





# Promoting Ethical Educational Leadership

Dr. Diane J. Rauschenfels  
Proctor Public Schools  
Richard Green Scholar Program



# Who is Richard Green anyway?

- Dr. Richard R. Green was an African-American educator, teacher, principal, and superintendent.
- Originally from Menifee, Arkansas, he grew up in Minneapolis.

# Richard Green ...

- Minneapolis Public Schools graduate
- Bachelors degree from Augsburg College
- Masters degree in Special Education from St. Cloud State
- Doctorate degree in Educational Administration from Harvard Graduate School of Education in 1972



In 1959 Dr. Green started his career as a special education and social studies teacher.

- Basketball and football coach
- Assistant Principal of North High School
- Minneapolis Board of Education
- West Area Superintendent
- Minneapolis Public Schools Superintendent
- Superintendent of New York City Public Schools

# Richard Green 1936 - 1989

- Fought racism
- Worked to desegregate and integrate Minneapolis schools
- Introduced a testing system that served as a national benchmark
- Held students more accountable
- Consistently served Zion Baptist Church



# Who is Diane J. Rauschenfels?

- Born in Hibbing
- Graduated Biwabik High School 1969
- Bachelors Degrees in Math and English 1972 from University of MN Duluth
- Masters Degree in 1975 from UMD in English/ Language Arts
- Specialist Equivalence in 1980 from University of Wisconsin Superior
- Doctorate of Educational Policy and Administration from University of Minnesota 2000
- Superintendent License from St. Mary's University 2003

## Diane Rauschenfels ...

- Math and English Teacher in Duluth and Proctor
- Jr. High Assistant Principal/District Special Education Responsibilities in Proctor
- Sr. High Assistant Principal/Human Rights Officer
- High School Principal in Proctor and Hermantown
- College Instructor at UMD and adjunct St. Mary's
- Superintendent starting year three
- Mom to 24 yr old Chris & 22 yr old Andy



# Promoting Ethical Educational Leadership

Minnesota Association of School Administrators  
Fall Conference

***Leading Educational Innovation:  
“Spark the Vision”***

October 3, 2006  
Maddens Resort

***Ethics ...***

*Conforming to **accepted**  
professional standards*



Do we **accept** too easily?



# Follow the rules or follow the truth?

Children deserve

- Relevancy and Authenticity
- Rich learning contexts using multiple learning strategies
- Compassion, fairness, equity
- The best , not just the best we can afford.



# What is Truth?

“...Open us to truth—whatever truth may be, wherever truth may take us. It does not dictate where we must go, but trusts that any path walked with integrity will take us to a place of knowledge,”

*Parker Palmer, To Know as We Are Known, Education as a Spiritual Journey.*

# Interview with Bruce Watkins, Superintendent St. Cloud



What is Truth?

Sherman Carlson,  
former Proctor  
Superintendent



# Education in transcendence is seeing

- Beyond facts into truth
- Beyond self-interest into compassion
- Beyond our flagging energies and nagging despairs into the love required to renew the community of creation.

*To Know as We Are Known* by Parker Palmer

# Fear, not ignorance is the enemy of learning — *Parker Palmer*

- Welcome diversity
- Welcome conflict
- Tolerate ambiguity
- Examine and clarify the inner sources of teaching and learning



# Invisible or Visible?

“Who are we to play small? ... the fear is not that we are not enough, the fear may be that we are that powerful...”

As we let our own light shine,

We unconsciously give other people permission to do the same.

As we are liberated from our own fear,  
our presence automatically liberates others.”

*Nelson Mendella quotes Marianne Williamson*

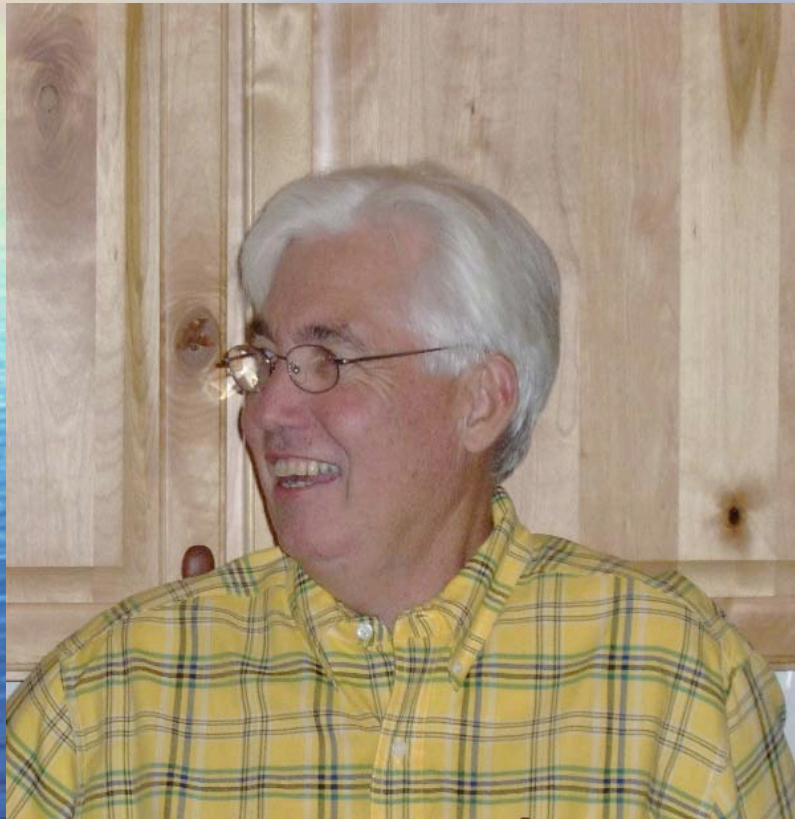


The way we interact with the world

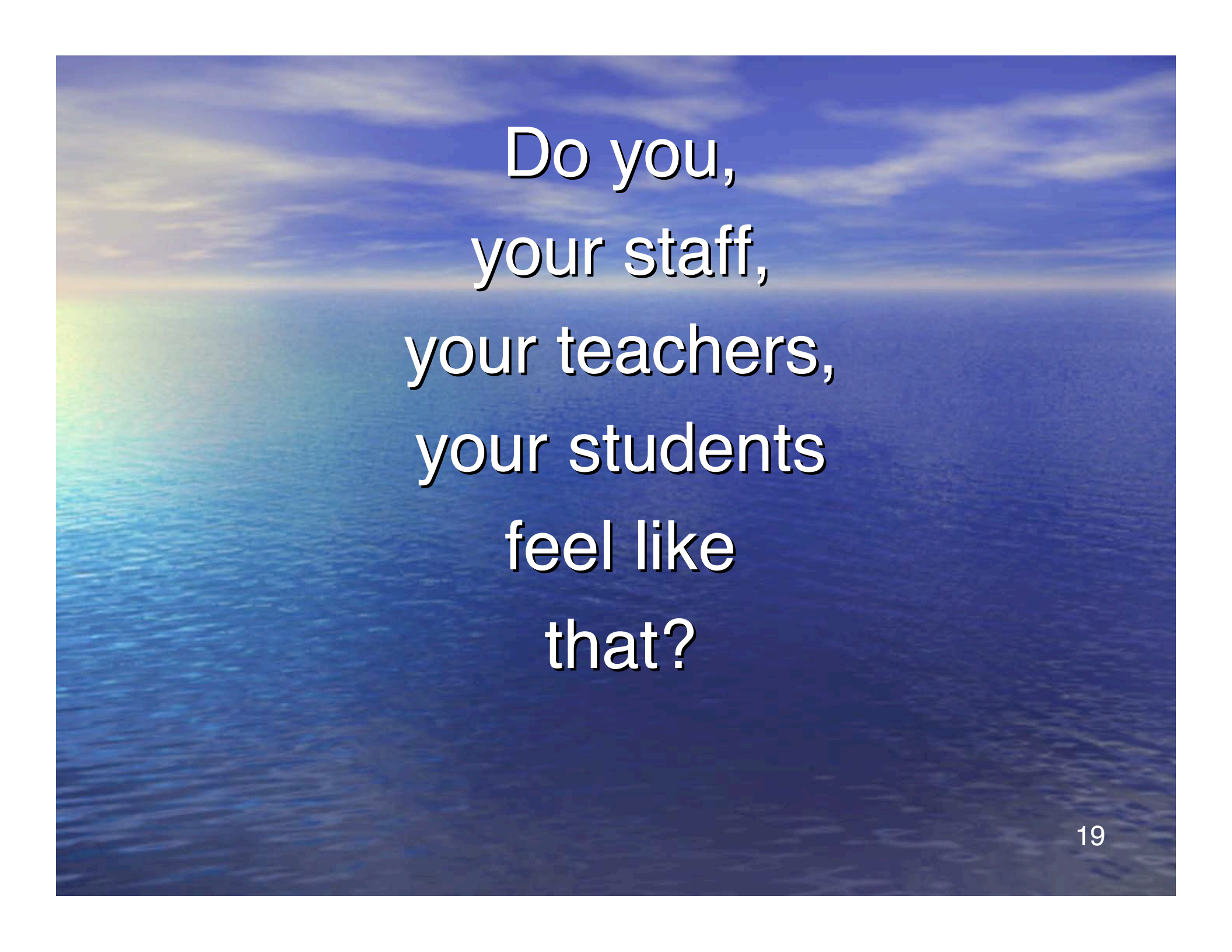
The images of self and world that are found at the heart of our knowledge will also be found in the values by which we live our lives.



# Dr. Keith Dixon, Duluth Superintendent



“I feel blessed to be in this career. It is the best expression of myself. Like an artist or a musician, to be paid for being who I am is an affirmation that I am seen on the outside as I experience myself on the inside.”



Do you,  
your staff,  
your teachers,  
your students  
feel like  
that?



# *The Chemistry of Joy*

*by Henry Emmons, M.D.*

“Depression is spreading worldwide, ... so that the World Health Organization (WHO) estimates that depression will be the single greatest cause of disability worldwide by the year 2020. WHO attributes the epidemic to the fact that more and more nations are ‘Westernizing.’ Clearly, something about our modern way of life is making us sick.”

# Emmons...

- Tens of millions of Americans now on antidepressants.
- Cost of these prescriptions—at least \$500 per person per year
- One of the reasons for health care's annual double-digit inflation.



# Emmons...

- No responsible physician would prescribe Lipitor without instructing the patient to cut back on fried foods.
- Most doctors think nothing of prescribing Zoloft without an admonition to eat more complex carbs, cut out the sugar and caffeine, and get some vigorous exercise.

# Mind and Body Connections

- Brain Chemistry
- Diet
- Exercise
- Rest/Sleep
- Breathe — consciously
- Mental outlook
- Openness of spirit
  
- Work with any of these



Kids and some adults “know” things differently than others admit.

- Inherent knowing not acknowledged
- Intuitive wisdom not honored
- Felt-sense of experience not embraced
- Almost no one understands or appreciates them

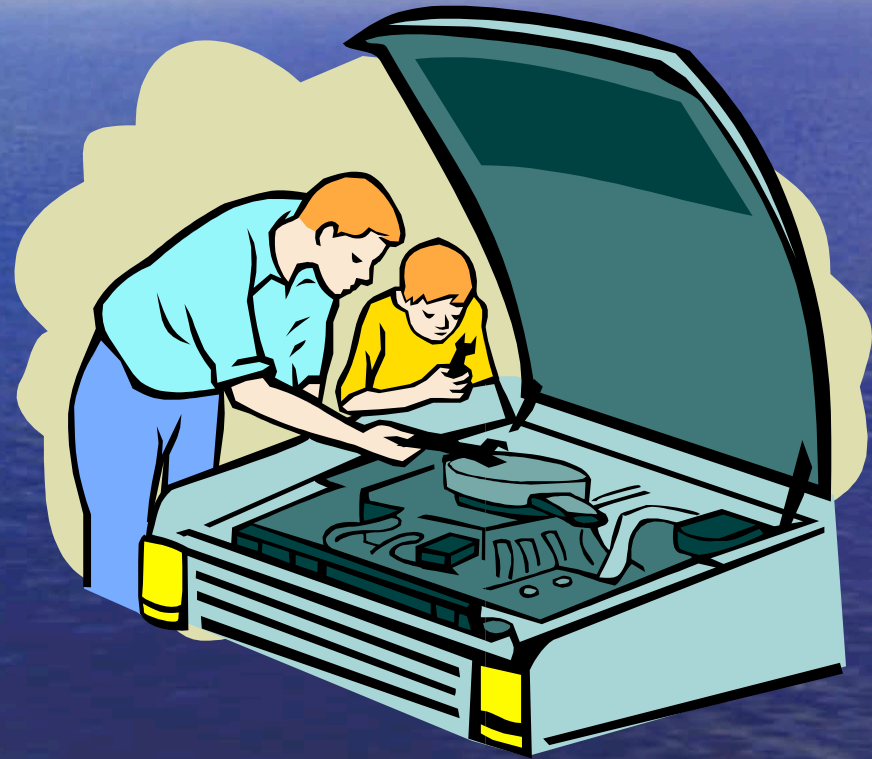
# Kids respond to teachers ...

- Fair
- Honest
- Genuine
- Express emotions, thoughts and expectations
- Admit mistakes
- Ask for help
- Strive to establish relationships of TRUST



# Work together

- Create projects
- Solve problems
- Find answers
- Make decisions
- Forge relationships



# Hidden Curriculum

- Conventional classroom focus was outward to nature, history, someone else's vision of reality.
- Conventional education asked for the learner to be a "blank slate" waiting for the imprint of the teacher.
- Conventional classroom had a tendency to isolate rather than connect. (Cooperation among students sometimes goes by the name of "cheating.")
- Conventional education created manipulators of each other and the world rather than mutually responsible participants and co-creators.



# How are colleges preparing the new teacher?

- Time in classrooms
- Respect and respond emphasis
- Balance pragmatism with idealism
- Multiple intelligences—three or seven or more?
- Choice Theory takes over from Stimulus Response

# Are future teachers being trained to look at children in their entirety? Body, Mind, and Spirit?

- Mostly mind, intellect, and reason get the focus.
- Physically, we have a Wellness Policy now.
- Nutrition
- Exercise
- Rest
- Recreation



# Mindfulness

Jon Kabat-Zinn,

“Mindfulness is awareness, from moment to moment, on purpose, without judgment.”

# Demands of Students and Demands of Adulthood

Inner and outer reality need to support both  
personal integrity and common good.



# Spiritual Development

- Is this the missing link to maintaining energy, balance, and ethical stamina?
- Will it be delivered through Character Education if it is not modeled through adult behaviors throughout the school?
- Are we driven by fear or moved by love?

# Expanding Compassion

Do you suffer or do you relieve suffering?

Do you embrace a larger vision of yourself?

Do you practice loving-kindness?

Do you forgive?



# Are Your Role and Soul Connected?

Personal and professional development may not be a one night course.

Personal and professional development may not be an all day in-service.

Personal and professional development may best be served by...

- Camping in the Boundary Waters
- Fishing at the family cabin with loved ones
- Hiking on the Lake Superior Hiking Trail meeting a moose
- Dancing under the stars and the moon like no one sees you
- Finding a totem on the beach at Park Point



The soul is meant for joy



It is Unity that doth enchant me. By her  
power I am free. . .happy in sorrow, rich in  
poverty, and quick even in death.

Giordano Bruno,

*On the Infinite Universe and Worlds*

# What if everyone had:

A body that is aligned and free of pain.

A mind that is balanced and calm, free of fear and anxiety.

A mind that serves you, but does not control you.

A heart that is large and open and filled with love and kindness for all—including yourself. Your heart feels safe and secure, with no need to hide nor close itself off in protection.

A soul that remains as healthy and resilient as it has ever been. By definition, your soul has always remained true to you. But now you are listening to it, being directed by it, abiding by it.



How do we connect our soul to our role?

Instructional delivery system same?

Educational funding sources static?

Mindsets and long-standing practices remain?

How do WE change the energy?

# Joseph Jaworski, *Synchronicity of Leadership*

A shift in consciousness is needed for seeing systems beyond their composite parts.

To see things whole, step back and see the big picture.

Avoid the traps!

Trap of dependency on others' opinions, expertise, or approval rather than our own may cripple us.

Trap of responsibility has us worry rather than have concern about projects and people who work with us.

Trap of over-activity can bog us down in details.



# Jaworski...

Discussion pulls apart themes and ideas. Lecture is one-sided

Dialogue has people talking together for mutual understanding.

Take time to come together for reflective space at the heart of the activity.

Bring diverse opinions together with views to create the best future.



# Jaworski...

“Language and our nervous system combine to constantly construct our environment... unless we understand this, we cannot begin to understand how we interact with the world and how ‘predictable miracles’ occur.”





Miracles are simply glimpses  
into one of many possible  
futures.

Look for signs, synchronicity, stirrings of the  
heart.

Listen carefully to things around you and  
you can predict the next miracle...



# Dixon...

Listen to the people, hear the future.

Reflect and articulate your own beliefs,  
but listen to the beliefs of those  
around you.

Hear the future before you see it.

It is the discourse and interaction  
moving us on.

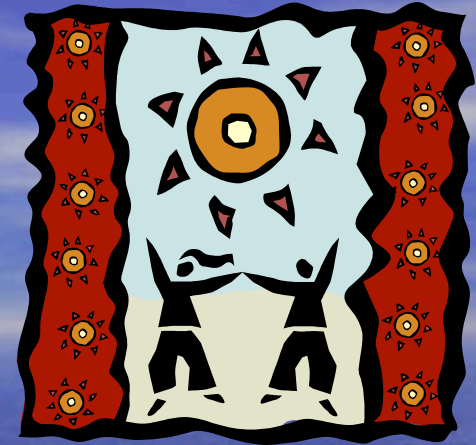
Bring them on a mental journey  
together into multiple futures.

Your destination will be different from  
what either one of you thought, but  
it will be what you jointly create.





# Ethical leaders need...



- ...to be able to divest self from systems operations
- ...to get the ego out of the way
- ...to create the opportunities for reflection for self and for others
- ...to see how to make systems change

# What is the highest form of help?

Dr. James Hess, Bemidji superintendent, had to say, “No” to Red Lake students and parents.

Care for and educate the children?

Or heal and help them to rebuild their district?

\$\$\$\$ vs. Survival of Red Lake School District



# How does Jim stay whole?

- Quiet times on lawn mower
- In boats fishing
- Restoring 1956 Ford or 1960 Corvette
- Make time for church
- Say prayers every day
- No cell phone





Jim Hess,

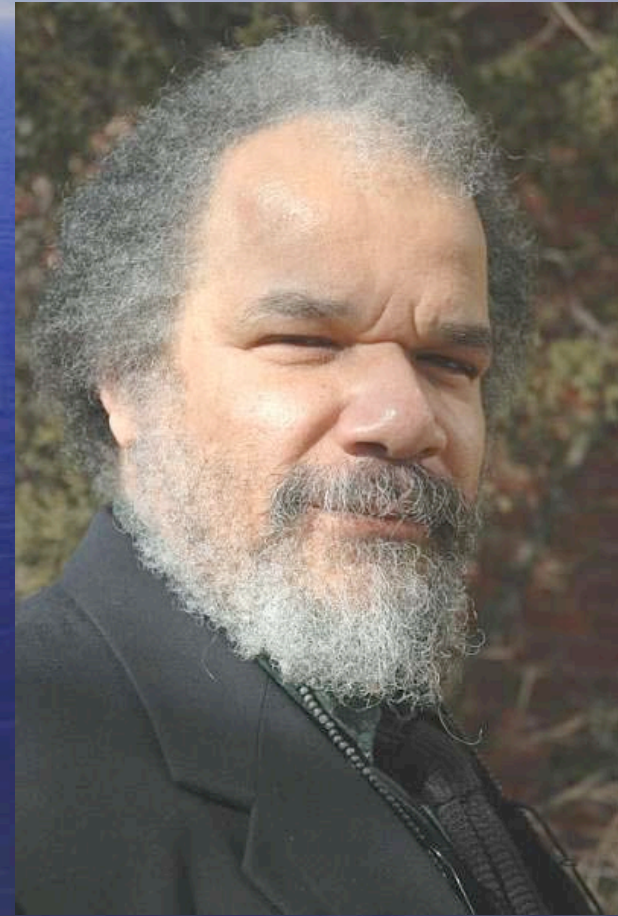
“Superintendents are hired for their value system even if you don’t remain in that position because of your value system. Come in with your head held high and leave the same way, with your value system intact.”



# Dr. William D. Green, Minneapolis Interim Superintendent

Great family support  
and quiet time

Great support at  
work—surrounded  
with smart, talented,  
committed, strategic  
team



Bill...

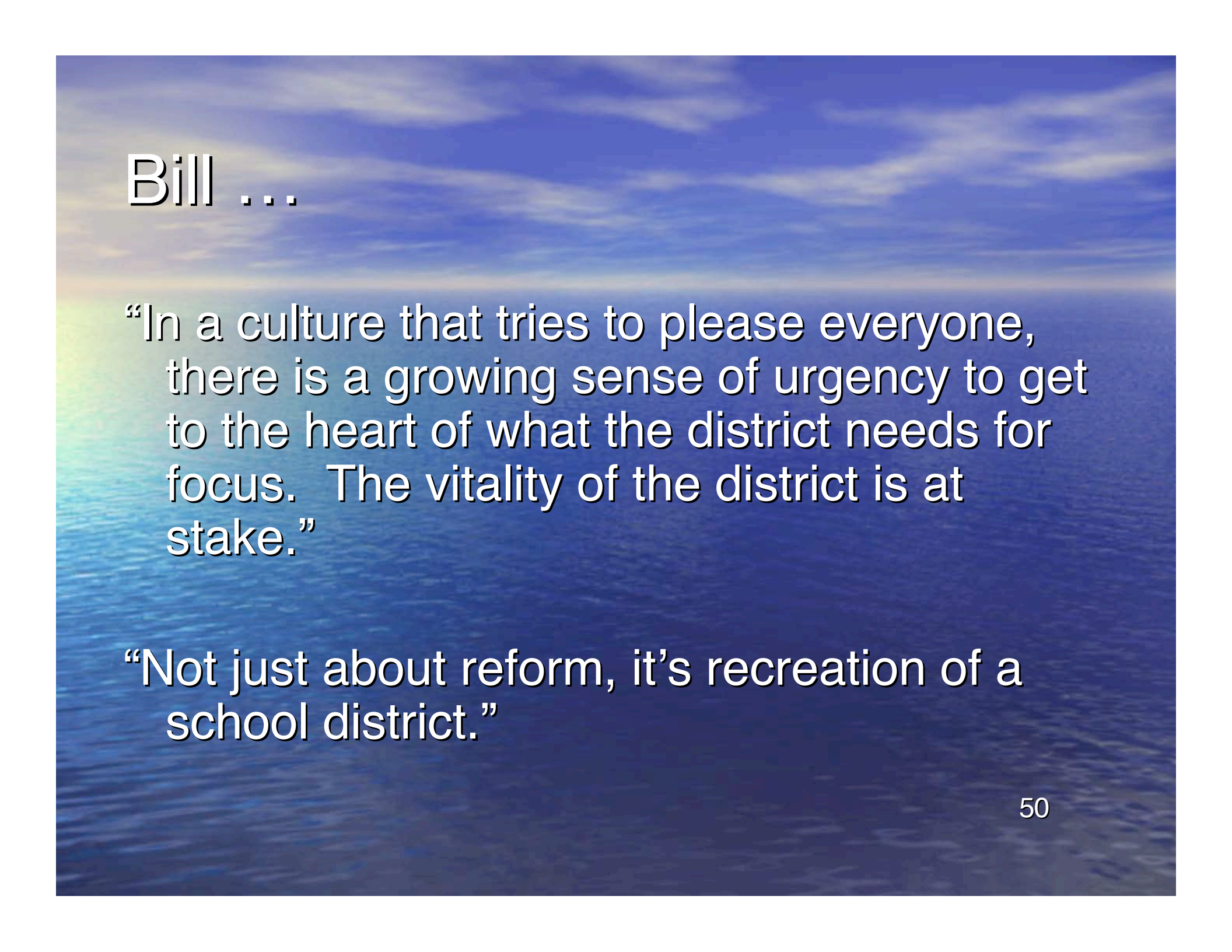
“Agitated by so many things that can seduce me out of the big picture.”

“Need to suspend the big picture and see the person in the hall or the parking lot as an individual who has a drama.”

Where is the balance?







Bill ...

“In a culture that tries to please everyone, there is a growing sense of urgency to get to the heart of what the district needs for focus. The vitality of the district is at stake.”

“Not just about reform, it’s recreation of a school district.”

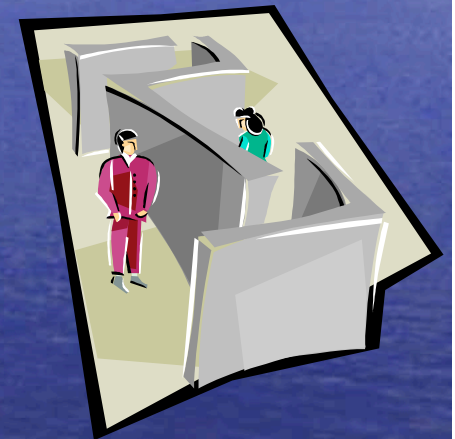
“Did I do everything I could do?” Bill  
will question at the end of his term.

Honor the people with whom you work.

Seek yourself out to be a change agent.

Articulate where you must go.

Get momentum to move.



Get out of your comfort zone to make things  
nice for someone else. Our mission is to  
make things better.



# Bruce Watkins, Superintendent St. Cloud

Always leave  
places better than  
you found them,  
baseball dugouts  
to school districts.

Raised his  
children with a  
couple thousand  
others.



# Bruce

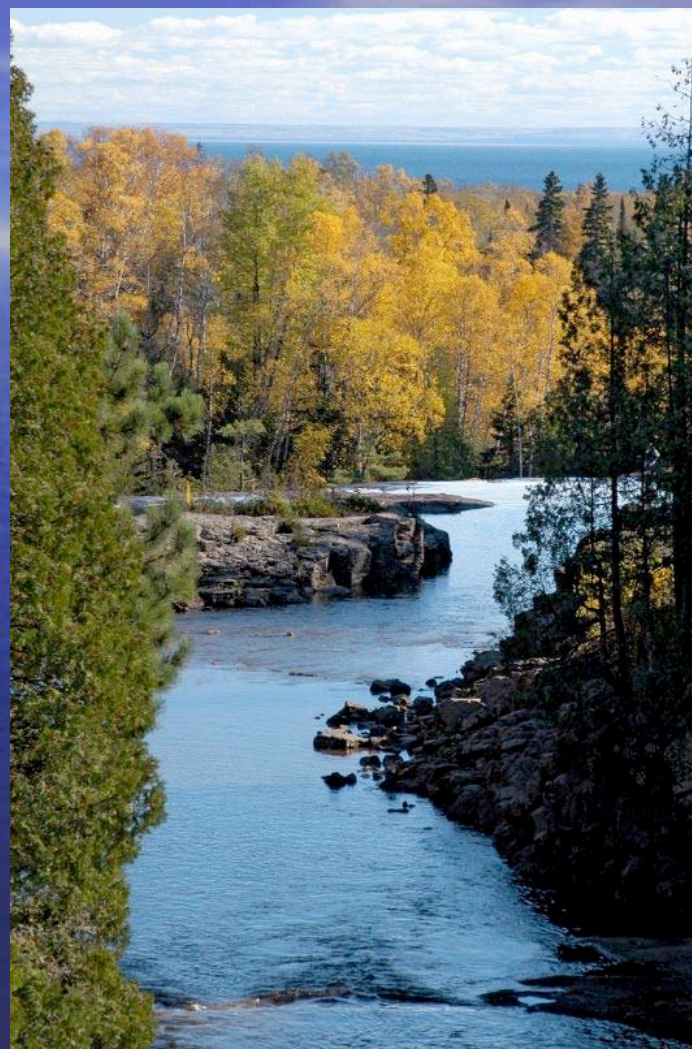
- Our children show us the testament to the human mind. Their readiness to learn as they are bombarded with data and still learn more. Stimuli doesn't cripple them or paralyze them.
- Future of learning will be less confined.
- If we cannot shorten our response time to college, vocational, and business needs, we do not deserve to exist. We will be obsolete.



# Dr. Keith Dixon, Superintendent Duluth

Listen between the  
silences for solutions.

The charge to operate the  
best school district is  
sometimes at odds with  
helping each child to  
develop to his/her  
potential.

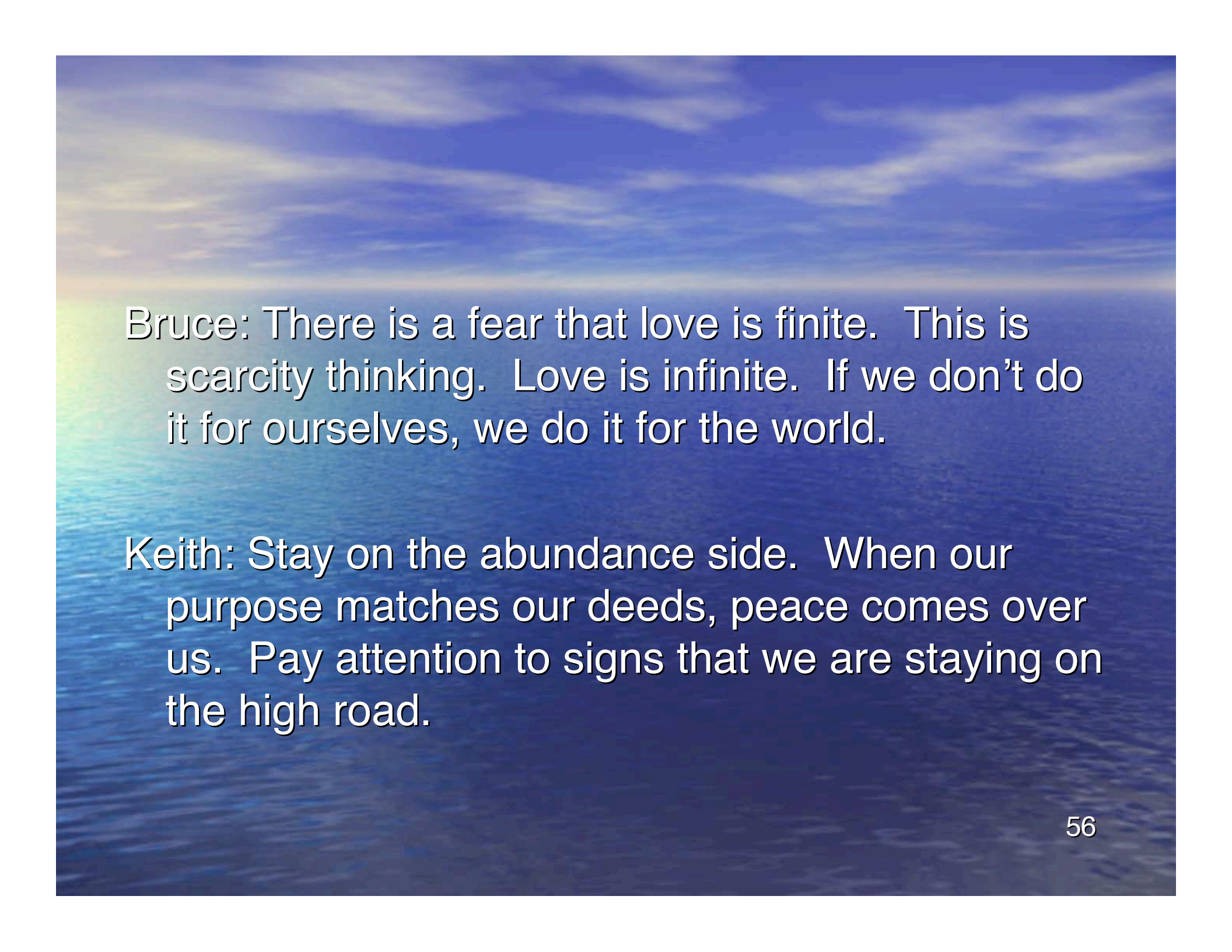




- Scarcity thinking has become our biggest enemy.
- Not enough time, money, support, staff
- Think abundance and be creative.

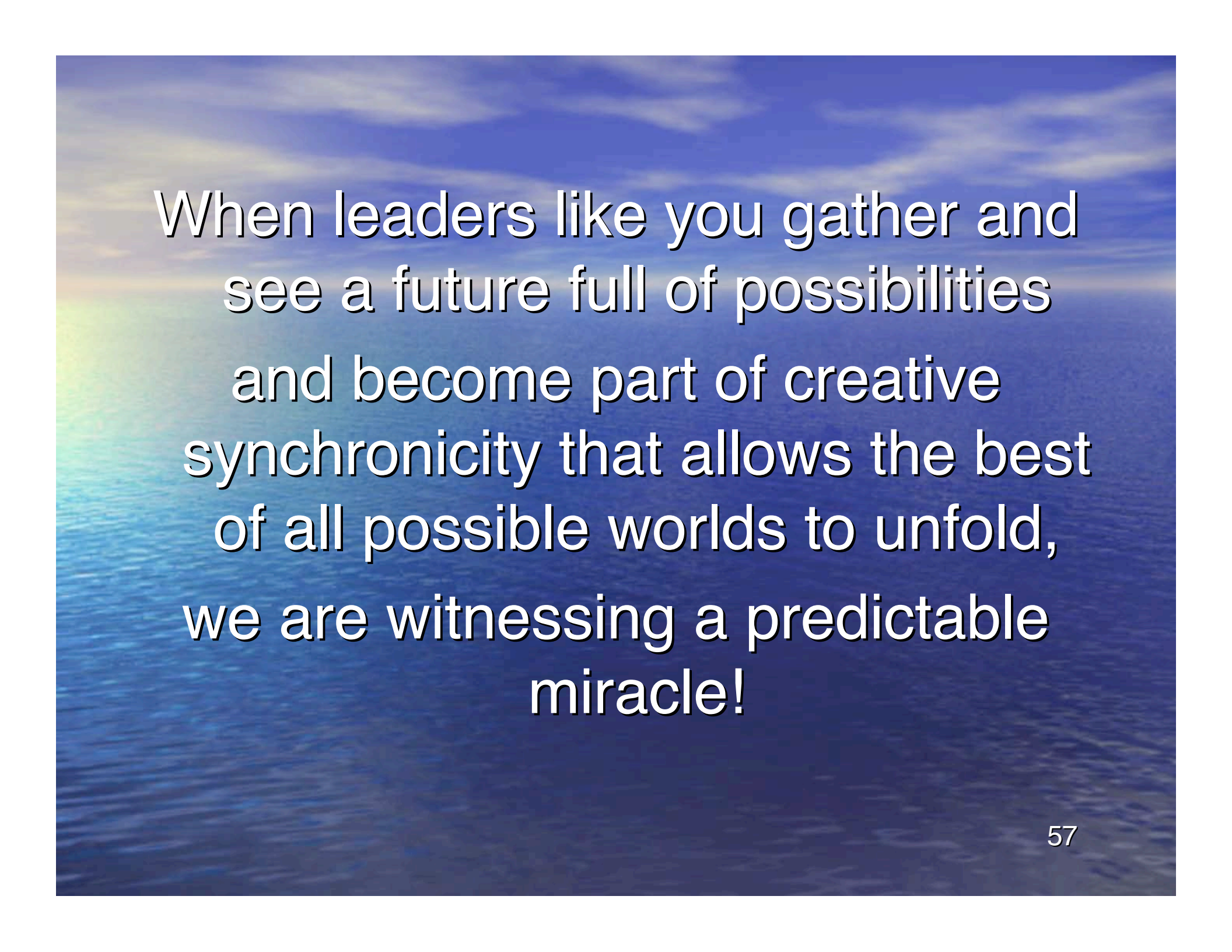






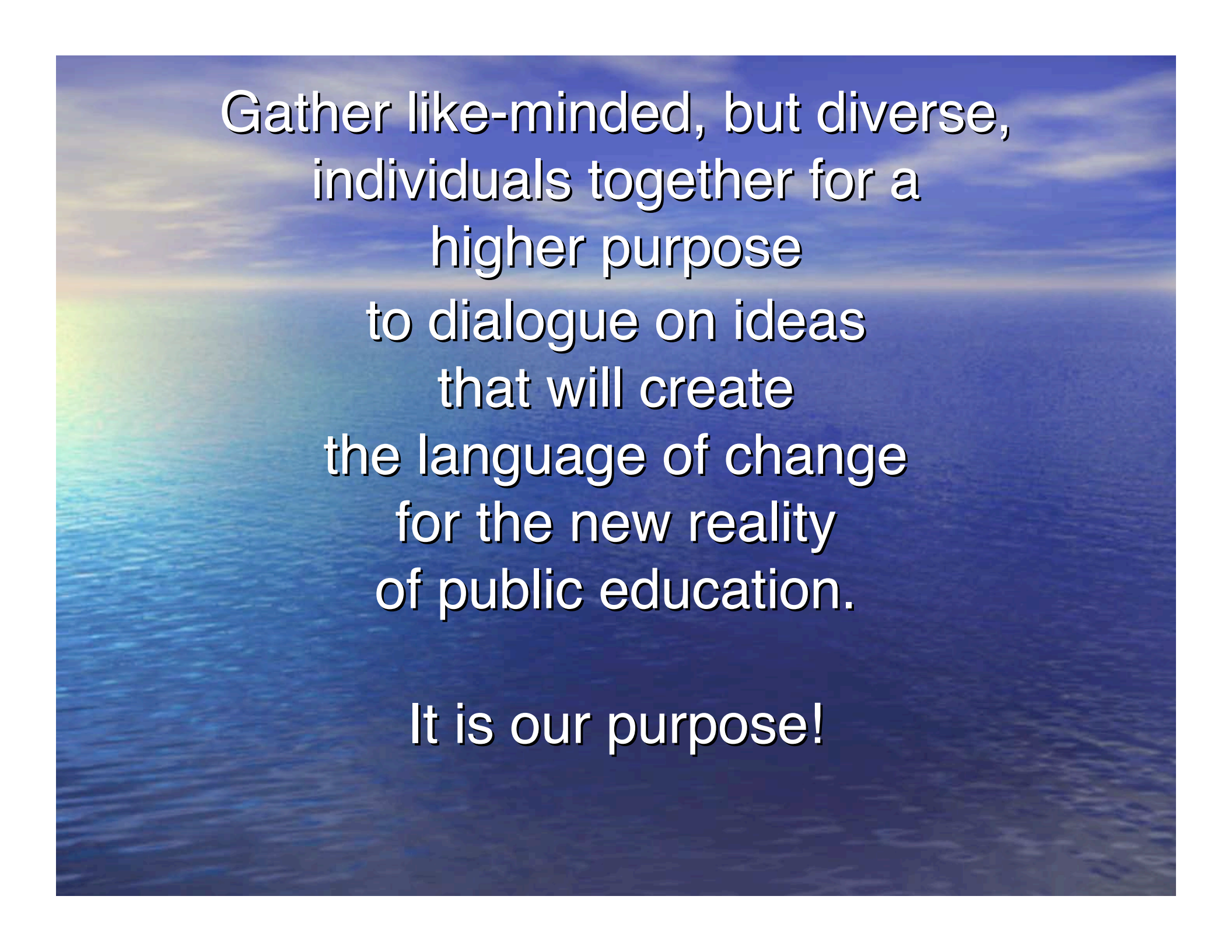
Bruce: There is a fear that love is finite. This is scarcity thinking. Love is infinite. If we don't do it for ourselves, we do it for the world.

Keith: Stay on the abundance side. When our purpose matches our deeds, peace comes over us. Pay attention to signs that we are staying on the high road.



When leaders like you gather and see a future full of possibilities and become part of creative synchronicity that allows the best of all possible worlds to unfold, we are witnessing a predictable miracle!





Gather like-minded, but diverse,  
individuals together for a  
higher purpose  
to dialogue on ideas  
that will create  
the language of change  
for the new reality  
of public education.

It is our purpose!

Every day when we look in  
the mirror,

Are we making the decisions  
for the right reasons?

Are we keeping the children  
at the front of our minds?

Are we matching our role to  
our soul?







Thank you.

