The Leader in Developing Leaders

A Report to the Arkansas Joint Education Committee

November 2, 2015
Statewide Partnerships

Established in 1991, the Arkansas Leadership Academy is a nationally recognized, statewide partnership of:

- Universities
- Professional Associations
- Educational Cooperatives
- Superintendent Representatives
- Arkansas Department of Education, Higher Education, and Workforce Education
- Arkansas Educational Television Network
- Tyson Foods, Inc.
- Wal-Mart Stores, Inc.
- Office of the Governor
- State Board of Education
- State Chamber of Commerce

51 Partners total

Positioned to Serve

The Arkansas Leadership Academy has regional offices throughout Arkansas-

Main Office
- University of Arkansas in Fayetteville

Satellite Offices
- Arkansas School Boards Association- Little Rock
- Arkansas Teacher Retirement Association- Little Rock
- Harding University Professional Campus- North Little Rock
- Wilbur D. Mills Educational Cooperative- Beebe
**Theory of Change**

**INPUTS**
- ALA Learning Experiences
- ALA Leadership Performance Strands

**OUTPUTS**
- Implementation of Practices
- Organizational Culture

**IMPACT**
- Short Term
- Long Term

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**Arkansas Leadership Academy Logic Model**

**Vision:** To be the leader in leadership development

**Mission:** Develop and support leadership capacity that fosters equity and excellence in education

**Inputs**
- Organizational
- History since 1991
- Legislation
- Structure
- Staff
- Partners
- Academy Participants
- Funding
- Public
- Private
- Theoretical Framework of Leadership Development
- Leadership Performance Strands:
  1. Setting Clear and Compelling Direction
  2. Shaping Culture for Learning
  3. Building and Managing Change
  4. Transforming Training and Learning
  5. Managing Accountability Systems

**Activities**
- Strategic Leadership Development Initiatives:
  - Master Principal Program
  - School Support Program
  - Organizational Development
  - Teacher Leader Institute
  - School Team Leadership Institute I, II, & III
  - District Team Leadership Institute
  - Facilitation of Adult Learning
  - Assistant Principal Institute
  - Superintendent Institute I & II
  - Student Voice
  - School Board Training

**Outputs**
- Total participation numbers
- Demographic data
- Maps (spread)
- Schedules (Evidence that it occurred)
- Intended Results
- Artifacts (Agendas charts, projects, portfolios, videos, pictures, PLP, self-assessment, SMART goals)
- Weekly Reports (SSID)

**Impact**
- Participant satisfaction
- Increased levels of implementation of program components
- Increased Leadership Efficacy
- Increased Leadership Performance
- Improved Learning Culture

**ALA Core Beliefs:** To change others, you must first change yourself; diverse perspectives are embraced and valued; people support what they help create; change is a complex process; and the greatest leaders are known by the number of leaders they create.
Systems Change

Leadership Performance Strands:
1. Setting Clear and Compelling Direction
2. Shaping Culture for Learning
3. Leading and Managing Change
4. Transforming Teaching and Learning
5. Managing Accountability Systems

Academy Experiences

- Master Principal Program
- Assistant Principal Institute
- Teacher Leadership Institute
- Leadership Team Institute
- Facilitator Institute
- Student Voice Institute
- IMPACT Institute
- School Support Program
- Organizational Development
School Support Program

- Grounded in research and proven best practices.
- Provides weekly on-site coaching and facilitation.
- Creates sustainable systems for the purpose of improving student achievement.
- Builds leadership capacity within schools and districts.
- Provides expertise and support to all stakeholders—educators, students, and community.

"The Arkansas Leadership Academy had the best record for getting schools back on track."

Review of School Improvement Consultation Expenditures and Results
Presented by the Bureau of Legislative Research to the Joint Education Committee (Feb. 7, 2012)
Impact of School Support Program

Since 2009-

- 42 Schools
- 13 Superintendents (Superintendent Institute)
- 50 Principals (Master Principal Program)
- 594 Leadership Team Institute Participants
- 202 Teachers (Teacher Leadership Institute)
- 200 participants in Facilitator Training
- 95 students participated in the Student Voice conference
- 18 adults and 18 students participated in the Student Voice Institute Pilot

Over 50,000 students & adults served

Organizational Development

- The Organizational Development program provides support for system wide improvement through building leadership capacity at all levels.
- The work begins with an initial assessment involving the organization’s leadership and other stakeholders to determine current reality within the organization.
- Customized action plans are then designed using our Leadership Performance Strands and Skills as a guide.
- Organizational Development was first implemented during the 2015-16 school year in six (6) school districts across the state:
  - DeWitt School District
  - Highland School District
  - Lonoke School District
  - Osceola School District
  - Sheridan School District
  - Texarkana School District
Student Voice

Student Voice is the individual and collective perspective and actions of young people within the context of learning and education.

The objective of the student voice institute is to begin creating a collaborative learning culture between teachers and students.

Pilot – Spring of 2014 / Fall of 2015

Eight (8) school districts in the pilot institute

Northeast Arkansas Regional Student Voice Initiative (Mississippi County)

Participants consisted of two teachers and two students from each district

Feedback from Student Voice Participants

• “I feel like this was one of the most productive professional developments I’ve ever been to. Thank you for allowing us this opportunity!”
• “This is a critical piece of PD for teachers and administrators. We need to get the word out to our colleagues about the impact of this institute on our thinking and its potential impact on our schools.”
• “Great conference, relevant and current information and topic. I hope, hope, hope, you are able to secure funding so this can continue. Additional gatherings could be extremely beneficial to success and implementation”
• “I have really begun using my voice here because everyone supports me”
• “This is a very special thing, I hope it continues for years to come”
• “Every meeting has been so insightful, educational, and positive. I am honored to be part of the ALA Student Voice Leadership”
Equitable Access

- Partnership with ADE to increase teacher leadership capacity in individual schools
- Teachers from 6 schools form the first cohort: 2 high schools and 4 elementary schools. Principals of these schools are currently participating in year 1 of the Master Principal Program
- Designed as a 3 year experience:
  - Year 1: Teachers attend ALA Teacher Leadership Institute
  - Year 2: Teachers continue to develop leadership skills through support from ALA at individual school sites and at ALA institutes
  - Year 3: With support from ALA, teachers complete leadership capstone project tailored to the needs of their individual school.

Student Achievement Data

Current School Support Program Schools
Literacy Data (School Support Program Schools)
Baseline-Current

Current
- Below Basic: 8%
- Basic: 29%
- Proficient: 41%
- Advanced: 22%

Baseline
- Below Basic: 15%
- Basic: 43%
- Proficient: 34%
- Advanced: 8%

*based on ACTAAP data

Literacy Data (State)
Baseline-Current

Current
- Below Basic: 6%
- Basic: 18%
- Proficient: 38%
- Advanced: 39%

Baseline
- Below Basic: 8%
- Basic: 25%
- Proficient: 42%
- Advanced: 24%

*based on ACTAAP data
Math Data (School Support Program Schools)
Baseline-Current

Current
- Below Basic: 17%
- Basic: 27%
- Proficient: 38%
- Advanced: 18%

Baseline
- Below Basic: 26%
- Basic: 34%
- Proficient: 30%
- Advanced: 10%

*based on ACTAAP data

Math Data (State)
Baseline-Current

Current
- Below Basic: 10%
- Basic: 17%
- Proficient: 37%
- Advanced: 37%

Baseline
- Below Basic: 10%
- Basic: 17%
- Proficient: 36%
- Advanced: 37%

*based on ACTAAP data
Nationally Recognized Research

Recent Presentations, Research, and Published Work:

- Models of External Support for School Improvement to Ignite Transformation and Build Capacity for Equity: The Arkansas Leadership Academy’s School Support Program
- Inside School Turnaround: Instructional Leadership Efficacy and Student Achievement
- Using Peer Learning Support Networks and Reflective Practices: The Arkansas Leadership Academy Master Principal Program
- Principal’s Sense of Efficacy: The Influence of the Arkansas Leadership Academy
- A View for the Inside: School Turnaround Enabling Factors and Persistent Obstacles
- Master Principal Program: Reflective Practice & Peer Support Networks

Evidence of Impact

"...model programs that absolutely make a difference..."

"An Amazing Experience!"  "...provided me with the tools and inspiration to motivate others..."

"Pivotal Moment In My Career!"  "Real and Relevant"

"The Most Valuable Professional Development Of My Career!"
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