Welcome!

• Please mute your microphone for now.

• Please have your screen name reflect your first and last name.
  (Click on participants icon at the bottom, hover over your name in the participants box, click more, click rename.)
  (If this doesn’t work, please just tell us your first and last name in the chat!)

• You can access the resources for this session at:
  https://cel.utk.edu/tennessee-rural-principals-network/

• We will begin shortly.
Tennessee Rural Principals Network

September 16, 2021

Please have your screen name reflect your first and last name.
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https://cel.utk.edu/tennessee-rural-principals-network/
9:30am – 9:40am  Welcome / Introduction / Research / Coaching

9:40am – 10:40am  Ethical Leadership in the Age of COVID

10:40am – 10:50am  Quick Break

10:50am – 11:55am  Principal Conversations: Flexibility & Resilience During Crisis

11:55am – 12:00 noon  Wrap Up & Next Steps

12:00 noon  Adjourn

All times are Eastern Daylight Time

https://cel.utk.edu/tennessee-rural-principals-network/
A Reminder About Leadership Coaching...

Principal Leading + Learning Framework

1. One Network of Committed Rural School Leaders

2. Two Mutually Reinforcing Learning Strands

3. Three Interconnected Delivery Structures

Three Interconnected Delivery Structures

Leadership Capacity Building (Conceptual, Longer-Term, Inward-Facing)

School Improvement Activities (Practical, Shorter-Term, Outward-Facing)

Developed by the University of Tennessee's Center for Educational Leadership and the American Institutes for Research, 2019. All Rights Reserved.
Character Development and Rural School Leaders

September 16, 2021
Rural Schools in the News...
Why is Ethics Important...
Historical Context

“Professional codes of ethics in the field of education have existed for a long time...the National Education Authority issued a code of ethics for teachers in 1929.”  
(Travers, 1985)
Current Context

• Each of the Tennessee Instructional Leadership Standards (TILS) (TDOE, 2018) starts with the phrase:

“Ethical and effective instructional leaders...”
Zoom Poll

To what degree have you received professional development related to ethics and character development?
Starting Point on Common Definitions

- Character
- Ethics
- Virtue
- Values
- Phronesis
  - “Practical Wisdom”
- Human Flourishing
Starting Point on Common Definitions

**Character** – Knowing the good, desiring the good, and doing the good- habits of the mind, habits of the heart, and habits of action (DeRoche, 2001, p.17)

“**Ethics** are norms and virtues by which members of a community bind themselves to a moral way of living...maps that we consult only when the familiar terrain we are traversing becomes a tangle of underbrush.” (Starratt, 2004, p. 5)

**Virtue** - character trait that enable human beings to respond appropriately to situations in any area of experience (Jubilee Centre, 2017).

“**Values** are highly esteemed characteristics ... prudence, integrity, respectfulness, and benevolence...cardinal virtues of educational administrators.” (The American College Personnel Association, 2006)

**Phronesis or practical wisdom** - the overall quality of knowing what to want and what not to want when the demands of two or more virtues collide, and to integrate such demands into an acceptable course of action (Jubilee Centre, 2017)

**Human flourishing** - Human flourishing is a broadly accepted goal of life. To flourish is not only to be happy, but to fulfil one’s potential. (Jubilee Centre, 2017)
Character Strengths

Character is the part of your personality that other people tend to admire, respect, and cherish.

- Ryan Niemiec, 2019
Team Summary

As a team we bring

Learner: a learning perspective
Achiever: intensity and stamina of effort
Responsibility: dependability and loyalty
Relator: social depth and transparency
Harmony: a peace loving, conflict-resistant approach

As a team we need

Learner: exposure to new information and experiences
Achiever: freedom to work at my own pace
Responsibility: freedom to take ownership
Relator: time and opportunities for one-on-one interactions
Harmony: areas of agreement, common ground

As a team we are motivated by

Learner: to live on the frontier / the cutting edge
Achiever: completing tasks
Responsibility: the respect of others
Relator: close, caring, mutual relationships
Harmony: sacrifice personal agendas to facilitate group performance

Preparing by Betty Sue Sparks - University of Tennessee
<table>
<thead>
<tr>
<th>VIA Classification of Strengths and Virtues</th>
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</thead>
<tbody>
<tr>
<td><strong>6 Virtues</strong></td>
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<tr>
<td><strong>24 Character Strengths</strong></td>
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</tbody>
</table>

### VIA Classification of Strengths and Virtues

**Wisdom**
- Creativity: Originality, Adaptable, Intrinsic

**Courage**
- Bravery: Valor, Not Shrinking from Fear, Speaking Up for What's Right

**Humanity**
- Love: Both Loving and Being Loved, Valuing Close Relations with Others

**Justice**
- Teamwork: Citizenship, Social Responsibility, Loyalty

**Temperance**
- Forgiveness: Mercy, Accepting Others' Shortcomings, Giving People a Second Chance

**Transcendence**
- Appreciation of Beauty & Excellence: Awe, Wonder, Elevation

**Creativity**
- Interest: Novelty-Seeking, Exploration, Openness

**Curiosity**
- Critical Thinking: Thinking Things Through, Open-mindedness

**Judgment**
- Mastering New Skills & Topics: Systematically Adding to Knowledge

**Love of Learning**
- Wisdom: Providing Wise Counsel, Taking the Big Picture View

**Perspective**
- Honesty: Authenticity, Integrity

**Zest**
- Vitality, Enthusiasm, Vigor, Energy, Feeling Alive

**Social Intelligence**
- Aware of the Motives/Feelings of Self/Others, Knowing what Makes Other People Tick

**Leadership**
- Organizing Group Activities, Encouraging a Group to Get Things Done

**Self-Regulation**
- Self-Control, Disciplined, Managing Impulses & Emotions

**Spirituality**
- Religiosity, Faith, Purpose, Meaning

**Gratitude**
- Thankful for the Good, Expressing Thanks, Feeling Blessed

**Hope**
- Optimism, Future-Mindedness, Future Orientation

**Humor**
- Playfulness, Bringing Smiles to Others, Lighthearted
Character Strengths Overview

Definition

*Character Strengths are the positive human qualities that serve as pathways for living a good life.*

Topics

- VIA Classification
- Exploring Strengths
- Signature Strengths
- Strength Spotting
- Strengths in Adversity
- Strengths as Resources
- Growing Strengths
Values in Action (VIA)

- [http://celutk.pro.viasurvey.org](http://celutk.pro.viasurvey.org)
- 1 hour coaching conversation
  - Full Character Strengths Profile + Graph
  - In-depth analysis of your top 5 character strengths
  - Insight into how others see you
  - Tips to use your top 5 to find greater well-being
Case Study
(20-25 minutes)

• Discuss the case with colleagues in small groups
• What moral / ethical questions does the case study raise?
• What leadership strengths would be helpful in addressing this situation?
  o Competition—Maximizer—Achiever—Relator--Futuristic
• What character strengths would be helpful in addressing this situation?
  o Perseverance—Fairness—Perspective—Forgiveness--Hope
• How would you specifically address the situation in the case?
• What personal or professional values and/or virtues might be helpful in addressing this situation?
Colleague conversations: Flexibility and resilience during crisis

We always plan ”open space” in our network meetings to connect with each other.

Today, we’d like to open up questions about changes in your schools and changes in the profession.

We recently asked these questions to 188 principals from 43 states, and we’re writing articles about their responses.
Think back over the past six months...

- Are you working more, less, or about the same as six months ago?
- Do you foresee the number of work hours, on average, as tenable in the long term? Why or why not?
Colleague conversations: Your work time and priorities

Think back over the past six months...

- Of the standards on the screen, which standards have been “front burnered” over the past six months? Why?
- Of the standards on screen, which standards have been “back burnered” over the past six months? Why?
- Based on your experience, what’s not included in the standards that should be?
- How do you see the principalship evolving beyond 2021?

PSEL standard
- Vision, mission and core values
- Ethics and professional norms
- Equity and cultural responsiveness
- Curriculum, instruction and assessment
- Community of care and support for students
- Professional capacity of school personnel
- Professional community for teachers and staff
- Meaningful engagement of families and community
- Operations and management
- School improvement
Colleague conversations: Changes in schools

• What are the most positive changes or “silver linings” (if any) of the past six months, for your school? Do you think these positive changes will persist?

• What are the most challenging changes occurring in the past six months for your school? Do you think these challenges will persist?

• Take a step way back... Do you think that more disruptions and changes are to come to schools, or do you think we’re at an inflection point, where we’re turning the corner on change?
What we’re finding from the research

• Principals are working about the same, average number of hours now. Most principals say that they are working between 55 and 65 hours per week.

• Principals say that their work priorities have changed.
  • Front-burnered
    • Curriculum, instruction and assessment
    • Community of care and support for students
    • Professional community for teachers and staff
    • Operations and management
  • Back-burnered
    • Vision, mission
    • Equity and cultural responsiveness
    • Meaningful engagement with community
    • School improvement
Principals describe school change with these words:

- Disruption
- Pivot
- Grace
- Reset

Many aspects of schooling changed and then re-set. Principals highlighted:

- Technology adoption
- Student flow changes
- New partnerships
- Emphasis on the whole child
Wrap Up & Next Steps

• Members in Cohorts 2 and 3, please take advantage of Leadership Coaching.

• Reach out to your coach, or to me to get re-engaged.

• The University of Tennessee is hoping to extend the partnership with the Tennessee Department of Education in order to continue the TRPN into 2022.

• Mastermind Groups will take place in October.

• Our next TRPN meeting is scheduled for Thursday December 9th at 9:30 a.m. EST.

• In the meantime, let us know how we can support you!
## Tennessee Rural Principals Network – Next Steps

<table>
<thead>
<tr>
<th>Session</th>
<th>Date / Time</th>
<th>Focus</th>
<th>Cohort 3 Introduction</th>
<th>Cohort 2 Going Deeper</th>
<th>Cohort 1 Advanced Strategies</th>
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</thead>
<tbody>
<tr>
<td><strong>Mastermind Groups</strong></td>
<td>October, 2021</td>
<td>Explore common Problems of Practice through a facilitated dialogue.</td>
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<td><strong>Session 5</strong></td>
<td>December 9 (In-Person)</td>
<td>Culmination</td>
<td>Leveraging the unique social, community, and political context of the rural setting.</td>
<td>Change Leadership and Coherence.</td>
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<td></td>
<td>September 9</td>
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<td>Sustaining continuous improvement efforts in schools.</td>
<td>Trust and relationships in the rural context.</td>
<td>Trust and relationships in the rural context.</td>
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<td></td>
<td>9:30 a.m. – 1:00 p.m. Eastern time</td>
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<td>The importance of place.</td>
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Thank you for your leadership!