Relational trust
Collaboration

BEST PRACTICES

data-driven decision-making
Differentiated instruction
Evidence-based practices
Professional development
Turnarounds

Welcome to the Cage

"I make the lemonade and sell it — Kevin just fills out the Federal forms."
A System Built for Another Era

Leadership Has Two Halves

- Cage-Busting
- Instructional
Focus of Course Weeks on Personnel Management in Leadership Preparation Programs

Frederick M. Hess and Andrew P. Kelly, "Learning to Lead? What Gets Taught in Principal Preparation Programs," Teachers College Record 109, no. 1 (January 2007): 244-274.
Not Only Is the Cage Ignored…

- Leading books on education leadership that never mention “union contract” or “collective bargaining.”
  - What’s Worth Fighting For in the Principalship, Michael Fullan
  - School Leadership That Works, Robert Marzano, Timothy Waters, and Brian McNulty
  - Rethinking Leadership, Thomas Sergiovanni
  - The Shaping School Culture Fieldbook, Kent Peterson and Terrence Deal
  - Change Leader, Michael Fullan
  - Leaders of Learning, Richard Dufour and Robert Marzano.
  - What Great Principals Do Differently, Todd Whitaker
  - Strengthening the Heartbeat, Thomas Sergiovanni
  - Shaping School Culture, Terrence Deal and Kent Peterson
  - Leading with Soul, Lee Bolman and Terrence Deal
  - Reframing the Path to School Leadership, Lee Bolman and Terrence Deal

Searches in this section were performed in May 2012 using the in-text search feature on Amazon.com.

…But Cage-Busting Is Often Belittled

- “The worst thing to do is to write off apparently poor or mediocre teachers as dead wood, and seek easy administrative solutions in transfers or retirements.” – Fullan and Hargreaves, What’s Worth Fighting for in Your School

- “Running a tight ship” is a “distortion of the goal of educating children.” – Drake and Roe, The Principalship

- “Combin[ing] reform with major changes in the structure of the organization . . . is almost always a mistake.” – Ben Levin, How to Change 5000 Schools
Whaddya Got?

Talent  Tools
Time      Money

Rethinking Time

Dr. Rick Hess
52nd Annual Cooperative Conference for School Administrators

July 28, 2013

Rethinking Talent

Average teacher is absent 8 days per year
Cost per substitute teacher $125 per day

Cost per FTE per year $1,000 per FTE

(plus 8 days of lost learning...)
Things you can already do

Things you can do if you’re a little creative

Things you can do if you alter little P policies

Things that you can do only if you change big P policies

Big “P” and Little “p” Policy

little P

BIG P
Is That Bar Really There?

“I still say those 10 Commandments are deceptively open to interpretation.”

Contract Provisions Are More Ambiguous Than You Think

“Sometimes, instead of trying to fix a problem, it’s easier to hire a scapegoat.”
Contract Provisions Are More Ambiguous Than Many Think


Collective Bargaining by State

[Diagram showing collective bargaining by state]
Combating the Culture of Can’t

“Hey, don’t blame me. I don’t make the laws—I just circumvent them.”

“Reforms” Hit a Leadership Wall… Yet the Wall is Rarely Examined

- Training & socialization
- Incentives & accountability
- Culture, norms & practices
Advice for Cage-Busters

- Cage-busting is not cage-fighting
- Cage-busting is a complement, not a substitute
- John Henry is not a role model
- You don’t have to be a martyr

It’s Not About “Innovation,” Stupid
#cagebusting

@rickhess99

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- [www.hepg.org](http://www.hepg.org)
- [www.Amazon.com](http://www.Amazon.com)

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