

# inflexion POINTS



## Employing Leadership Systems and Structures

*How does the principal work through a broad set of teams to ensure all students get what they need to be successful?*

### What was the Need?

At Fountain Valley High School, the leadership team has long realized that leadership in large, comprehensive schools needs to be shared and systematically distributed to key stakeholders. It is unrealistic to expect that a single individual will be able to lead all the teams needed to run a large school, let alone an MTSS effort. Leadership needs to be thought of as a system, which means that effective structures and processes need to be developed to ensure that the school as a whole is moving coherently toward a shared, established vision.

### SCHOOL FACT BOX



Fountain Valley High School, located in Fountain Valley, California, serves over 3,600 students, with 26% identified as socioeconomically disadvantaged and just under 5% in programming for English Learners. The demographic profile reflects that 53% of the students are Asian; 28% White; 13% Hispanic/Latino; 1% Filipino; 1% multiracial; 1% African American; >1% American Indian or Alaska Native; and >1% Native Hawaiian and Pacific Islander.

#### ADMINISTRATOR RESPONSIBILITIES 2016-17

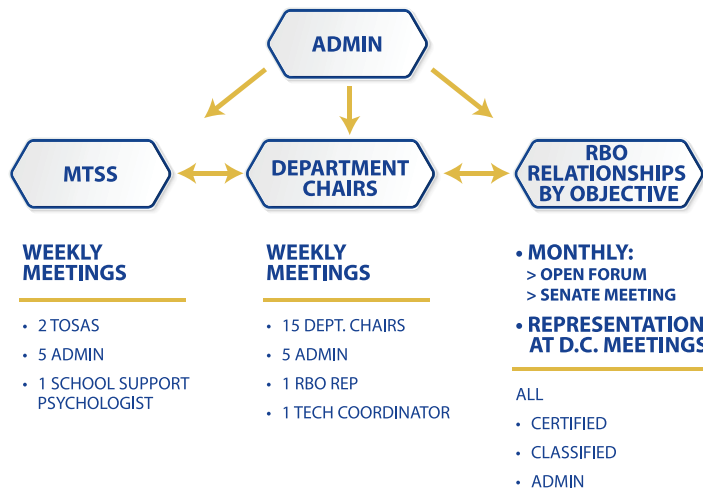
Principal MORGAN SMITH <i>CERTIFICATED STAFF</i>	AP Curriculum EVA WHITE <i>CERTIFICATED STAFF</i>	IP Guidance NANCY PETERSON <i>CERTIFICATED STAFF</i>	AP Activities JOSH LAMAR <i>CERTIFICATED STAFF</i>	AP Supervision MARC TROCCHIO <i>CERTIFICATED STAFF</i>
ADMIN TEAM MATH WORLD LANGUAGES	CONSUMER & FAMILY STUDIES LANGUAGE ARTS PELL	BUSINESS SPECIAL EDUCATION PSYCHS & SUPPORT SPECIALIST NURSE COUNSELOR	ATHLETIC DIRECTOR PERFORMING ARTS PHYSICAL EDUCATION SOCIAL STUDIES	SCIENCE VISUAL ARTS
<i>CLASSIFIED STAFF</i>	<i>CLASSIFIED STAFF</i>	<i>CLASSIFIED STAFF</i>	<i>CLASSIFIED STAFF</i>	<i>CLASSIFIED STAFF</i>
HIGH SCHOOL SECRETARY PLANT SUPERVISOR VIP COORDINATOR RECEPTIONIST	TEXTBOOKS/ RECEIVING NETWORK TECHNICIAN PELL CLERK	GUIDANCE SECRETARY GUIDANCE/ CAREER SPECIALISTS REGISTRAR HEALTH CLERK SPECIAL ED SECRETARY	ACTIVITIES SECRETARY ASB BOOK KEEPER ATHLETIC TRAINER	SUPERVISION SECRETARY SUPERVISION AIDES ATTENDANCE CLERKS
<i>GRADE LEVEL</i>	<i>GRADE LEVEL</i>	<i>GRADE LEVEL</i>	<i>GRADE LEVEL</i>	<i>GRADE LEVEL</i>
ALL GRADE LEVELS ALL Student Study Teams	11TH GRADE 11th Student Study Team	12TH GRADE 12th Student Study Team	9TH GRADE 9th Student Study Team	10TH GRADE 10th Student Study Team
<i>CLUBS</i>	<i>CLUBS</i>	<i>CLUBS</i>	<i>CLUBS</i>	<i>CLUBS</i>
NAME STAFF	NAME STAFF	NAME STAFF	NAME STAFF	NAME STAFF
American Heart Assoc. Lehua Werbel	Junior Commission Brenda Silverbooth	Senior Commission Elise Hamilton	Freshmen Commission Kelly Ducat	Sophomore Commission Katrina Brighton
Bible Club Jaime Jimenez	Art for Hearts Tony Pash	Acts of Random Kindness Katie Ellis	Academic Decathlon Leslie Murray	CRU Lorraine Axelson
Connect2Asia Lindsey Gonzalez	Debate Club Terah French	Baron Cycling Club Jason Kols	Badminton Club Alyson Smith	Domestic Violence Prevention Friday Night Live Cori Raina
French Club Ashley Houlette	Engineering Club Mike Collins	CSF Clint Walters	Boy's League Julie Chaicharee	Global Citizens Club Terah French
Math Olympiad Marianne Karp	FIDM Club Armida Gordon	FBL of America Lorena Emerson	Fellowship of Christian Athletes Brian Bivens	Make-A-Wish Sara Laframboise
Operation Smile Stephanie Palmer	Fit for Life Jason Kols	Illumination Foundation Sheila Burten	FY Chess Club Michaela Wakeman	Make-A-Wish Sara Laframboise
Re-Creation Club Lisa Battig	Girl's League Allison Gomez	Jon's Angels Joe MacDonald	Live to Free Emily Barro	PAL Marc Trocchio
Red Cross Julie Chaicharee	H.A.C.A.S. Darios Felix	Mental Illness Awareness & Support Joey Barro	Medical Society Mark Orme	MC3 Todd Yarton
The Movie Club Tony Diaz	Project Spreading Happiness David Theriault	National Honor Society Minnie Ziegler	Model United Nations David Uribe	Polynesian Club Pamehlym Ziller
Virtual Enterprise Sara McCance	Uniocef Jim Diecidue	PAWS Brenda Silverbooth	The Ukulele Corner Emily Barro	Science Olympiad Lisa Battig
Ecology Club Lisa Battig	Vietnamese Student Association Marianne Young-Sheets	She's the First Amy Hollingsworth	Leo Club Cathy Leo	SeaLeaf Julie Chaicharee
Art Club Mike Eich	CHEER for Vietnam Thomas Ngo	Working Wardrobes Sacha Katashima	Mock Trial Sara Laframboise	Thirst Relief Todd Yarton
Spanish Club Mrs. Garcia	GSA Janet Marquez	Kiwans Holly Vivar, Allison Gomez	Senate Josh Lamar	Garden Lisa Battig

### What did they Do to Address the Need?

Principal Morgan Smith employed a leadership structure that allows the school's vision, values, and beliefs to drive critical decisions, while both informing and being informed by the work of multiple teams that make up the school's leadership structure. As principal, Mr. Smith empowers assistant principals, key teacher-leaders, key staff-leaders, and community leaders to make decisions.

Mr. Smith has developed a communication infrastructure with clear guidelines and expectations, so all staff know when, where, and how they can participate and provide input on decisions regarding policies, practices,

## Fountain Valley High School Leadership Matrix



and new initiatives. Leadership intentionally “goes slow to go fast,” with the belief that there is no limit to the level of preparation, organization, and communication that can go into any implementation. The leadership matrix—both formally and informally—provides an opportunity for Mr. Smith to lead across the school as each team serves a specific role and is accountable for specific responsibilities.

Additionally, Mr. Smith’s own personal leadership style is to focus on relationships and build bridges between key stakeholder groups, with the goal of connecting the school as a whole. Mr. Smith sets benchmark goals, delegates responsibility to the appropriate teams, and then

serves and supports his staff in their efforts to achieve their goals, rather than micromanaging the efforts of individuals or teams. The leadership infrastructure that Fountain Valley employs benefits from this approach as teams address overlapping agenda items (policies, practices, and initiatives) from multiple perspectives and approaches.

## How’s it Working?

Fountain Valley has an established, functional, and very effective leadership structure that has served the school well for years. It has established communication channels for key stakeholders including parents, families, students, and community partners that are used to frame issues and inform key decisions for the school as a whole. The greatest challenge for Fountain Valley, from an MTSS perspective, is being able to address the specific, individualized needs of kids who are struggling in a school with almost 3,700 students. As it moves forward with its MTSS efforts, the school will continue to ensure that all students are known and that their individual needs are met in a timely fashion.

## Resources

- *Superintendent Perceptions of Multi-Tiered Systems of Support (MTSS): Obstacles and Opportunities for School System Reform* by Dulaney, S. K., Hallam, P. R., and Wall, G.  
Find at: [https://www.aasa.org/uploadedFiles/Publications/Journals/AASA\\_Journal\\_of\\_Scholarship\\_and\\_Practice/JSP\\_Summer2013.FINAL.pdf](https://www.aasa.org/uploadedFiles/Publications/Journals/AASA_Journal_of_Scholarship_and_Practice/JSP_Summer2013.FINAL.pdf)
- *In Praise of the Incomplete Leader* by Deborah Ancona, Thomas W. Malone, Wanda J. Orlikowski, and Peter M. Senge  
Find at: <https://hbr.org/2007/02/in-praise-of-the-incomplete-leader>