

A New Course for Leadership

Facing the Issues and Challenges
of Tomorrow

Change in the church?

ONCE UPON A TIME
IN THE LUTHERAN CHURCH

- Most were German in origin
- Most were either born into the church or married into it
- Only men could vote or hold office
- Women wore hats in church
- Everyone used the same hymnal

ONCE UPON A TIME

- Only national offices produced programs
- Ministry belonged to the pastor
- Growth was by “boats and babies”

Lutheran Education in the United States Today

LCMS

– EC Centers	1361	123,000
– Elementary	1028	147,500
– High School	92	18,500
Total	2481	289,000

“Average” Lutheran School

An Elementary School Profile

- 9 full-time teachers
- 155 students
- \$2548 tuition per non-member student
- 48% of the income for operations comes from tuition/fees

1/11/00

LCMS- School Ministry Department

A LHS School Profile

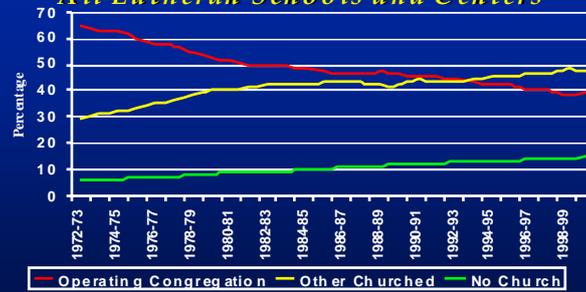
- 12 LCMS congregations in the association
- 15 full-time teachers
- 212 students
- \$5233 tuition per non-member student
- 68% of the income for operations comes from tuition/fees

1/11/00

LCMS- School Ministry Department

Changing Constituents

Student Church Affiliation All Lutheran Schools and Centers



1/11/00

LCMS- School Ministry Department

Lutheran Education Today

- 3527 LCMS congregations operate all schools and centers
- 40% students LCMS members
- 35% students non-Lutheran
- 16% un-churched
 - 9% un-churched baptized

Lutheran Education Today in the U.S.

- 18,000 teachers and administrators
- 79% LCMS members
- 2/3 not Synodically certified
- 37% women elementary administrators

Education in a Changing World

- Globalism/Nationalism
- Technology
- Conflict
- Equity
- Aging
- Alienation
- Continuing Change

Single changes most dramatically affecting your ministry in.....

- American society

American Society

politics
divorce rates
family structure
raising children
fast-paced living
violence in school
affluence/poverty
media

mobility
power base
working parents
no common values
priorities
political correctness
lower moral standards
little respect for authority

Single changes most dramatically affecting your ministry in.....

- American society
- The world

The World

ethnic fragmentation	world competition
communications	ease of travel
belief systems in conflict	AIDS
super powers	global economy
Americanization	pollution/natural resources
terrorism/violence	cultural interaction

Single changes most dramatically affecting your ministry in.....

- American society
- The Church
- The world

The Church

program vs. relational
Jesus relevancy
declining # pastors
partnering
lay ministry
What is Lutheran?
women's role
2nd career pastors

attitude of pastors
regarding teachers
teacher shortage
less influence in world
more secular influence
Law/Gospel
church shopping
teacher as minister?

Single changes most dramatically affecting your ministry in.....

- American society
- The world
- The Church
- Education

Education

less parental support
technology
legal challenges
information age
home schooling
certification
reading proficiency
special services

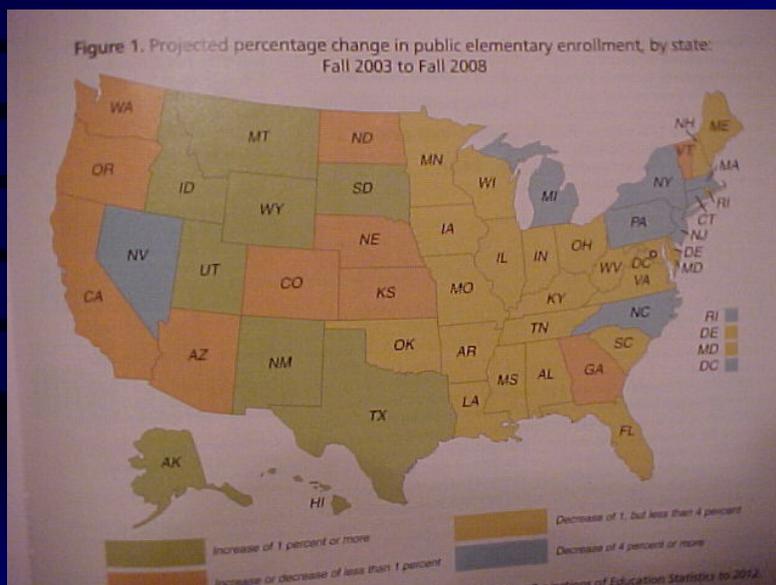
lowering of standards
public vs non-public
declining # teachers
high cost
professionalism
challenge to authority
safety
salaries

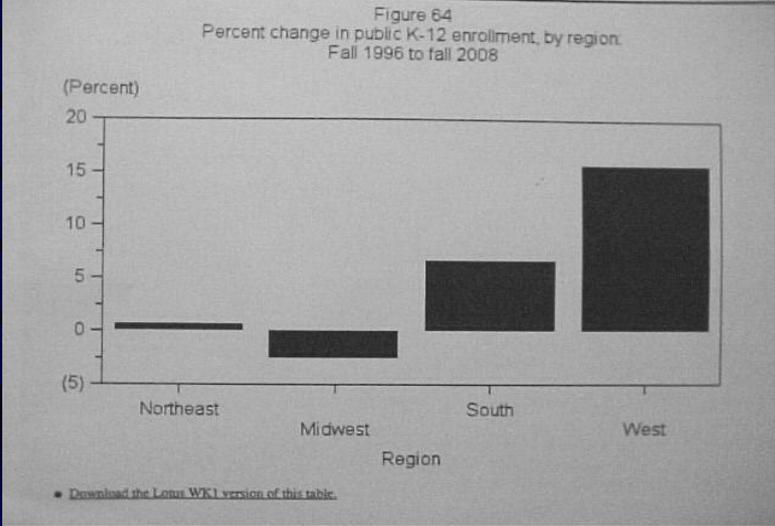


“Face” of
the Future

“Face” of the Future

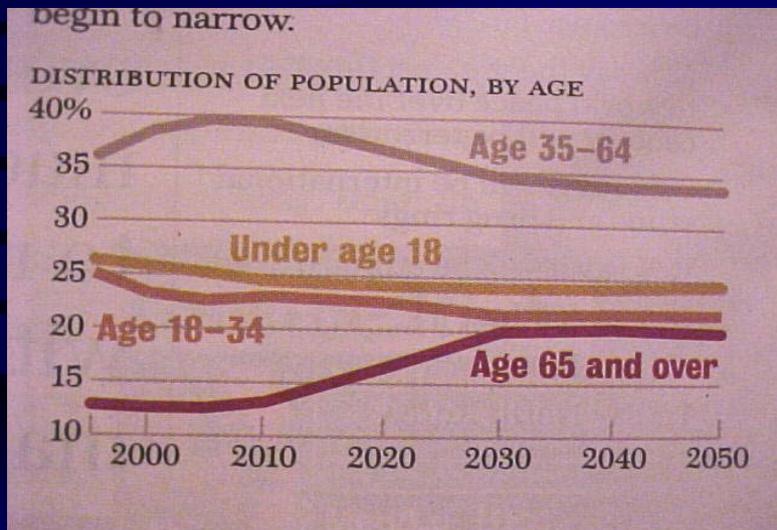
- Population growth





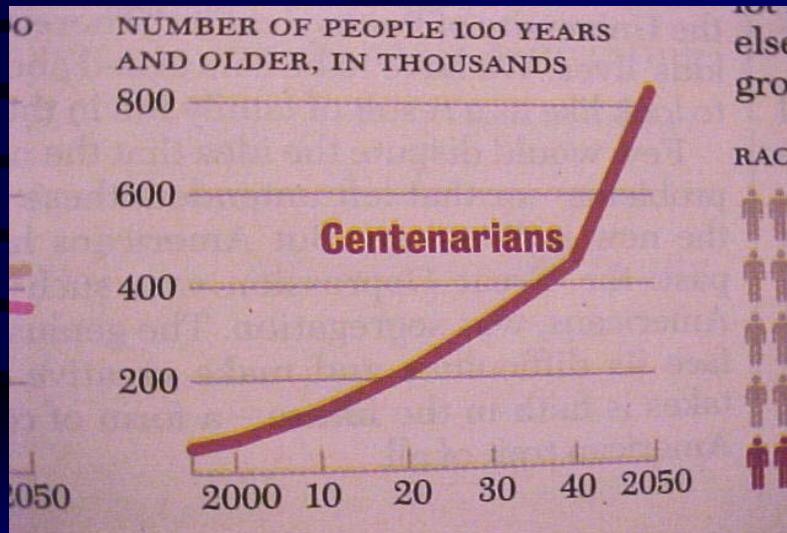
“Face” of the Future

- Population growth
- Age distribution to narrow



“Face” of the Future

- Population growth
- Age distribution to narrow
- Aging population



“Face” of the Future

- Population growth
- Age distribution
- Aging population
- **Less white; more diverse**

1995 74% white, 3% Asian, 10% Hsp., 12% Af r.Am.
 2050 53% white, 8% Asian, 24% Hsp., 14% Af r.Am.

“Face” of the Future

- Population growth
- Age distribution to peak
- Aging population
- Less white; more diverse
- 1995: 74% white, 26% nonwhite
- 2050: 60% white, 40% nonwhite
- Greater life span

Shifting Center of Christianity

% Growth 1994 to 2025

- North America 4%
- Europe 1%
- Latin America 55%
- Asia 103%
- Africa 166%

Implications for 21st Century Lutheran Schools

What are our greatest needs and challenges?

Gallup Says

Biggest problems facing public schools:

	04	03
• Lack of financial support	1	1
• Lack of discipline	2-3	2
• Overcrowded schools	2-3	3
• Use of drugs	4	4
• Fighting/ violence/gangs	5	6
• Getting good teachers	6	5

Schools in the 21st Century

- The definitions of “school”, “teacher” and “learner” are reshaped by the digital world.
- All students have equal opportunity for an outstanding education, with adequate funding, no matter where they live.
- Educators are driven by high expectations and clear, challenging standards that are widely understood by students, families, and communities.

Schools in the 21st Century

- A project-based “curriculum for life” engages students in addressing real-world problems, issues important to humanity, and questions that matter.
- Teachers and administrators are effectively prepared for the global knowledge/information age.
- Students, schools, school systems, and communities are connected around the clock with each other and with the world through information-rich, interactive technology.

Schools in the 21st Century

- School systems conduct, consider, and apply significant research in designing programs that lead to constantly improving student achievement.
- Students learn to think, reason, and make sound decisions and demonstrate values inherent in democracy.
- School facilities provide a safe, secure, stimulating, joyous learning environment that contributes to a lifelong passion for learning and high student achievement.

Schools in the 21st Century

- Leadership is collaborative, and governance is focused on broad issues that affect student learning.
- Students learn about other cultures, respect and honor diversity, and see the world as an extended neighborhood.
- Schools promote creativity and teamwork at all levels, and teachers help students turn information into knowledge and knowledge into wisdom.

Schools in the 21st Century

- Assessment of student progress is more performance based, taking into account students' individual talents, abilities and aspirations.
- A student-centered, collaboratively developed vision provides power and focus for education community-wide.
- Continuous improvement is a driving force in every school and school system.
- Schools are the crossroads and central convening point of the community.

Issues and Challenges Facing the Teaching Ministry

- Leadership/vision
- Salaries
- Devaluing of Christian teachers
- Stress
- Funding
- Changes in family structure and values
- Enrollment

Issues and Challenges Facing the Teaching Ministry

- Growing emphasis on early childhood education
- Emphasis on quality
- Standards/accreditation
- Technology
- Global perspective
- Understanding of ministry

Implications for 21st Century Lutheran School Leaders

How do we change to meet the
needs and challenges?

What is a leader??

Control	Manager	
Personality	Rules	
Ideas	Outcomes	Rank
Relationships	Tenure	
Meetings	Salary	

Top Ten List of Issues and Challenges Facing the Lutheran Educator

10. Church worker recruitment and retention
9. Partnerships/collaboration
8. Accountability
7. Technology/information explosion

Top Ten List of Issues and Challenges
Facing the Lutheran Educator

6. Changes in society/family structure
5. Professional identity
4. Professional development
3. Leadership development

Top Ten List of Issues and Challenges
Facing the Lutheran Educator

2. Ministry identity
1. Joy in ministry

Professional Learning Communities

Cultural Shifts: Transforming Schools Through

- collaboration
- developing mission, vision, values and goals
- focusing on learning
- leadership
- focused school improvement plans
- celebration
- persistence

DuFour, Richard and Robert Eaker

Cultural Shift in Leadership

- **Traditional Schools:** Administrators are viewed as being in leadership positions while teachers are viewed as “implementors” or followers
- **Professional Learning Communities:** Administrators are viewed as leaders of leaders. Teachers are viewed as transformational leaders

Primary Roles of the 21st Century Lutheran Principal

- Spiritual Leader
- Visionary/Planner
- Instructional Leader
- Teacher Advocate

Relationships

The key to meaningful ministry

Relationships

- Developing the Christian leader
within you
- Developing the Christian leader
within your co-workers
- Developing the Christian leader
within your students

Source: Dr. Tom Cedel

Teacher Satisfaction and Retention

Two Key Questions

Overall, how satisfied are you with your current teaching situation?

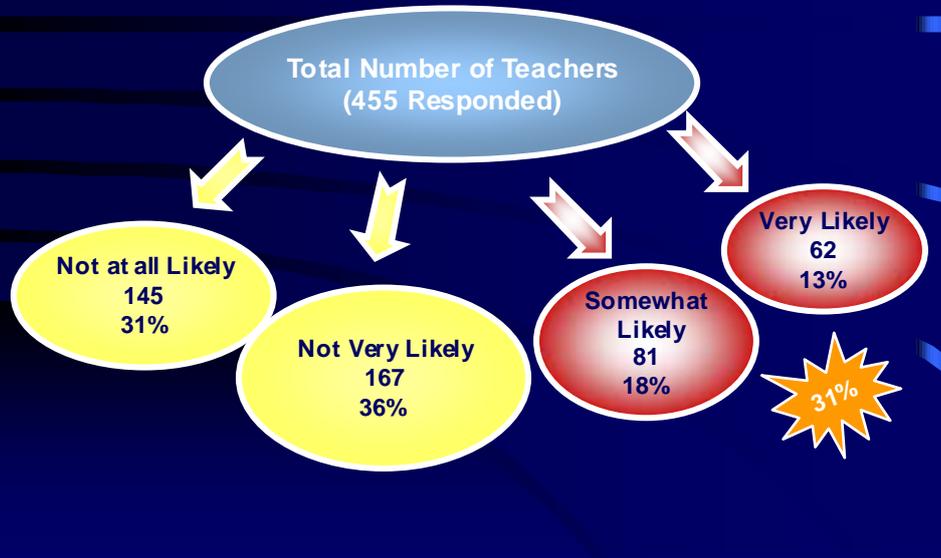
How likely are you to leave your teaching ministry in the Lutheran school system during the next three years?

Overall Satisfaction

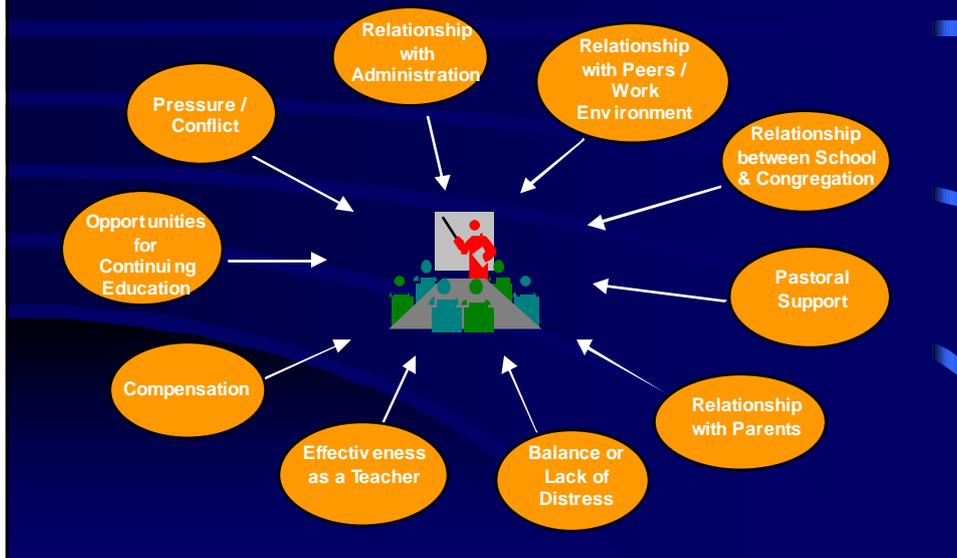
Total Number of Teachers
(420 Responded)



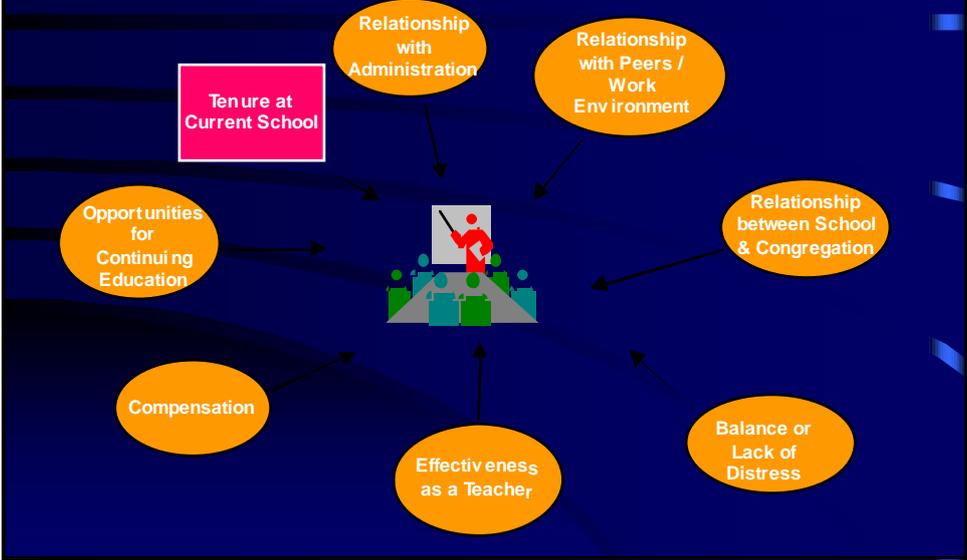
Likelihood to Leave



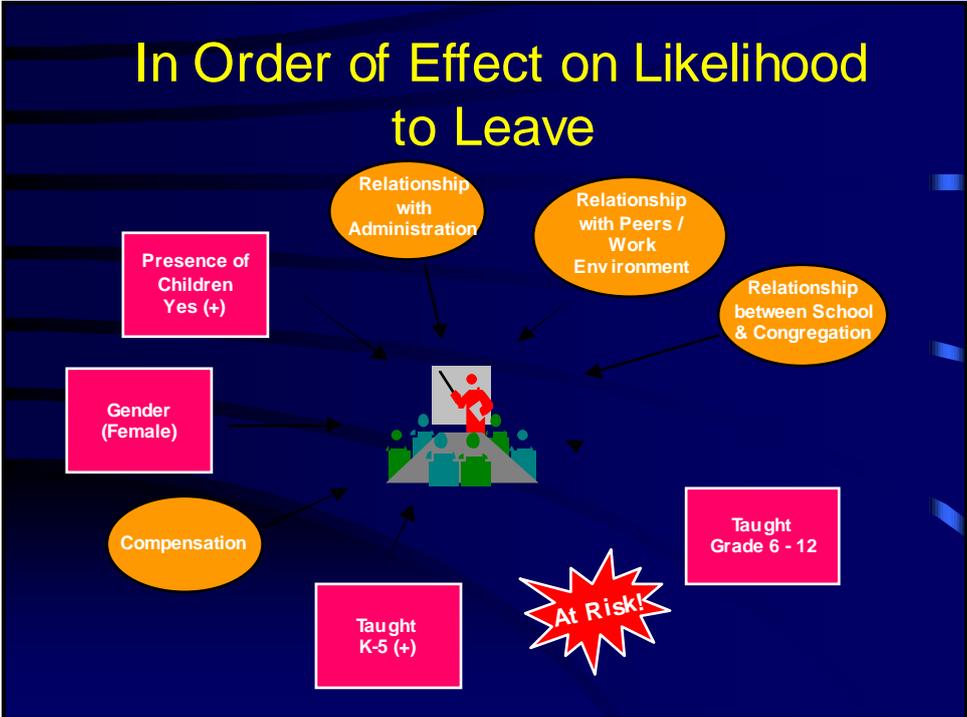
Factors Impinging on Teachers



In Order of Effect on Satisfaction



In Order of Effect on Likelihood to Leave



Teacher- Principal/Administrator Relationships

- #1 Teacher Satisfaction**
- #2 Teacher Retention**

Compensation

- #1 Teacher Retention**
- #3 Teacher Satisfaction**

Teachers who leave ministry positions

- 88% “glad that they entered teaching”
- 32% care for children; 11% spouse transfer
- 13% found another ministry position
- 24% conflict or stress related to position

Major Stressors

- Lack of personal/family time; struggle to negotiate work and family demands
 - 56% Felt work in school did not permit them to devote adequate time to family
 - 62% Problem with having a private life apart from teaching role
 - 67% Dissatisfaction with ease in maintaining separation between teaching duties and personal/family time
 - 73% Problem finding time for recreation, relaxation, or personal reflection

Sources of Conflict in Last Congregation Served

Of 1/3 respondents citing presence of major conflict (24% primary reason for leaving) :

- 53% Pastoral leadership style
- 52% Finances
- 51% Issues involving school or faculty
- 33% Conflicts between staff and/or clergy
- 32% Renovation of an existing building

Mentoring

- **Mentoring** is a mutually agreeable relationship that is sustained over time and intended to further the educational and professional development of the protégé.
- **A mentor** at (your school name) School shall act as a professional coach, much like in athletics, advising, guiding, providing feedback, and developing instructional strategies with the protégé. The mentor will also assist the protégé in becoming acclimated to the procedures, policies, culture, and people unique to (your school).

Source: The Mentoring Leadership and Resource Network (www.mentors.net)

Features of a good mentoring relationship

- Intentional relationship
- Common understanding of nature and purpose
- Purpose is developmental
- Part of ongoing, caring relationship
- Range of possible activities
 - Teaching, coaching, modeling, shadowing, listening, linking, offering encouragement, reflection
- Coaching of specific skills
- Changing relationships that go through a number of stages

Source: Jericho, Adrienne (Coaching for Leadership) 2003

Characteristics of a 21st Century School Leader

The Leading Leader

- Is born with leadership qualities
- Has seen leadership modeled throughout life
- Has learned added leadership through training
- Has self-discipline to become a great leader

Source: Maxwell, John (Developing the Leader Within You)

The Learned Leader

- Has seen leadership modeled throughout life
- Has learned added leadership through training
- Has self-discipline to become a great leader

The Latent Leader

- Has just recently seen leadership modeled
- Is learning to be a leader through training
- Has self-discipline to become a good leader

Building Trust in Relationships

Factors that destroy trust in relationships

- Desire to control
- Self-centeredness
- Insincerity
- Cliques

Factors that build trust

- Cohesion
- Well-defined purpose
- Humility
- Reliability
- Predictability
- Sincerity
- Forgiveness

Cultivating an environment of trust

- Empathy
- Minimizing barriers
- Self-confidence
- Acceptance
- Parent and church worker relationship
- Board and worker relationship

Principal/teacher interaction continuum

- Listening
- Clarifying
- Encouraging
- Reflecting
- Presenting
- Problem solving
- Negotiating
- Directing
- Standardizing
- Reinforcing

Mentor Characteristics

Mentors must be:

- Trustworthy
- Nurturing
- Have integrity
- Confidential
- Positive

Mentor Skills

- Mentors must have the ability to:
 - Communicate clearly and positively
 - Observe teaching and discuss observations objectively and non judgmentally
 - Plan in advance for teaching and mentoring work to minimize the negative impact on the mentor's own students and maximize the positive impact on the protege's students
 - Demonstrate excellence in teaching, modeling best practices

Mentor Skills

- Mentors must have the ability to:
 - Provide consistent follow up support and guidance to the protege
 - Practice flexibility
 - Serve as staff developer who is facilitator of adult learning
 - Be a friend, a good listener and communicator
 - Be an advocate for new teachers and mentoring

Personal characteristics

- Character
 - Be a piece of the rock
- Charisma
 - The first impression can seal the deal
- Commitment
 - It separates doers from dreamers

John Maxwell 1999

Personal characteristics

- Communication
 - Without it you travel alone
- Competence
 - If you build it, they will come
- Courage
 - One person with courage is a majority

Personal characteristics

- Discernment
 - Put an end to unsolved mysteries
- Focus
 - The sharper it is, the sharper you are
- Generosity
 - Your candle loses nothing when it lights another

Personal characteristics

- Initiative
 - You won't leave home without it
- Listening
 - To connect with their hearts, use your ears
- Passion
 - Take this life and love it

Personal characteristics

- Positive Attitude
 - If you believe you can, you can
- Problem Solving
 - You can't let your problems be a problem
- Relationships
 - If you get along, they'll go along

Personal characteristics

- Responsibility
 - If you won't carry the ball, you can't lead the team
- Security
 - Competence never compensates for insecurity
- Self-discipline
 - The first person you lead is you

Personal characteristics

- Servanthood
 - To get along, put others first
- Teachability
 - To keep leading, keep learning
- Vision
 - You can seize only what you can see

Characteristics of a Christ-based Leader

- Christ-based leaders are servant leaders
- Christ-based leaders are leaders you can trust
- Christ-based leaders hire people with similar values
- Christ-based leaders pay attention to public relations
- Christ-based leaders make everyone a leader

Source: Kurt Senske

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