culture - Creating Effective Teams

- Excellence in Teaching Incentive Program
- PreK-2 Initiative
- Executive Director of Leadership Development