School Empowerment Network
LEAD THE CHANGE

SERVICE SUMMARY

Executive Coaching

A long-term advisory engagement for the senior leaders of school districts and charter networks, built so the district owns the work after we step back.



01 · WHO WE ARE

About SEN

Founded in 2015, SEN partners with districts, networks, and state agencies to build the conditions where rigorous instruction, strong leadership, and clear strategy meet. Strong leaders. Aligned systems. Lasting change.

100K+
students impacted

500+
leaders developed

200+
schools strengthened

40+
districts across 8 states

FOUR WAYS WE PARTNER *woven together by a focus on leadership*

Develop Leaders

Building the leadership pipeline that drives better instruction and stronger schools.

Teach to Lead
Aspiring Leaders
Leader-Driven School Improvement

Design Schools

Helping leaders create new, better school models and strong early-childhood programs.

School Design and Redesign
Early Childhood

Strengthen Teaching

Coaching teachers directly to lift the quality of daily instruction.

ENACT HQIM
Responsible AI
Special Education Coaching

THIS SERVICE

Evaluate & Plan

Diagnosing where a school or system stands, then setting the priorities and strategy to move it forward.

School Quality Reviews
Executive Coaching
Special Education Audit

02 · SERVICE OVERVIEW

What It Is

SEN Executive Coaching is a long-term advisory engagement that centers on the superintendent (or executive director) and the cabinet around them, building the leadership coherence, role clarity, and operating routines that make district-wide strategy actually execute.

It turns coaching conversations into systems the district keeps.

It is a structured partnership that produces meeting matrices, dashboards, role definitions, and monitoring routines the district owns and can run after SEN steps back. The coaching translates into systems, not just conversations.

THE ENGAGEMENT COMBINES

01 **Individual coaching**

02 **Organizational design**

03 **Concrete artifact-building**

Engagements typically run 24 months across two phases: year one sets strategy and structure; year two implements, refines, and transitions ownership back to the district team.

03 · THE LOGIC OF THE WORK

Our Theory of Impact

This is the chain SEN's Executive Coaching is built to move: coherence at the top translates into aligned systems below, the conditions for strong instruction, and ultimately student success.

01

Coherent Leadership

A cabinet that shares priorities, knows who owns what, and meets in productive rhythms.

02

Aligned Systems

Consistent direction to school leaders, freeing them to focus on instruction.

03

Instructional Excellence

Strong instruction, the lever that actually moves outcomes.

04

Student Success

The outcome the entire chain is built to reach.

When the work at the top is incoherent, every layer underneath inherits that incoherence.

04 · THE AUDIENCE

Who It Serves

For the people who set strategy and allocate resources across a district or network.

- Superintendents and their cabinets in public school districts.
- Executive directors and senior leadership teams in charter management organizations and regional networks.
- Newly appointed senior leaders inheriting an organization and needing to set direction quickly.
- Leaders preparing for a major transition: a strategic-plan reset, a regional spin-off, or succession planning.

A typical engagement supports the superintendent or ED plus three to four cabinet members directly. SEN holds firm on engagement size. Coherence work depends on dedicated time with each leader; spreading the engagement too thin defeats the purpose.



05 · THE PROBLEMS WE MOVE

What It Solves

The leadership and system-level challenges that hinder district-wide progress, and that rarely surface in conventional coaching relationships.

01 **Aligning priorities** across departments and roles, so the cabinet operates from a shared playbook.

02 **Codifying the systems and routines** that reinforce strategic goals, eliminate redundancy, and streamline communication from the central office to schools.

03 **Diagnosing team dynamics:** surfacing hidden tensions, misalignments, and capacity gaps that internal staff cannot or will not name.

04 **Advising on strategic staffing:** when and how to expand or contract a leader's scope based on their performance and alignment with the district's vision.

05 **Anticipating and heading off role conflicts** before they become entrenched turf wars between departments.

06 **Building progress-monitoring practice** through dashboards, protocols, and routines that let the team track implementation and adjust in real time.

07 **Scaling what's working:** spotlighting early wins and the people driving them to build momentum across the system.

06 · THE ARC

How an Engagement Unfolds

The four phases describe SEN's typical engagement arc. Specific cadences and dosages vary by client; the structure does not.

01

THREE DAYS

Discovery & Diagnosis

Interviews and school visits to map priorities, dynamics, and gaps.

02

TWO DAYS

Priority Setting & Structure Design

Lock high-leverage priorities; align roles and reporting to them.

03

YEAR-LONG CADENCE

Ongoing Capacity Building

Recurring coaching, codified routines, and cross-departmental coherence.

04

YEAR TWO

Continuous Improvement & Handoff

Refine, implement, and transition ownership to internal staff.

PHASE

01

Discovery & Diagnosis

Three days at the outset

SEN conducts interviews with the superintendent, cabinet members, and critical direct reports, plus school visits to understand how the central office's direction is landing at the school level.

THE OUTPUT

A clear-eyed picture of organizational priorities, team dynamics, and system gaps, and where the gap is widest between stated mission and daily practice.

PHASE

02

Priority Setting & Structure Design

Two days of intensive partnership

SEN works with the superintendent and designees to lock a short list of high-leverage, actionable priorities for the year.

ALONGSIDE STRATEGY

SEN crosswalks current job descriptions and reporting relationships against those priorities and recommends adjustments: sometimes minor role refinements, sometimes more substantive structural changes.

PHASE

03

Ongoing Capacity Building

Year-long cadence

The structure varies by client but typically includes:

01 Regular check-ins with the superintendent, often around twenty two-hour meetings across the year.

02 Two coaching engagements per month per cabinet member: typically one day of virtual support split across materials development and check-ins, plus one day of on-site coaching.

03 Codification of roles, responsibilities, and operating routines through a meeting matrix and corresponding data dashboard.

04 Coaching individual leaders on the emerging challenges they're carrying that month.

05 Active facilitation of cross-departmental coherence, anticipating where two leaders' scopes overlap and helping the team navigate.

PHASE

04

Year Two: Continuous Improvement & Handoff

Implementation and handoff

A summer evaluation transitions the engagement from Year One to Year Two. SEN works with the superintendent and the executive team to assess what's worked, what needs adjustment, and what new priorities have emerged. Year Two implements the revised plan and increasingly transfers ownership of the systems and routines to internal staff.

Some engagements introduce four-to-six-week continuous improvement cycles at this stage: short loops that test whether leadership actions are moving leading indicators toward outcomes, and adjust accordingly.

07 · THE DIFFERENCE

What Sets Us Apart

01

Senior coaches only

SEN coaches bring decades of experience in school leadership, instruction, and system-level change. We know coaching only works when it is grounded in real expertise, so our coaches do more than advise; they build capacity that holds long after the engagement ends.

02 **Honest diagnosis of team dynamics**

We name what insiders can't: who's aligned, where capacity gaps sit, where role conflicts are brewing. Clients call this one of the highest-value parts of the work.

03 **Strategic staffing as a coaching topic**

Most coaching avoids who should be on the team. SEN treats it as central: who to empower, who to redirect, who to move on from.

04 **Organizational design alongside coaching**

The meeting matrix, dashboard, and codified routines aren't side outputs; they're how coaching becomes durable change. Conversations don't stick; systems do.

05 **Built for handoff from day one**

Every tool and routine is designed to be sustained by internal staff. Success is the district's capacity to keep running the work, not repeat business.

08 · WHAT THE DISTRICT KEEPS

Signature Tools & Artifacts

By the end of an engagement, the district team holds a working set of artifacts they continue to use and refine.

01

Strategic Priorities Document

A short list of high-leverage, named priorities for the school year.

02

Meeting Matrix

Codifies which decisions belong to which roles, what cadence each meeting runs on, and how decisions get escalated or distributed.

03

Data Dashboard

Integrates school-level data into a district-level view organized around the strategic priorities.

04

Refined Job Descriptions

Roles and reporting structures realigned to the strategic priorities.

05

Continuous Improvement Protocols

Four-to-six-week cycles that test whether leadership actions are moving leading indicators.

06

Quarterly Progress Reports

Prepared by SEN to summarize findings and next-step recommendations.

09 · IN THEIR WORDS

Innovation and collaboration are some of the driving forces behind SEN, which have empowered our district's enrollment plan strategy with unwavering support. Through this collaborative effort, we have refined and enhanced our existing systems and structures. These improvements will pave the way for a transformative movement, aimed at enhancing the learning experience for all students and attracting more families to join our district.

Dr. Kristy De La Cruz

NYC COMMUNITY SUPERINTENDENT

10 · PARTNER WITH US

Lead the change.

A typical engagement runs 24 months across two phases: year one sets strategy and structure; year two implements, refines, and hands the systems back to your team. Let's talk about where yours would begin.

START THE CONVERSATION

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