A scenic landscape painting featuring a range of rugged, snow-capped mountains in the background. In the foreground, a calm blue lake reflects the sky, with several large, light-colored rocks scattered along its shore. Lush green evergreen trees are scattered throughout the scene, particularly on the left side. The overall style is that of a traditional oil or acrylic landscape painting.

Principal Leadership Academy

**Pre-Academy Webinar
November, 2012**

Purpose of the PLA

The purpose of the Principal Leadership Academy (PLA) is to prepare principals to achieve rapid and sustained improvement of their schools by providing them with training, mentoring, and support.





Focus of PLA

The PLA focuses on the principal's role in

- **setting direction**
- **managing change**
- **engaging people**
- **improving instruction**

The mentoring and support ensure that training is effectively translated into practice.



Goals of the PLA

Goal 1. Standards. Principals will meet rigorous training and implementation standards as criteria for earning recognition as Certified Rapid Improvement Leaders.

Goal 2. Content. The training and support curriculum will effectively prepare in-service principals to lead the rapid improvement of their schools.

Goal 3. Delivery. The one-year PLA program will consist of two cohorts of principals, one cohort beginning in 2012 and a second cohort beginning in 2013.

Goal 4. Output. Seventy-five percent of the principals who enter the Principal Leadership Academy will earn recognition as Certified Rapid Improvement Leaders.

Goal 5. Outcome. Schools whose principals earn recognition as Certified Rapid Improvement Leaders will achieve gains on NWEA assessments in reading and mathematics of at least 20 percentage points in two years following the principal's entry into the Academy.

PLA Components

1. Pre-Academy Webinar: A pre-recorded webinar prior to Basic Leadership Training to review project goals and timelines.

2. Basic Leadership Training: Three full days of training

3. Implementation: Upon completion of the Basic Leadership Training, principals will implement two strands of work:

- Project tasks assigned by the PLA, and
- Individually-designed projects created by each participant within guidelines established by the PLA.

4. Mentorship: Each principal will be assigned a mentor who will: (a) review the principal's work and provide feedback through the year; (b) hold a monthly webinar with his/her mentees.

5. Site Visits: Each principal's school will be visited by the mentor for a two-day site review and consultation between the Basic Leadership Training and the Mid-Year Training.

6. Mid-Year Training: In March following the fall Basic Leadership Training, the principals and mentors will meet for a two-day Mid-Year Training.

7. Summative Meeting: The principals and mentors will meet for two days in the summer at the end of the year-long project to present their portfolios of work, plan next steps, and, for those meeting certification criteria, a graduation ceremony.



Certification

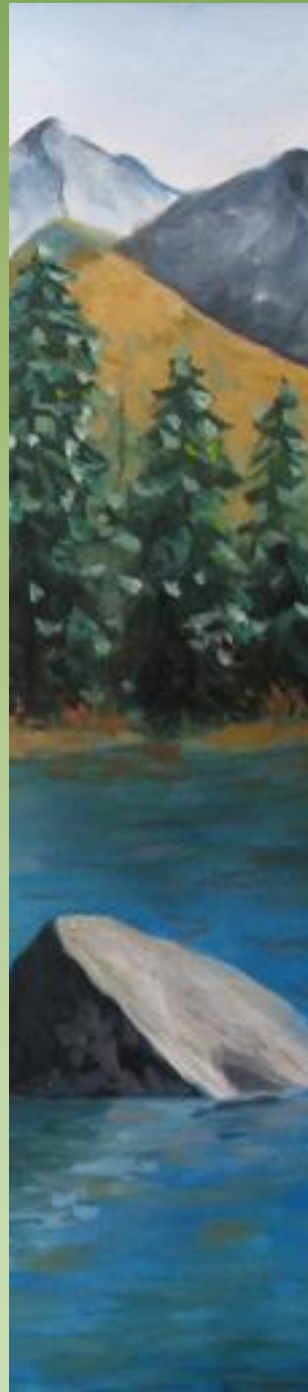
Principals meeting the Certification Requirements will be recognized by Temple University's Institute for Schools & Society as Certified Rapid Improvement Leaders.

Principal's portfolio will be scored by the Research Team to determine eligibility.

Certification Requirements

Participation Requirements

- View Orientation Webinar
- Attend three-day Basic Leadership Training
- Host two-day site visit by Mentor
- Participate in 6 Mentor-provided monthly webinars
- Attend two-day Mid-Year Training held in March
- Attend two-day Summative Session
- Complete Next Steps Plan at Summative Session with Mentor





Certification Requirements

Setting the Direction of Change: Rapid Improvement Leader Plan

Pre-reading: (1) Brinson, D., Kowal, J. Hassel, B. C., Rhim, L. M., & Valsing, E. (2008). *School turnarounds: Actions and results*. (2) Redding, S. (2012) *Change Leadership* (Part I only)

1. Develop initial Rapid Improvement Leader (RIL) Plan
2. Respond to each coaching comment from Mentor in RIL Tool
3. Modify RIL Plan and track tasks
4. **May 15:** Submit electronic Report
5. **May 15:** Complete *Personal Summary of Rapid Improvement Leader*



Certification Requirements

Managing Change: Leadership and Decision Making Indicators in Native Star

Pre-reading: Walberg, H. J., (Ed.). (2007). *Handbook on restructuring and substantial school improvement*. Chapters by Wong, Cawelti and Protheroe, Perlman, and Murphy

1. Meet with Leadership Team at least twice each month
2. With Leadership Team, review indicator assessment for Key Indicators in Leadership and Decision Making sections
3. With Leadership Team, bring all Key Leadership and Decision Making Objectives to full implementation
4. Respond to each coaching comment and review from Native Star Specialist in Native Star
5. **May 15:** Submit electronic Comprehensive Report
6. **May 15:** Complete *Summary of Managing Leadership*



Certification Requirements

Engaging People: Culture and Language Project

Pre-reading: Wise Ways briefs for Culture and Language Indicators

- 1. Project 1:** From the list of 14 Culture and Language Indicators, select three indicators and develop an innovative project around them.
2. Complete draft Plan for Culture and Language Project
3. Engage appropriate group of people at school (including from community) to further develop Culture and Language Project Plan and to assist in implementing the Plan
- 4. January 6:** Submit Revised Culture and Language Project Plan
5. Maintain weekly log of Project 1 implementation in Project Management Tool
- 6. March 15:** Complete *Culture and Language Project Report* in Project Management Tool
7. Summative Session: Present Culture and Language Project in 5-minute presentation with powerpoint



Certification Requirements

Instruction: Seeing Change Through to the Classroom

Pre-reading: Walberg, H. J., (Ed.). (2007). *Handbook on restructuring and substantial school improvement*. Chapters by Walberg and Redding

1. With Leadership Team, review indicator assessment for ALL Indicators in Classroom Instruction sections
2. With Leadership Team, develop plans for at least 15 indicators in Classroom Instruction section; implement plan, and fully meet the objectives
3. Project 2: Develop a plan to bring all staff to a full understanding of Common Core standards by the end of the school year (if similar plan is already in place, the Principal may request an alternative topic)
4. **January 6:** Submit Plan for Common Core Standards
5. Maintain weekly log of Project 2 implementation in Project Management Tool
6. **May 15:** Complete *Common Core Project Report* in Project Management Tool

PLA Timeline—October, November

October

- Register for Principal Leadership Academy with ADD

November

- View pre-recorded webinar at: www.adi.org/pla
- Complete assigned pre-readings
- Attend Basic Leadership Training
- Develop initial Rapid Improvement Leader (RIL) Plan in RIL Tool
- Draft Plan for Culture and Language Project (Project 1) and review with Mentor

PLA Timeline – December

Continue to work on RIL Plan in RIL Tool

Respond to all Mentor comments in RIL Tool

Prepare Final Project 1 Plan

Attend webinar with Mentor

Continue meeting with school Leadership Team

Document Leadership Team meetings

Develop Common Core Project Plan (Project 2)

PLA Timeline – January

January 6: Submit Revised (Final) Culture and Language Project Plan (Project 1)

January 6: Submit Plan for Common Core Standards (Project 2)

Continue to work on RIL Plan in RIL Tool

Respond to all Mentor comments in RIL Tool

Implement Culture and Language Project (Project 1)

Implement Common Core Project (Project 2)

Attend webinar with Mentor

Continue meeting with school Leadership Team

Document Leadership Team meetings

PLA Timeline – February

Continue to work on RIL Plan in RIL Tool

Respond to all Mentor comments in RIL Tool

Implement Culture and Language Project (Project 1)

Implement Common Core Project (Project 2)

Attend webinar with Mentor

Continue meeting with school Leadership Team

Document Leadership Team meetings

PLA Timeline - March

Attend 2-day Mid-Year Training

March 15: Complete *Culture and Language Project Report*

Continue to work on RIL Plan in RIL Tool

Respond to all Mentor comments in RIL Tool

Implement Common Core Project (Project 2)

Attend webinar with Mentor

Continue meeting with school Leadership Team

Document Leadership Team meetings

PLA Timeline – April

Continue to work on RIL Plan in RIL Tool

Respond to all Mentor comments in RIL Tool

Implement Common Core Project

Attend webinar with Mentor

Continue meeting with school Leadership Team

Document Leadership Team meetings

PLA Timeline – May

May 15: Submit electronic Report showing completion of 7-14 RIL Indicators

May 15: Complete *Personal Summary of Rapid Improvement Leader* in Project Management Tool

May 15: Submit electronic Comprehensive Report (to show work on Leadership and Decision Making Indicators and Classroom Instruction Indicators)

May 15: Complete *Summary of Managing Leadership* in Project Management Tool

May 15: Complete *Common Core Project Report* in Project Management Tool

Attend webinar with Mentor

Prepare presentations and powerpoints for Culture and Language project as well as Common Core (or other approved) project

PLA Timeline –June

Principals who have completed all the requirements for Certification will be notified by June 1

Only Principals who have completed all the requirements for Certification will attend Summative Meeting

Principals who have completed all the requirements for Certification will present both Project 1 and Project 2 powerpoints

PLA Time line—Site Visit

to be completed after Basic Training
and before Mid-Year Training

Each principal's school will be visited by the mentor for a two-day site review and consultation

Each principal will be responsible for hosting the visit

Each principal will be responsible for creating a schedule of interviews, classroom visits, and group meetings with parents, teachers, community members, Tribal Council, School Board

After the site visit, the principal and mentor will discuss the visit and any action plan items the mentor has for the principal

Mentor's Role

Mentor's Goals:

- Each principal will exhibit a high quality of work in the PLA and meet the standards for Certification as a Rapid Improvement Leader.
- Each principal's school is transformed in ways that significantly elevate student learning outcomes.

The Mentor is a:

- Personal guide and advocate for your principals.
- Source of advice for your principals.
- Encourager for your principals.
- Prod to highest quality work from your principals.



Mentor's Duties

Assist with Basic Leadership Training

- Help Principals with Rapid Improvement Leader Plan
- Help Principals with Project 1 Plan

Post-Basic Leadership Training

- Review RIL Plan and provide comments weekly
- Review Native Star and provide comments twice a month
- Review Project Management Tool weekly
- Help Principal with Project 2 Plan



Mentor's Duties

Provide Webinar for Principals each month – December through May (PPTs provided by ADI)

Conduct 2-Day Site Visit of each school (before Mid-Year Training)

Prepare post-Site Visit Report

Help Principal with Action Plan

Assist with Mid-Year Training



Mentor's Duties

Review Principal's work and bring to high quality before May 15 submission for Certification review

Assist with Summative Meeting



Site Visit Schedule

Initial Meeting with the Principal

Meeting with the Leadership Team

Classroom Observations

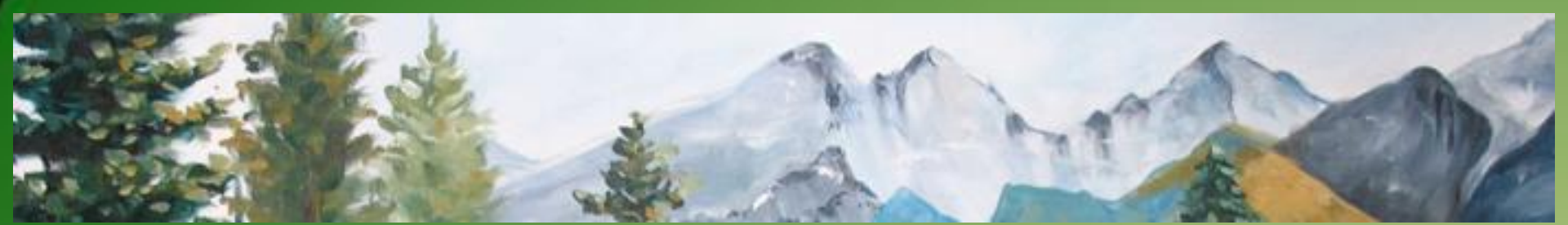
Meeting with Group of Parents

Meeting with Group of Teachers

Meeting with Community Members, Tribal Council,
Board Members, Etc.

Closing Meeting with Principal





3 Web Tools

Principals
and Mentors
will have
login and
password to
document
work in
three tools:

- Rapid Improvement Leader Tool
- Native Star
- Project Management Tool

A scenic landscape painting of a mountain range with a lake and trees. The mountains are in the background, some with snow. The lake is in the foreground, with rocks and trees along the shore. The overall scene is peaceful and natural.

Check the Website

www.adi.org/pla

Questions?

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217-732-6462, ext. 19

See you in Albuquerque!