

FutureMinds: Transforming American School Systems

Transformational Change Team Charter

FutureMinds Vision

The FutureMinds initiative seeks to help state departments of education to transform entire school systems, where transformation focuses on creating a paradigm-shift in how school systems are managed (from traditional bureaucracies to participative communities of practice) and in how students learn (from sorting, group-based instruction to personalized, tailored instruction).

Purpose of the Transformational Change Team (TCT)

To provide strategic leadership for the FutureMinds: Transforming American School Systems initiative in order to strengthen the initiative in such areas as:

1. Advocacy for the initiative, including its mission, its vision, and its success.
2. Accountability to AECT, to participating State Departments of Education, and to Local School Systems.
3. Communication and relationships with State Departments of Education, Local School Systems, and AECT divisions.

Guiding Principles

1. Team members are active supporters of the FutureMinds vision, participate actively in team activities, and are open to influence.
2. The team maintains a focus on the desired results of our actions and presence in school systems, actively and continuously measuring our impact, and is not committed to a predetermined solution (or solution set) but instead adapts based on useful data.
3. Team members are not afraid to take appropriate risks and break paradigms.
4. The Team celebrates results as the work of FutureMinds proceeds and as important transformational change efforts are completed within participating state departments of education and local school systems.

Scope and Focus

The early focus of the Transformational Change Team (TCT) will be on forming and norming the team and on preparing team members. Later, the scope and focus will broaden and deepen as the Sponsors and the Co-Directors of the initiative, in collaboration with the TCT, provide leadership for the purposes listed above.

Critical Success Factors

Team Members:

Approved 6-14-2007

1. Use a consensual decision-making process that is applied consistently.
2. Establish roles, team member expectations, and a team evaluation process that are clearly defined and consistently executed.
3. Provide a consistently high level of strategic leadership throughout their term on the TCT.
4. Set and implement team performance goals.
5. Encourage all team members to contribute.
6. Address any inadequate participation of team members that negatively impacts team performance.
7. Provide strong and consistent advocacy for the initiative.
8. Strive to keep their work for the team simple, flexible, and responsive to changes in the FutureMinds environment.
9. Ensure that the highest quality performance is achieved within deadlines.
10. Proactively communicate in a timely and open manner, with emphasis on two-way, interactive exchanges whenever possible.

Decision-Making Process

1. As much as possible, decisions will be made through a consensus-building process.
2. When consensus cannot be reached within time limitations, the majority will rule with approval from the sponsors and co-directors.
3. Consensus is defined as a decision in which each member:
 - i. Understands the decision.
 - ii. Has openly expressed all of his or her concerns.
 - iii. Supports the decision actively.
4. Every TCT member commits to full disclosure of any reservations about each emerging consensus.

Ground Rules for Team Interaction

1. Team members will begin and end meetings in a timely fashion.
2. Team members will use basic, direct, civil, honest communication and will respect each other despite disagreements.
3. Team members will be open minded.
4. Team members will disclose disagreements and concerns to all appropriate team members.
5. Conflicts within the TCT will be handled within the TCT.

Practical Concerns

1. Team members will keep each other informed of activities related to the FutureMinds initiative.
2. Training and team meetings will mostly be conducted via Internet technology.
3. The team will conduct periodic evaluations of its performance.
4. The team will conduct periodic evaluations of the FutureMinds initiative.
5. Members will receive a week or more of advance notice of meetings whenever possible.
6. Eight team members constitute a quorum.

Governance Issues

1. Ex-officio members shall be: The president of AECT, the executive director of AECT, and the director(s) of the FutureMinds initiative.
2. Appointed members shall be: A representative of each division of AECT.
3. Appointed members shall serve staggered, renewable two-year terms beginning on the last day of the AECT annual conference. Each division shall nominate three candidates, and the TCT shall select from among those nominees in such a way as to attain appropriate diversity and expertise on the TCT. If an appointed member is unable to fulfill the expectations of membership, then the represented division shall immediately offer three nominees so that the TCT may select a replacement, who shall serve out the remainder of the representative's term.
4. The director(s) of the FutureMinds initiative shall be selected by two-thirds vote of the total membership of the TCT.

Sponsors and Co-Directors

The Association for Educational Communication and Technology is the sponsor of the FutureMinds initiative and sponsor of the Transformational Change Team. AECT is represented by the executive director (Phil Harris) and the sitting president of the AECT (currently Ward Cates). The Co-Directors of the FutureMinds initiative are Charles Reigeluth of Indiana University and Francis Duffy of Gallaudet University.

The Sponsors and Co-Directors have the following responsibilities, which are fulfilled in collaboration with the Transformational Change Team:

1. Determine the desired results that the FutureMinds initiative must produce from AECT's perspective.
2. Approve the overall change strategy for launching and guiding FutureMinds.
3. Establish the conditions for success for FutureMinds.
4. Deliver major communications about FutureMinds to be disseminated to AECT members and the broader professional community and respond to questions and concerns about the FutureMinds initiative.
5. Develop strategies for building external support for FutureMinds, including writing articles and delivering presentations about the initiative.
6. Remain open to change in their personal mindsets and behavior and model those transformations in word and action.
7. Hold change team members accountable and praise them for modeling the desired behaviors.
8. Celebrate and acknowledge milestone successes of the FutureMinds initiative.
9. Maintain ongoing links with key AECT and external stakeholders to ensure their support for the FutureMinds initiative.

Initial TCT Members

1. AECT executive director, ex officio: Phil Harris
2. AECT president, ex officio: Ward Cates (until October)
3. Co-director of FutureMinds, ex officio: Frank Duffy
4. Co-director of FutureMinds, ex officio: Charles Reigeluth
5. Design & Development: Peg Ertmer
6. Distance Learning: Anne Ryan Bell
7. International: Amy Leh
8. Management: Karen Kaminski
9. Multimedia Production: Joe Frantiska
10. Research & Theory: Hoyet Hemphill
11. Systemic Change: Stephanie Moore
12. School Media and Technology: Debbie Reese
13. Teacher Education: Elaine Roberts
14. Training & Performance: Cynthia Conn