



CLEARING THE PATH

LEADERSHIP IN THE AGE OF CHANGE

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Defining Change



Technological

Societal

Reliability

An Age of Change

Over the last 5 years, there have been considerable changes in almost every aspect of our lives. The big three categories of change affected by the circumstances of the recent past can be defined in technology, society, and reliability.

What has changed for your program(s) in the last 5 years?

Share with your shoulder partner, or jot a few things down.

CHANGE AGENTS



TECHNOLOGICAL

- Speed of Updates/New Hardware/Software
- Accessibility
- Depth of Programming
- Transactional/Commerce

SOCIETAL

- Social Media
 - Trends, News, Apps
- Communication
 - Virtual Competency
 - Texts/Emojis
 - GIFs, etc.

RELIABILITY

- Commitments
- Services/Delivery
- Availability/Timeline

PROGRAM PROFILE

What is vital to your program's existence?

Inputs

- Enrollment
- Environment
- Supports
- Community Influences

Outputs

- Programming
- Events, Evaluations, and Contests
- Tools/Resources



Program Profile

Round Rock ISD Music

Round Rock ISD Music 10,000125 Suburban - Greater Downtown SUPPORTS FACILITIESBOOSTERSLESSONS Inventory, Instrument Maintenance OTHER IMPACTS RELIGIONINDUSTRYMILITARYAGE County and City Boundaries, Governmental Politics	STUDENT PROGRAMS	AP Music Theory	EVALUATIVE CIRCUITS/EVENTS
		Band - Marching Band - Jazz Band - Colorguard	
		Choir Musical Theatre	
		Elementary Music	AVAILABLE TECHNOLOGY
		Elementary Strings	
		Mariachi	Music First Suite
		Orchestra - Full Orchestra - Harp	
		Piano	Make Music Cloud
		Texas Future Music Educators	Breezin' Thru Theory
		Zamarripa Memorial Scholarship	I:I Chromebooks
			Supplemental iPads - IFP
			Google Suite

Program Profile

Central Texas Philharmonic Youth Orchestra

Central Texas Philharmonic Youth Orchestra (CTPYO) 43 2 Rural, Suburban SUPPORTS FACILITIES BOOSTERS LESSONS Scholarship Donors, Access to Professional Musicians OTHER IMPACTS RELIGION INDUSTRY MILITARY AGE Diverse Schooling, No secure facilities, Select Sports	STUDENT PROGRAMS	Youth Orchestra Summer Orchestra	EVALUATIVE CIRCUITS/EVENTS Solo Contest Side by Side with Central Texas Philharmonic AVAILABLE TECHNOLOGY UpBeat Music Director iPad Google Suite
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Identified Changes **Round Rock ISD & CTPYO**

Technological - too new too fast

- Hardware/software changes 18-23

Societal - how do we promote/advocate

- Recruitment of new students and teachers
- Access to programs (fear to finance)

Reliability - loss of resources

- Employee/Teacher/Student Retention
- Transportation, Facilities
- Program Immobilization (Mariachi)



If you've identified a change agent, there is opportunity

Defining Success Indicators



PROGRAM PROFILE

Determine environment and resources.



PROGRAM VISION

Determine the desired reality.



PROGRAM BENEFACTORS

Determine the most impactful and impacted stakeholders.

Success Indicators During Change

INDIVIDUAL STUDENT ACHIEVEMENT

- All State Process (winning not the goal, participation)
- CTPYO Solo Contest
- Solo/Ensemble, Chamber Concerts, Small Ensembles (classical, jazz, etc.)

PROGRAM GROWTH

- Number of students, number of teachers/positions, community involvement
- Variety in programming

IMPACTFUL COLLABORATION

- Communication and alignment (vertical/horizontal)
- Influencing teacher innovation, achievement, participation

Tracking Success and Growth



Strategic Planning

- **Vision and Values**
 - SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)
 - Mission/Vision Statements, etc.
- **Collecting and Utilizing Data**
 - Curriculum/Evaluative Schedule
 - Participation/Competition
- **Improving Operations**
 - Training, PD, Systems (intra-website, cultural relevance/data)
 - Access - Budgetary - Availability

Reflect on the Program



SWOT Analysis

- Define the Environment
- Quantify Barriers
- Establish Stakeholders

Who's Involved?

Internal	Strengths	Weaknesses
	• What does the program do well? • What do students/community say the program does well? • What is unique about the program in local context? • Does the program have beneficial relationships?	• Where can the program improve? • Where do students/community usually take issue with the program? • What issues are hard to address? • Are program resources outdated or old? • Is the program lacking in staff, skills or training?
External	Opportunities	Threats
	• Any new technology that could benefit the program? • Any upcoming or annual events that could benefit the program? • Do program demographics provide any unique opportunities? • Has the program's immediate community changed or beginning to change?	• Are there industry or economic trends that adversely affect the program? • Are there new programs, attendance boundaries, or policies affecting your core member enrollment? • Are there social or political trends that are adversely affecting the program?

Using Data



Monitor Trends

Dependent upon your program profile, you may collect a particular set of data points to track your progress.

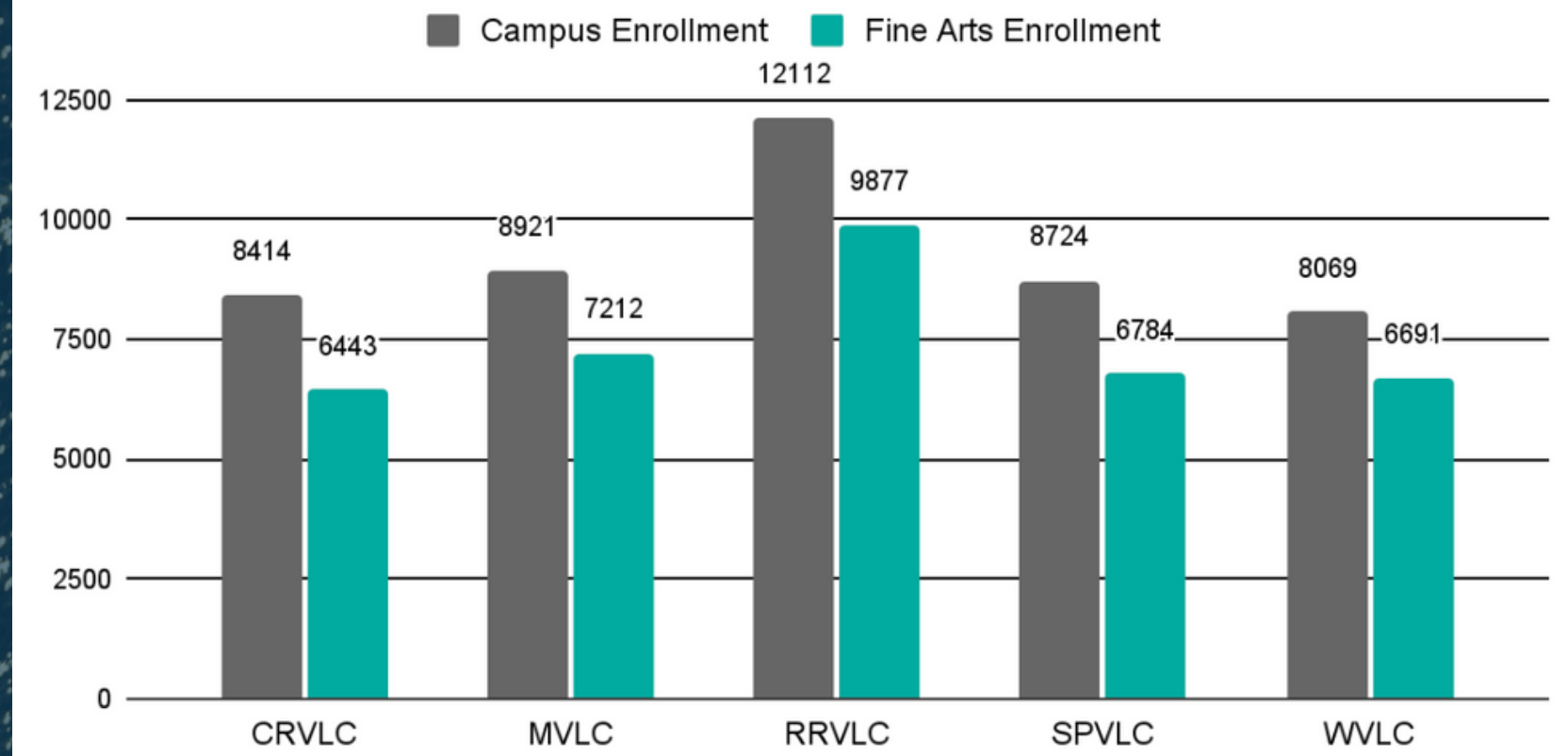
- Participation/Enrollment
- Demographics
- Literature/Concerts/Performances
- Instrument Rental
- Teacher/Student Feedback
- Rehearsal Schedules
- ...and more!

Fine Arts Faculty & Students:

- 312 Teachers
- 37,007 Fine Arts Students

Fine Arts Enrollment 2022 - 2023

(Fine Arts students make up 80% of Round Rock ISD enrollment where courses are offered)



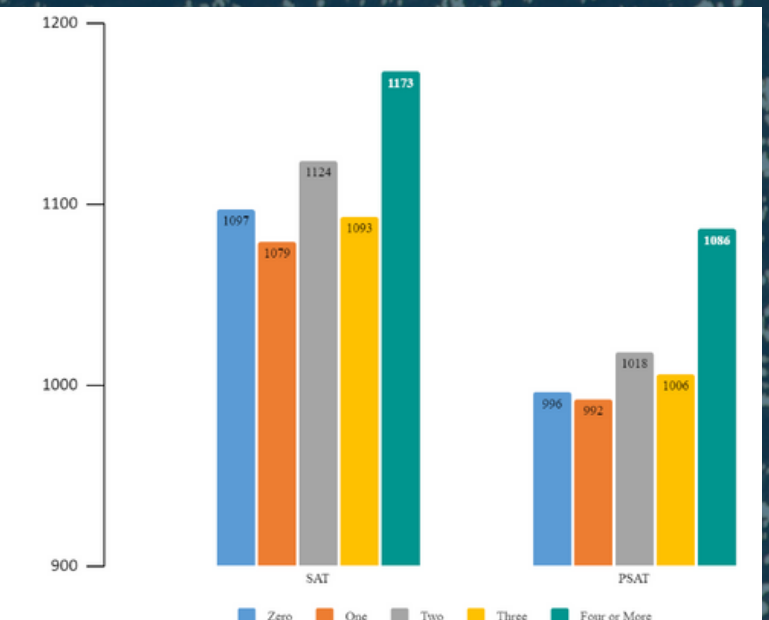
Average SAT Scores (by Number of Fine Art Courses Taken in 2020-21 and 2021-22)

Zero	One	Two	Three	Four or More
1097	1079	1124	1093	1173

Students who took four or more Fine Art Courses in 2020-21 and 2021-22 did better academically on SAT.

SAT average score for RRISD class of 2020 is 1121

Received via Round Rock ISD Research and Evaluation, 11/14/22





IMPROVING OPERATIONS

Discover - Align - Refine



ENGAGE DATA BY TEAM
OR PROGRAM



COLLABORATE WITH
EDUCATORS & MUSICIANS



DEVELOP AND REFINE
SYSTEMS

WHERE DO YOU SEE YOURSELF?

Common Leadership Styles

- Autocratic
- Bureaucratic
- Charismatic
- Democratic
- Laissez-Faire
- Transformational
- Transactional
- Visionary





Poll Everywhere

 Poll Everywhere

CHANGE REQUIRES FLEXIBILITY

Your leadership style is your super power!

Organizational Leadership



BEACON

Creating and communicating
a vision to your organization
and embodying it in your
behavior



ARCHITECT

Ensuring your organization
can follow the direction you
set, and creating value using
the tools and resources at
your disposal



CATALYST

Leading organizational
change by encouraging
and enabling it

Beacon



Change Agent: Societal

Tracking: Demographic Data/Concert Literature

Indicators: Participation, Student Achievement

DEEPENING A PASSION FOR CULTURALLY RELEVANT MUSIC

VARIETY IN PROGRAMMING

2019 Purchasing and performing music from underrepresented composers

PURPOSE BEHIND PERFORMANCE

2021 Exhibition of cultural or socially significant works

INCREASED OPPORTUNITIES

2023 Increased enrollment in Jazz Band opportunities and addition of the World Music Festival



Architect



Change Agent: Reliability

Tracking: Survey Feedback, Visits, Mentorship

Indicators: Attendance, Work Quality, Collaboration

PREPARING THE FUTURE OF STUDENT LEARNING

TRANSPARENCY IN SYSTEMS

2019

RRISD Music Calendar

Collaborative Beginner Band Planning

DIVERSITY IN COMMUNICATION

2021

Music Resource Site

Huddles (Discipline, Event/Activity, Cause)

HORIZONTAL INSTRUCTIONAL GOALS

2022

Addition of First Year Orchestra Festival, Return of Festival of Bands and Elementary String Festival



Catalyst



Change Agent: Technological

Tracking: Enrollment Data, Curriculum, Performances

Indicators: Student Achievement, Collaboration

INCREASING COMMITMENT TO STUDENT SUCCESS

ESTABLISHING COMMON GROUND

2019 Collaborative Online Curriculum 6-8
Year At A Glance Development

STRATEGIC PLANNING AND COLLABORATION

2020 New Vertical and Horizontal Performances
Student Leadership Opportunities

IMPROVED EDUCATIONAL COHESION

2022 Increased number of Region & All State Musicians
Increased number of State Marching Participants



What changed over the last 5 years?

Round Rock ISD Music At A Glance

2018 - 2023

ENROLLMENT	Instrumental Music Enrollment Increased by 500+ Students *District Enrollment Decreased by 3,000+
STAFFING	7 Instructional Positions added to Round Rock ISD Fine Arts Programs
PROGRAMS	8 Jazz Ensembles Added to Campus Programs World Music Festival First Year Orchestra Festival Elementary Strings Festival
ACHIEVEMENT	3 NAMM Best Communities for Music Education Awards (2018, 2022, 2023) 3 Equity-Centered PIE Grants Awarded 7 Round Rock ISD Midwest International Clinic Performances (2021-2023) 2 Music For All National Festival Invitations (McNeil, Walsh) 2 TMEA Texas State Honor Orchestras (Canyon Vista, Westwood) 1 UIL State Marching Contest Medalist (Cedar Ridge)



Experiment with your own projects!

Start small and collect meaningful data



Food for thought...

WHAT CAN YOU DO TO BE A
LEADER IN YOUR STYLE?

HOW CAN YOU INFLUENCE
OTHERS TO DO THE SAME?

WHAT CAN BE DONE TO
SOLVE A COMMON PROBLEM
IN YOUR PROGRAM(S)?

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