

Leadership and Change: How to Know When Reform is Really Working

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Leadership Development Program (LDP)

Focuses on whole school improvement and instructional leadership

In Partnership With.....

The Public Education Foundation

Funded By.....

The Annenberg Foundation



Components of Professional Practice for School Leaders

- The Vision of Learning
- The Culture of Teaching and Learning
- The Management of Learning
- Relationships with the Broader Community to Foster Learning
- Integrity, Fairness, and Ethics in Learning
- The Political, Social, Economic, Legal and Cultural Context of Learning



Components of Program

- Principals' Meetings
- Leadership Institutes
- Leadership Fellows
- New Principal Mentoring Program
- Assistant Principal Program
- Middle SNS
- High SNS
- Urban Academy
- Leadership Seminar Series
- Critical Friends Groups
- Literacy Leaders Network
- Networked Learning Communities

Principals' Meetings



- Emphasis on instructional leadership
- Videos on effective teaching
- Hands-on math and science
- Classroom walk-throughs
- Common assessments

November 4, 2005

PI/PD Leadership Institute

Leadership Institutes

Summer Institute

- Site-based school leadership teams and central office
- Presenters: Superintendent, consultants and district personnel
- Focus determined from analysis of data

Winter Institute

- Principals and operations directors
- Retreat atmosphere





Leadership Fellows Program

- 199 Fellows in cohort groups (now in Cohort 7)
- 16-17 days over a 1-year time span
- Fellow's retreat
- Shadow principals
- Visit exemplary schools
- Make presentation to group
- Develop a portfolio



New Principals' Mentoring Program

- Each new principal is assigned an experienced principal as mentor.
- New principals and mentors meet regularly.
- Mentor/New Principal forums occur 4 times during year including leadership retreats.
- Mentors help with issues that are immediately relevant



Assistant Principal Program

- Elementary and Secondary
- Eight meetings; 4 focused on management, 4 focused on instructional leadership
- Topics include communication, relationships, culture and collaboration.

Schools for a New Society: High School



- High school reform funded by Carnegie Corporation, Gates Foundation, and “Small Learning Communities” grants
- Principals meet monthly
- Focus on small learning communities and success for all students



Schools for a New Society: Middle School (MSNS)

- Funded by Lyndhurst Foundation and NEA grant
- Principals meet monthly
- Focus on instruction
- Share goals with high schools
- Working on plans to transform schools into high-performing organizations



Urban Academy

- Involves school leadership teams in selected urban schools
- Principals and Asst. Principals participate in scheduled meetings.
- Topics include cultural awareness, diversity, book studies, and poverty



Leadership Seminar Series

- Book Study Group
- “Learning to Lead Change” with Michael Fullan
- “Creating the Learning Centered School” with Mike Rutherford
- “Teacher Efficacy” with Mike Rutherford
- “Leading Change” for Secondary Change Coaches with LDP staff
- “Leading School-Based PD” LDP staff



Literacy Leaders Network and Literacy Institutes

Network

- Secondary
- Led by 2 grant-funded literacy coaches
- Literacy leader in each secondary school

Institutes

- K-12, held in summer
- Presenters: consultants and district personnel
- Schools represented by teams
- Partnership with HCDE/PEF/UTC



Critical Friends Groups

- Brings teachers together monthly to look at student work in a structured way to explore how they can improve teaching practices
- The Leadership Development Program also CFG training for coaches.

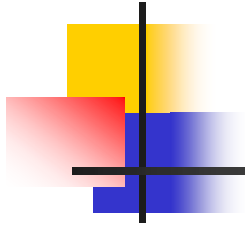


Networked Learning Communities

- Network of schools committed to working together 2-3 years
- Network chooses a common compelling instructional focus
- Network engages in inquiry
- Network documents progress
- Network writes proposal for grant funded by Public Education Foundation
- 3 networks in 2005-06 school year

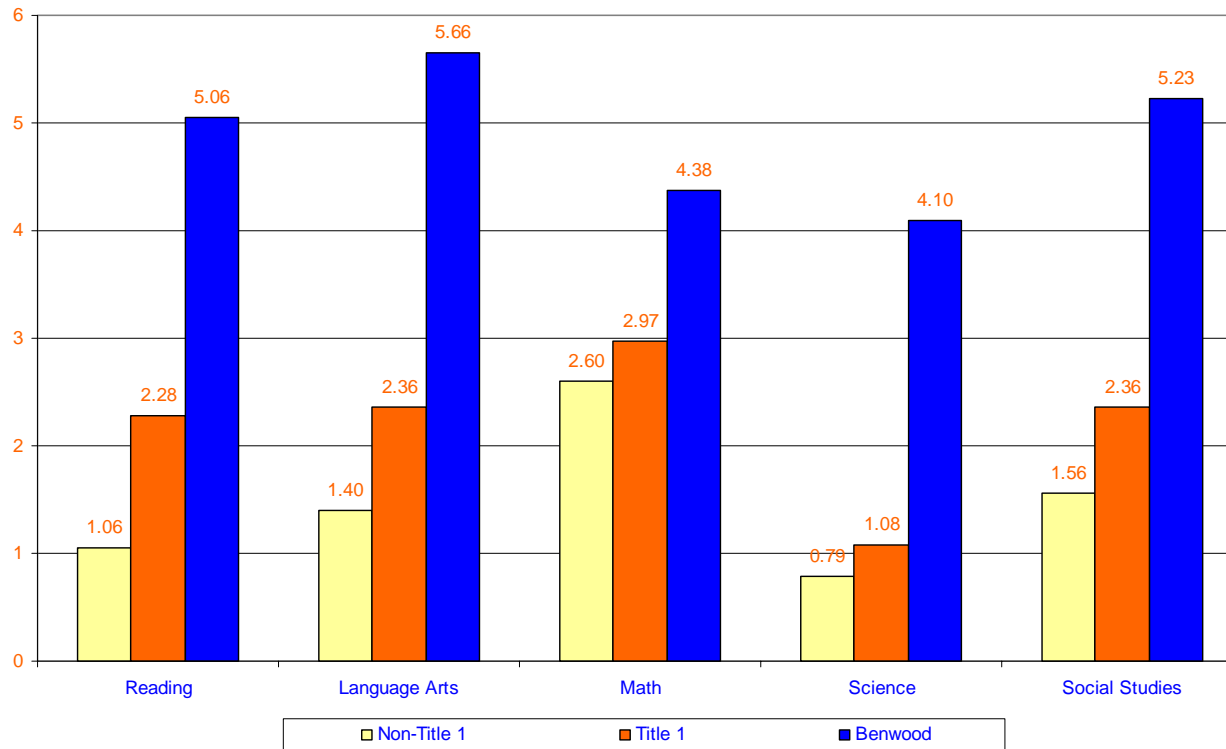


Has Leadership Reform Been Successful?



It's All About...

NCE Gains Made in the Last Two Years



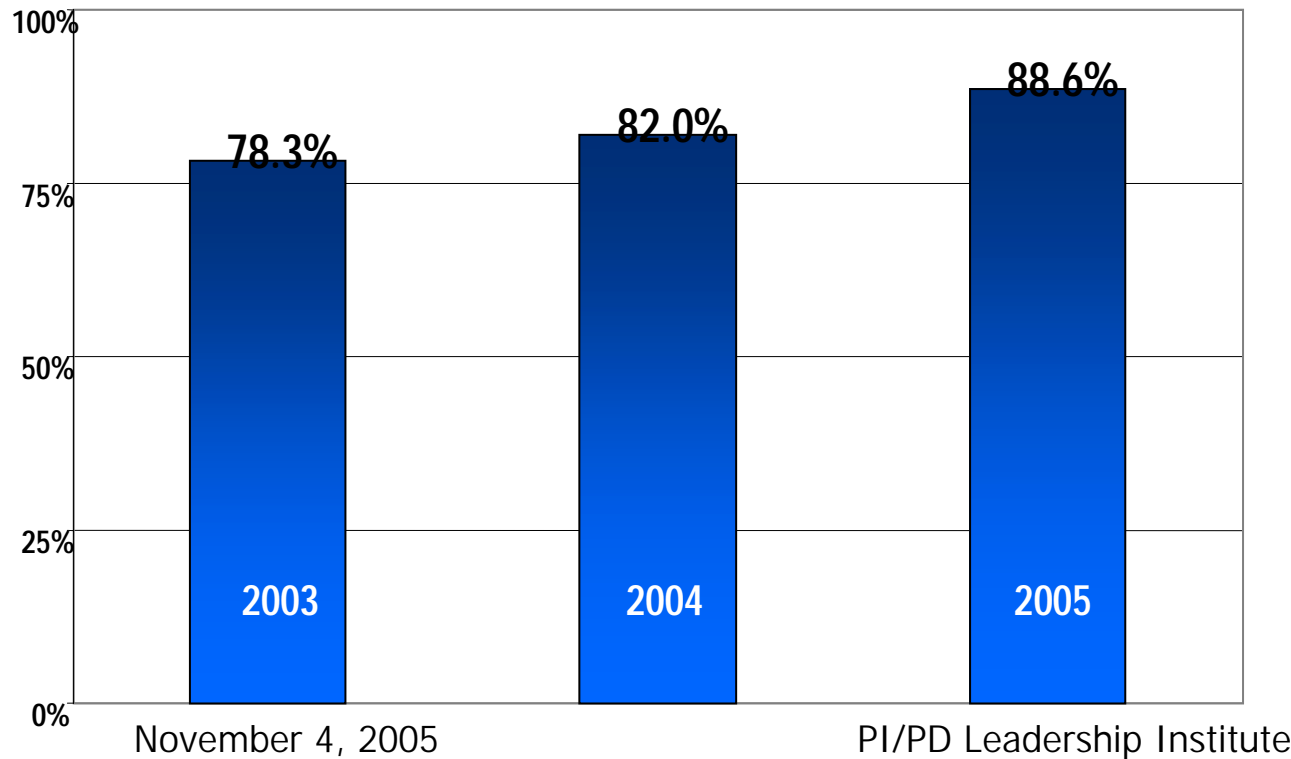
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It's All About....

TCAP Achievement Scores: Reading/Language Arts

Percentage of All Students Scoring Proficient or Advanced

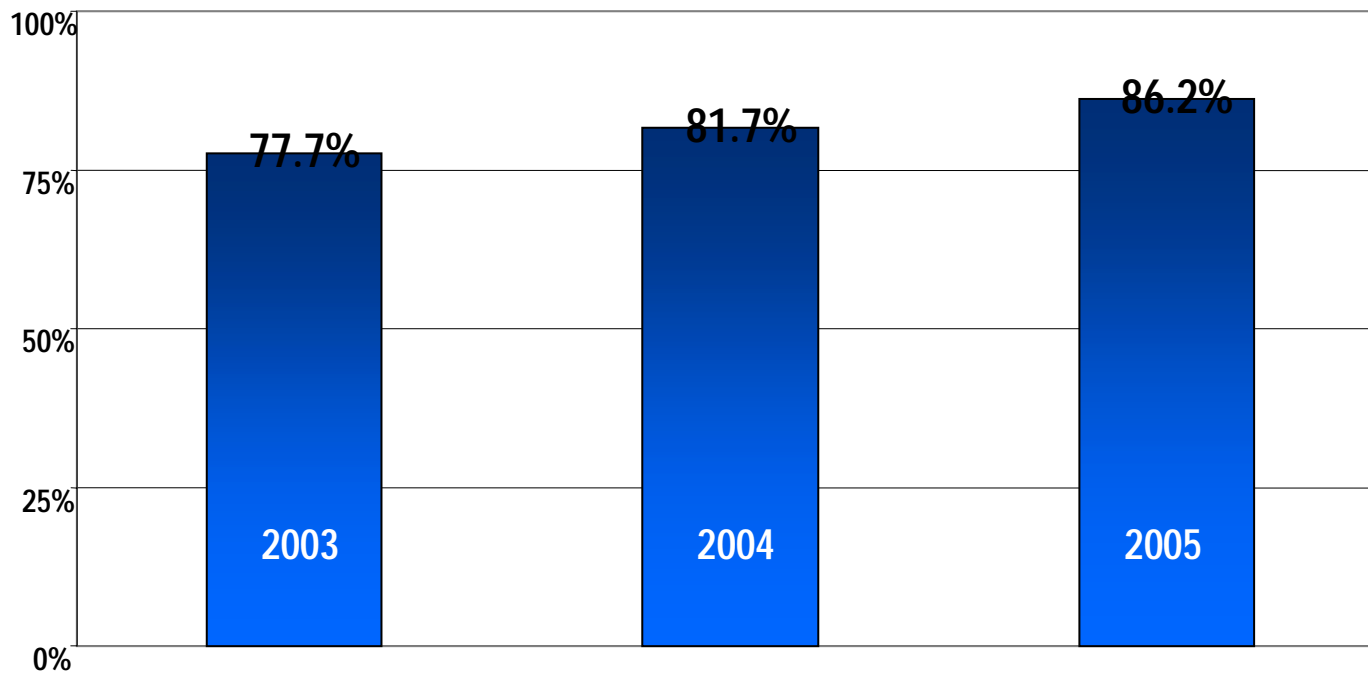




It's All About.....

TCAP Achievement Scores: Mathematics

Percentage of All Students Scoring Proficient or Advanced

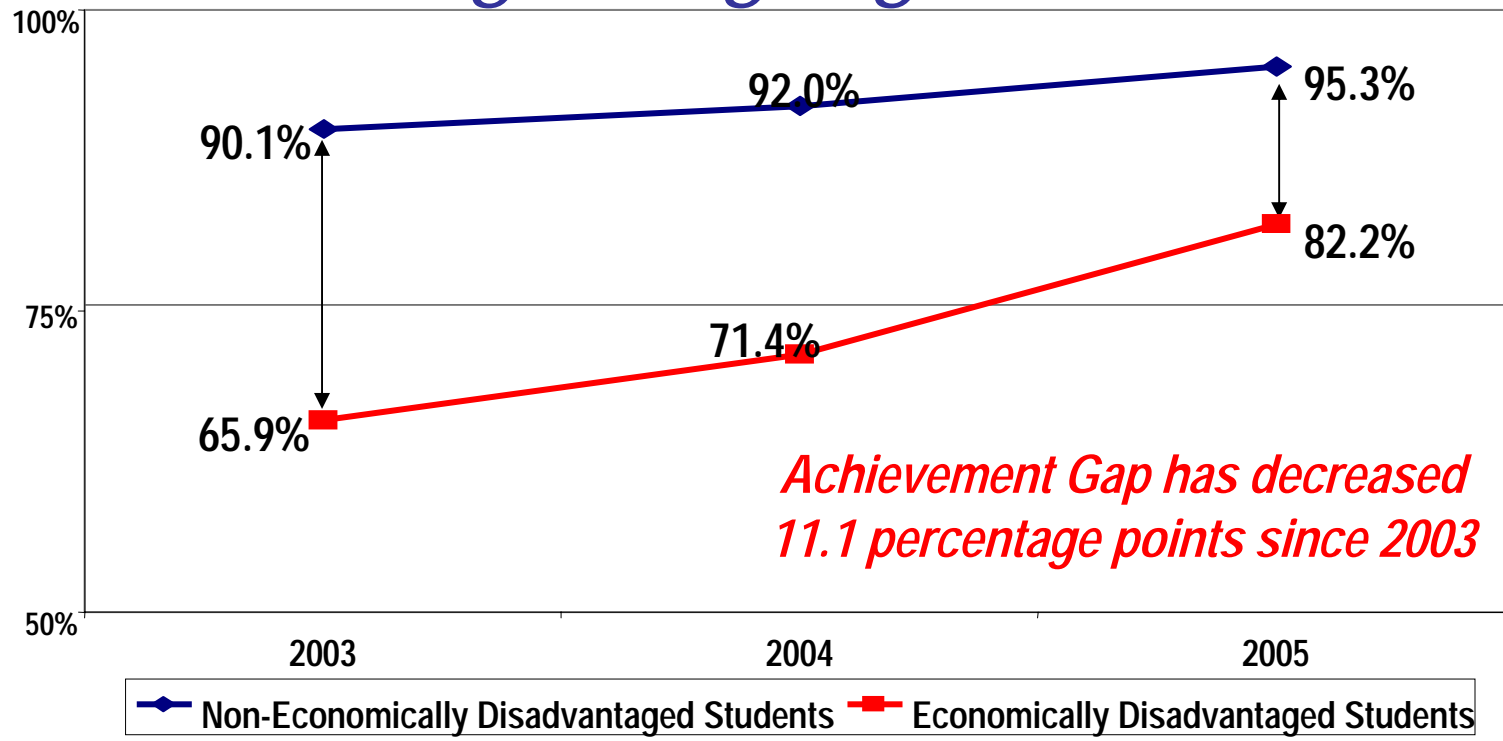


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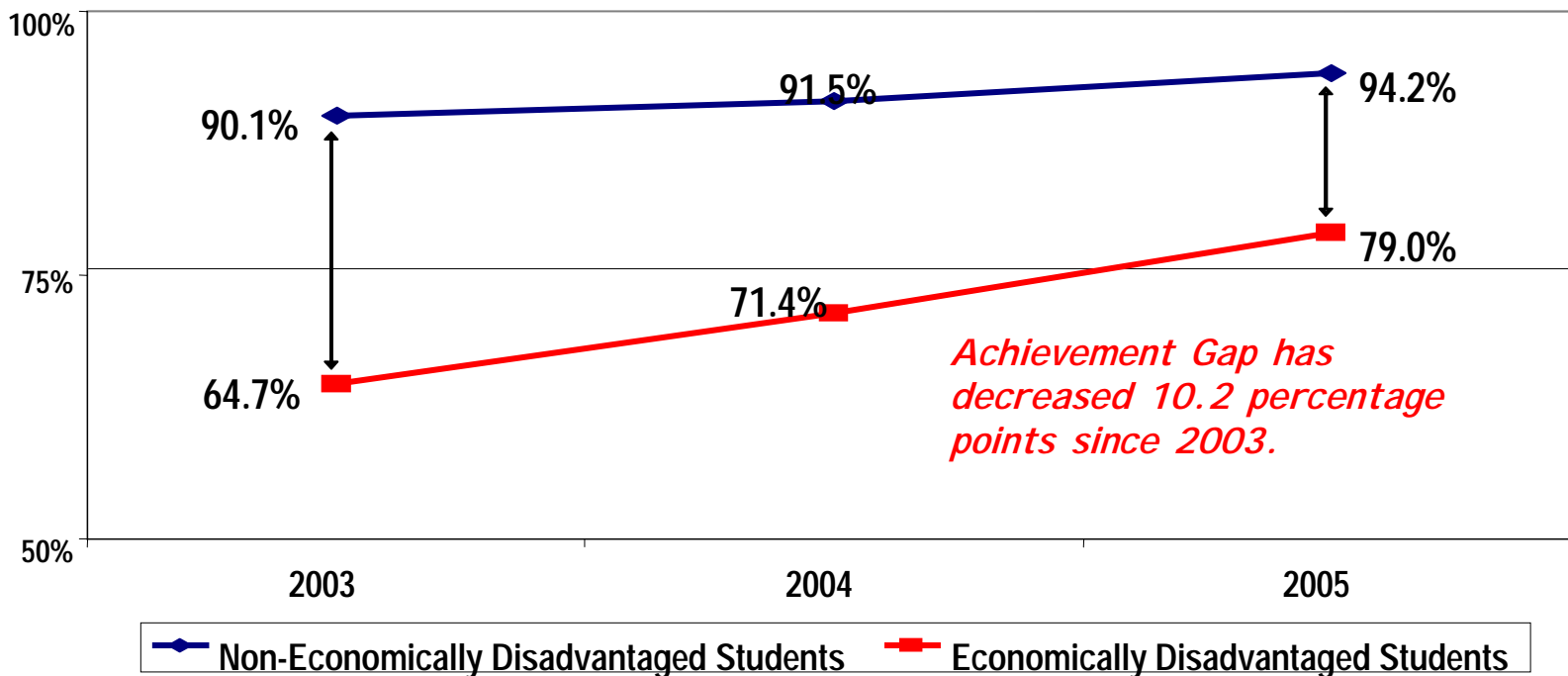
It's All About....

Eliminating the Achievement Gap in Reading/Language Arts



It's All About.....

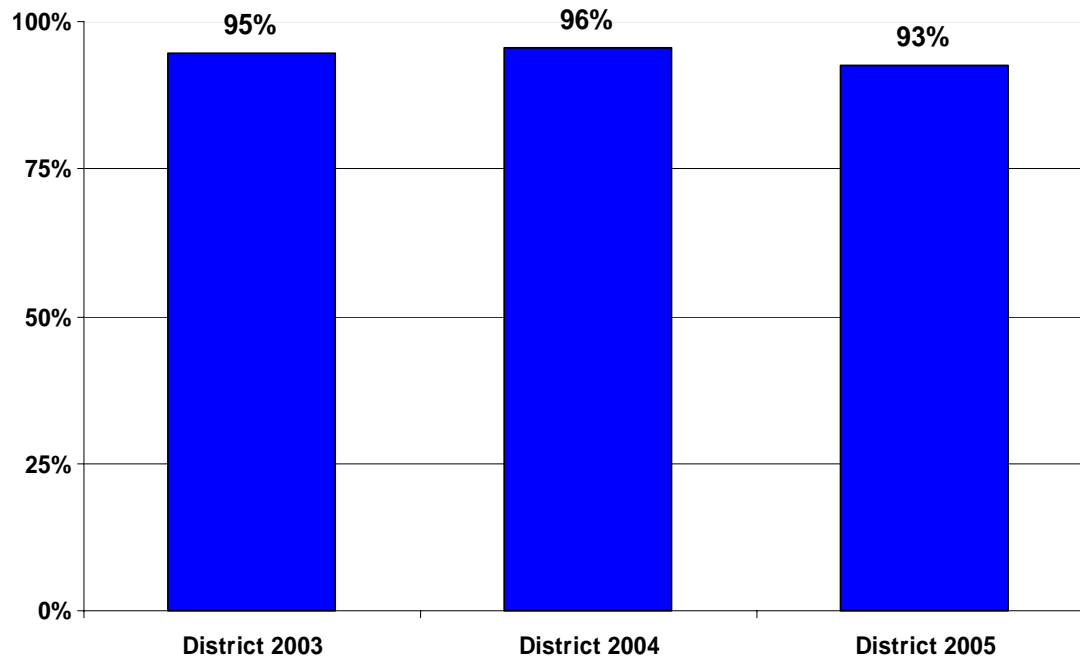
Eliminating the Achievement Gap in Mathematics





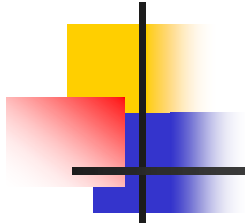
It's All About...

NCLB Gateway Science Results for Percentage Scoring Proficient or Advanced 2003 to 2005



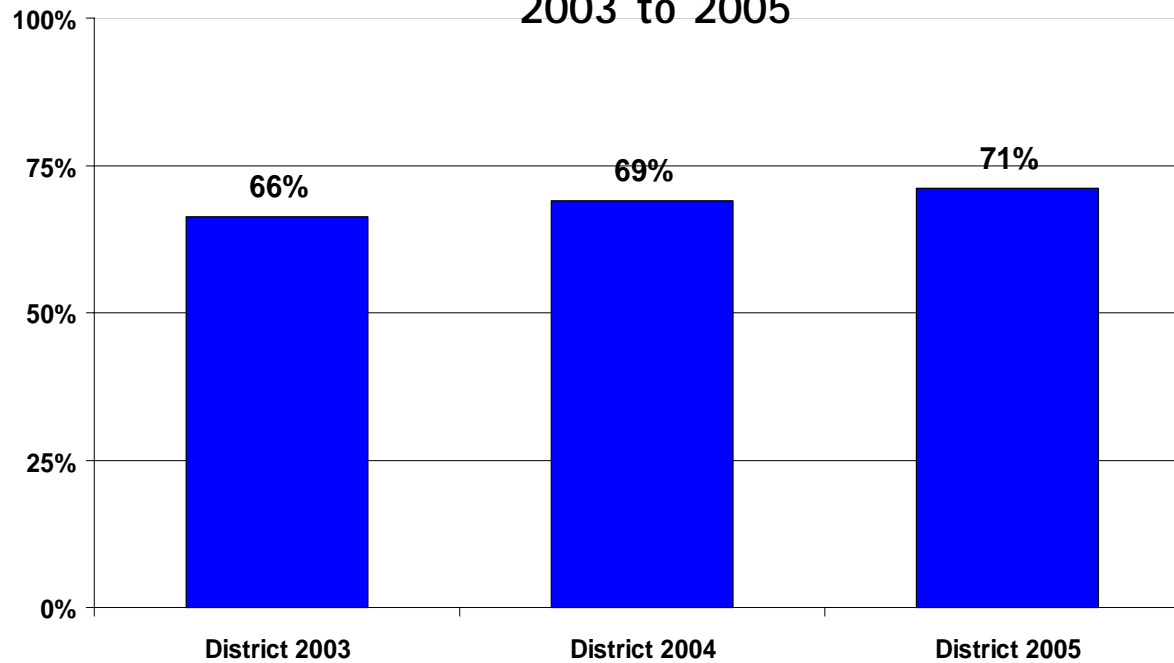
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NCLB Gateway Mathematics Results for Percentage Scoring Proficient or Advanced 2003 to 2005

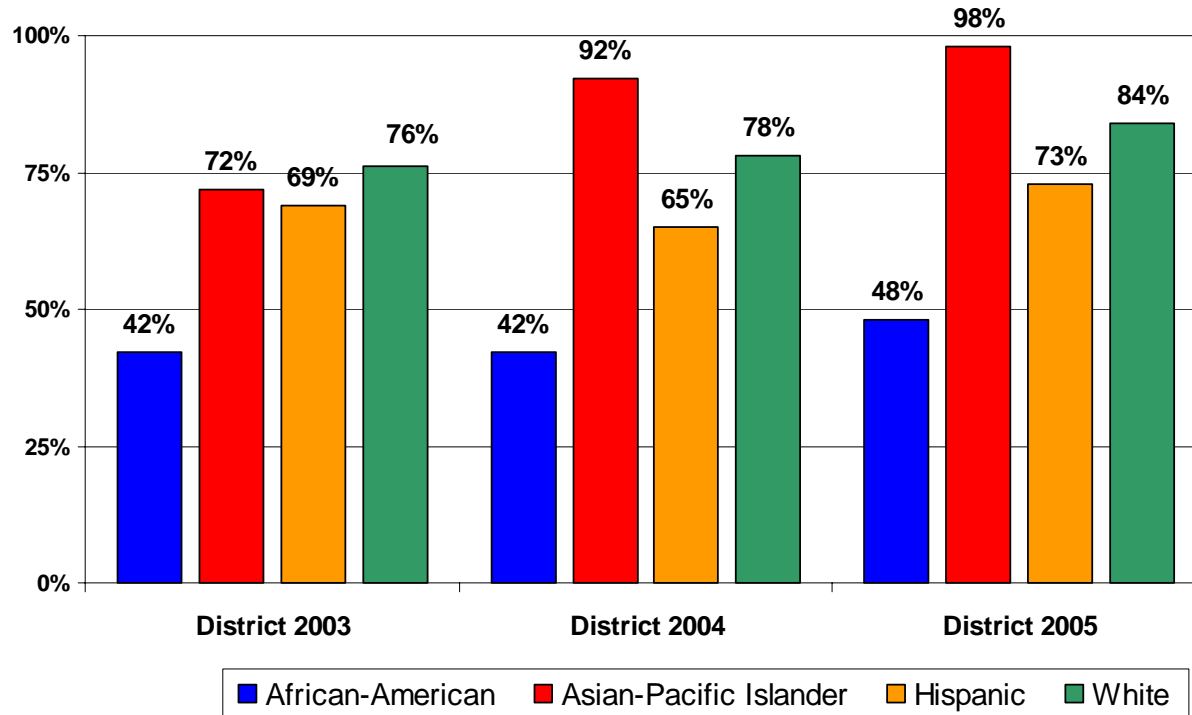


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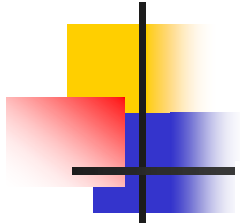
It's All About....

NCLB Gateway Mathematics Results for Percentage Scoring Proficient or Advanced 2003-2005 by Ethnicity



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It's All About....

2005 TVAAS System Report for Hamilton County ACT Math

Test	Year	N	Mean Student Score	Mean Pred Score	System Effect	Effect Quintile	System vs State Avg
Math	2003	1387	19.39	18.47	0.91	5	Above
	2004	1429	19.48	18.69	0.78	5	Above
	2005	1385	19.22	18.25	0.96	5	Above
	3-Yr-Avg	4201	19.36	18.47	0.88	5	Above

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It's All About....

2005 TVAAS System Report for Hamilton County ACT Science Reasoning

Test	Year	N	Mean Student Score	Mean Pred Score	System Effect	Effect Quintile	System vs State Avg
Science Reasoning	2003	1390	19.76	19.32	0.42	5	Above
	2004	1430	20.04	19.49	0.54	5	Above
	2005	1385	19.63	19.13	0.49	5	Above
	3-Yr-Avg	4205	19.81	19.32	0.48	5	Above

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It's All About....

Changing Organizational Culture

- Shift in emphasis from management to instruction
- School leadership teams
- Networked learning communities





It's All About....

"GROWING OUR OWN" Through the Leadership Fellows Program

Current Leadership Position	# of Fellows Graduates in Leadership Positions
Principal	26
Asst. Principal	43
Consulting Teacher	10
Lead Teacher	1
Coordinator, Small Learning Community	3
Teacher	89
Other Leadership Role	22

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It's All About....

In 5 years, *Critical Friends Groups* have grown from 0 to 65 groups across 30 schools.



It's All About.....

The Success of ALL Children!



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Questions?

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