

Leadership Development Overview

Welcome! *Success at the Core's* Leadership Development materials offer your leadership team tools to enhance the learning of all students in your school. By "leadership team," we mean, in the words of school reform expert Richard Elmore, any group that is "...charged to systematically guide and direct the improvement of instruction, leading to higher student achievement."

A variety of teams have used the Leadership Development materials to define quality instruction, advocate for it, and take action to improve teaching and learning in their schools. These include schoolwide leadership teams, department and grade-level teams, professional learning communities (PLCs), and district level instructional teams.

Wondering if the materials will work for you? Regardless of your team's makeup, you will benefit most from the materials if you have:

- A desire to focus on improving teaching and learning
- Experience working on instructional issues
- Interest in learning, building skills, and reflecting collaboratively on practice
- Time for professional learning, either during or outside of the school day

Want to learn more? Below you will find information on the materials' structure, organization, facilitation, and content.

Structure of Leadership Development Materials

The Leadership Development materials feature seven modules on topics critical to quality instruction.



We recommend that you start with the Leadership Teams and Quality Instruction module. It introduces foundational concepts for the other six modules. After completing this module, your team should select from the other modules based on the priorities of your team and school. In other words, what do you need to address to improve the quality of instruction at your school?

Each module is:

- **A structured, group Learning Experience**
Your leadership team will meet to work through a module together. You will follow the careful design of what we call the Learning Experience: a sequence of readings, group activities and discussion, and documentary-style videos.
- **Facilitated by a team member**
One of your team members will lead the Learning Experience. Each module includes a slide-based Multimedia Presentation with embedded videos. A detailed Facilitator Guide also aids with facilitation.

- **Designed to fit into your leadership team's existing schedule**
Your team can complete a module in about two hours. If necessary, you can divide a module to complete it over the course of several meetings. NOTE: The Leadership Teams and Quality Instruction module is a three-hour experience because it serves as the foundation for all other modules. If it works best for your team, you can also spread it across several meetings.

Organization of a Learning Experience

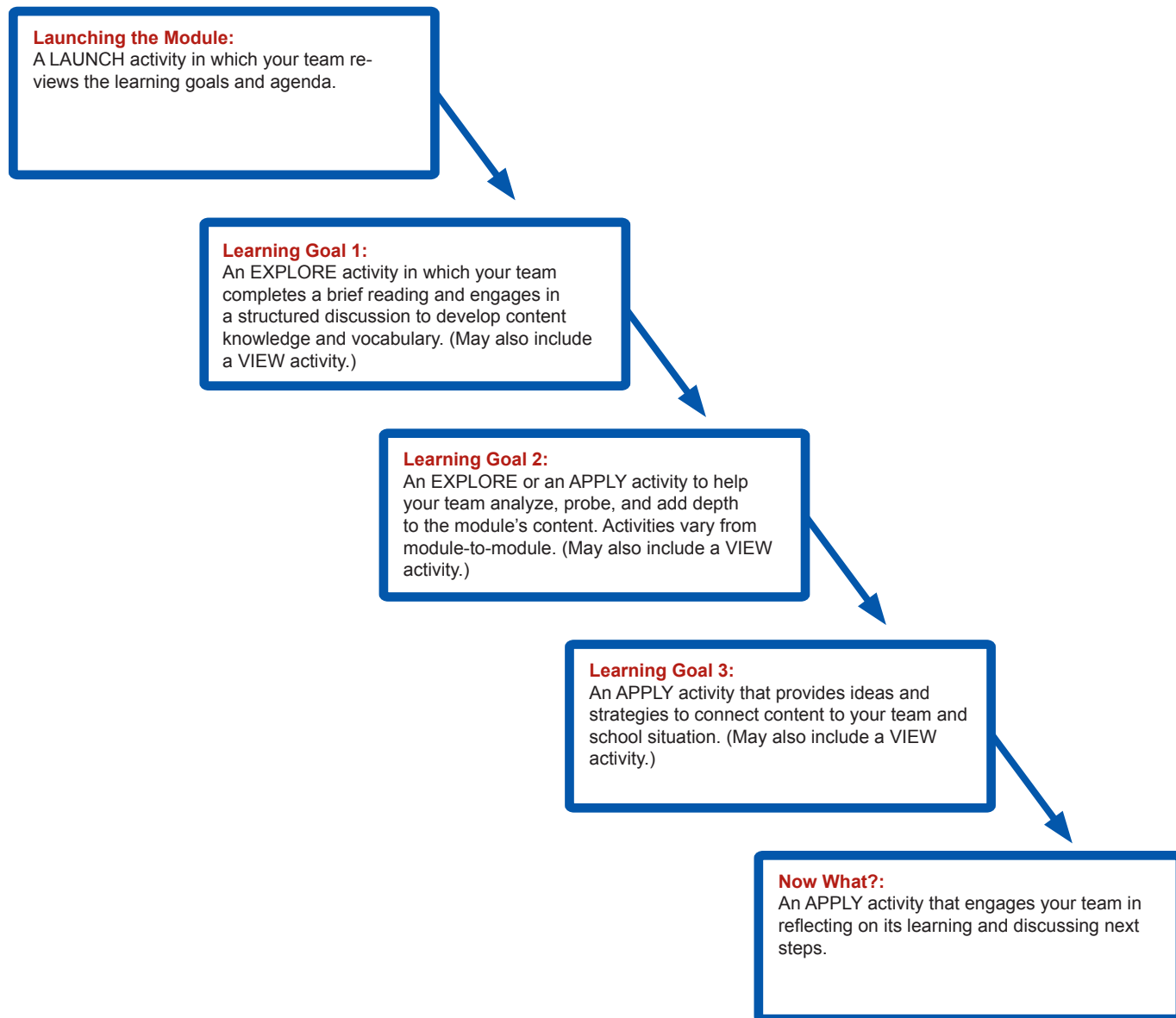
Each Learning Experience has a clear outcome (what your team should gain from the experience) and three learning goals (what your team will do to reach the outcome). A Learning Experience is divided into five sections to help you achieve the outcome: Launching the Module, Learning Goal 1, Learning Goal 2, Learning Goal 3, and Now What?

As your team works through a Learning Experience, it will engage in the following types of activities:

- **LAUNCH:** Discussion that introduces your team to the learning goals and agenda.
- **EXPLORE:** Activities to increase your team's knowledge through readings and conceptual frameworks (1–3 per Learning Experience).
- **VIEW:** Short (5–10 minute) video segments that show leaderships teams in action, giving your team opportunities to develop a vision of what it, too, can accomplish (2–5 per Learning Experience).
- **APPLY:** Exercises that invite your team to analyze and then apply content to your school (2–3 per Learning Experience).

The graphic on the following page shows the flow of a Learning Experience, from beginning to end.

The Flow of a Learning Experience



NOTE: The Leadership Teams and Quality Instruction module, because it is longer than the other modules, offers more activities for each learning goal.

Facilitation of a Learning Experience

Are you planning to facilitate your team? From each module's landing page, you can access the following materials to help lead your team through a Learning Experience:

- **Multimedia Presentation** – An interactive, slide-based program that orders and organizes the Learning Experience. It includes video, activities, and discussion questions. You can launch and use this presentation just like a PowerPoint to walk your team through an entire Learning Experience.
- **Facilitator Guide** – Step-by-step facilitation instructions for leading your team through a Learning Experience. The guide includes information on each slide in the Multimedia Presentation, notes about what to expect and how to manage your team's experience, and ideas for customizing the materials to meet your team's learning needs. Print and review this guide before your team meets and use it to help lead your team through the Learning Experience.

In addition, modules include materials to enrich a Learning Experience:

- **Assessment Tool** – a short survey to gauge your team's skills and knowledge around a module's topic.
- **Videos** – a list of all videos from a module for your team to view prior to or following a Learning Experience.
- **Resources** – Four to seven resources from the field for your team to explore and deepen its understanding of each module's topic.
- **Feedback** – a place for your team to exchange thoughts on the module with others.

Visit the *Facilitator Overview*, accessed from the *Facilitator Tools* page in Leadership Development, for more details on these tools and facilitating a Learning Experience.

Learning Experience Content

The following table gives you an overview of each module’s Learning Experience. Use it to choose the modules that best meet the needs of your leadership team and its work in supporting quality instruction at your school.

MODULE	OUTCOME	LEARNING GOALS
<p>Leadership Teams & Quality Instruction (starting point for all)</p> <p>Length: 180 minutes</p>	<p>Your leadership team will be prepared to advocate for quality instruction at your school.</p>	<ol style="list-style-type: none"> 1. Build awareness of what quality instruction means and looks like 2. Analyze how to promote quality instruction 3. Explore practices that help the team stay focused on quality instruction
<p>Using Data Effectively</p> <p>Length: 120 minutes</p>	<p>Your leadership team will be prepared to guide your school in using data to improve instruction.</p>	<ol style="list-style-type: none"> 1. Develop an understanding of how the use of multiple data sources can improve instruction 2. Analyze data to trace the causes of—and find solutions to—low achievement 3. Articulate how the team can support teachers’ use of data to improve instruction
<p>Common Formative Assessments</p> <p>Length: 120 minutes</p>	<p>Your leadership team will gain the knowledge and skills it needs to help teachers use common formative assessments.</p>	<ol style="list-style-type: none"> 1. Develop a shared understanding of key common formative assessment concepts and skills 2. Assess the capacity of a group of teachers to create and use common formative assessments 3. Identify how the team can support a group of teachers in implementing common formative assessments
<p>Professional Development</p> <p>Length: 120 minutes</p>	<p>Your leadership team will gain the knowledge and skills to foster professional learning that improves instruction.</p>	<ol style="list-style-type: none"> 1. Develop a common understanding of the key features of quality professional development 2. Examine the goals of quality professional development and the strategies needed to achieve them 3. Create a professional learning action plan
<p>Instructional Expertise</p> <p>Length: 120 minutes</p>	<p>Your leadership team will be able to identify and use instructional expertise to improve teaching and learning.</p>	<ol style="list-style-type: none"> 1. Develop a common understanding of instructional expertise 2. Examine how to use instructional expertise to address teachers’ needs 3. Identify how staff with instructional expertise can share their knowledge with peers
<p>Implementing New Programs</p> <p>Length: 120 minutes</p>	<p>Your leadership team will contribute to the successful implementation of new programs at your school.</p>	<ol style="list-style-type: none"> 1. Build a shared understanding of how the implementation process works 2. Explore how teachers can move through each phase of the implementation process 3. Identify how the team can advocate for new program implementation
<p>Aligning Curricula</p> <p>Length: 120 minutes</p>	<p>Your leadership team will be prepared to support curriculum alignment at your school.</p>	<ol style="list-style-type: none"> 1. Build a shared understanding of curriculum alignment 2. Explore how to assess school curriculum alignment efforts 3. Create a plan to support curriculum alignment at the school

Teacher Development Strategies

You might also want to explore the 24 Teacher Development strategies that complement these modules. The Teacher Development strategies specifically focus on classroom instruction. They include a wealth of resources—including documentary-quality video exemplars of the strategies, instructional plans, and handouts—that support professional growth. Take a look at the *Teacher Development Overview* to learn more about the structure and content of these materials.