



# CASE Leadership Academy for Principals 2014-2015

*Behind excellent teaching and  
excellent schools is excellent leadership.*



# Empowering Leaders

*Effective school and district leadership is critical to ensuring student success, but too often the norm is fragmented initiatives with no clear vision of what*

*school and district leaders need to know to lead teaching and learning in the 21st century. The CASE Education Leadership Institute is a targeted and purposeful effort to create leadership for effective schools.*

The Education Leadership Institute will base curricula on the professional learning needs of the members within CASE's job-alike departments and will ultimately include five academies. Expert education practitioners are identifying timely content and relevant learning goals for each academy, focusing on student learning and achievement.

## Leadership Academy for Principals

The CASE Leadership Academy for Principals is one of the job-alike academies under the Education Leadership Institute. It gives site administrators and their evaluators critical knowledge and skills to ensure strong leadership at their sites, providing administrators with a path to transfer knowledge into practice through pre- and post-course learning support. The Academy is committed to preparing administrators to successfully implement Colorado's educator effectiveness law (Senate Bill 191) by offering foundational courses on each of the Colorado Principal Quality Standards and additional courses that delve deeper into the knowledge and skills leaders need to demonstrate.

## Courses

Core Foundational Workshops Summer Boot Camp	Content Specific Seminars
Strategic Leadership (Standard I)..... 1	Supervision and Evaluation..... 6
Instructional Leadership (Standard II)..... 2	Leadership Development
Culture and Equity Leadership (Standard III) .. 3	Diversity Program ..... 7
Human Resource Leadership (Standard IV)..... 4	Aspiring to the Principalship..... 8
Management and External Development Leadership (Standards V & VI)..... 5	

## Instructors

Instructors for the Leadership Academy for Principals are leading experts and practitioners in the field of K-12 public education and education leadership. Many have worked extensively to help Colorado educators prepare for SB-191 educator effectiveness implementation.

## Colorado Principal Quality Standard I: Strategic Leadership

*Site administrators and their evaluators will develop the strategic leadership skills needed to communicate a clear and effective vision for their schools, to empower their staff to set rigorous and measurable goals on student learning, and to build effective systems to ensure successful implementation of SB-191.*

### Course Objectives:

- 1 Establish clear and effective processes to utilize all available data to set student targets, monitor student progress and adjust instructional programs, where needed, to enhance student outcomes.
- 2 Collaboratively establish strategic goals, based on data that are student-focused, rigorous, measurable and aligned with student achievement and the vision and mission of the school.
- 3 Lead opportunities for all staff to engage in school change efforts.
- 4 Build staff leadership capacity and involve school staff members in selecting and implementing effective improvement strategies.
- 5 Establish clear and effective processes to drive planning, monitoring and resource-allocation efforts.



## Colorado Principal Quality Standard II: **Instructional Leadership**

*Administrators and those who evaluate them will gain critical insight on how to establish a common language of effective instruction, grow their ability to provide consistent and clear feedback to their staff, and direct them toward professional development that strengthens their instructional strategies.*



### **Course Objectives:**

- 1 Establish, implement and refine expectations for curriculum, instructional practices, assessment and uses of data to inform professional practices.
- 2 Develop understanding of common language of instruction with all staff members, based on a shared understanding of high-quality instruction for diverse learners.
- 3 Hold all staff accountable for setting and achieving rigorous performance goals for all students, and empower staff to achieve these goals across all content areas.
- 4 Monitor teachers' use of instructional strategies and provide high-quality, actionable feedback.
- 5 Lead and promote professional development activities that foster the use of quality instructional strategies that meet the needs of all learners.
- 6 Protect instructional time and quickly resolve issues to prohibit interruptions in the school day.
- 7 Demonstrate a rich knowledge of effective instructional practices to support and guide teachers in data-based decision making regarding effective practices to maximize student success and outcomes.

## Colorado Principal Quality Standard III: **Culture and Equity Leadership**

*This course prepares principals and their evaluators to advocate for a school culture that ensures the success of all learners through high expectations, academic risk taking and innovation. By identifying structures and processes that promote the well-being and development of every child, the principal will be prepared to promote a positive school culture that meets the needs of all students.*

### **Course Objectives:**

- 1 Promote a culture of high expectations for all students and foster innovation, academic risk-taking, and structures and practices that ensure the success of all students – even the most difficult to reach or reluctant learners.
- 2 Promote collaboration among all stakeholder groups to create an inclusive school culture.
- 3 Promote positive school culture that ensures that all students learn and creates an inclusive environment that provides instruction to meet the needs of diverse students' talents, experiences and challenges.
- 4 Demonstrate commitment to the whole child and promote the cognitive, physical, social and emotional health, growth and skill development of every student.



## Colorado Principal Quality Standard IV: **Human Resource Leadership**

*Participants will gain critical knowledge to provide successful human resource leadership by broadening their understanding of how to evaluate staff in a fair and equitable manner, recognize and retain high quality staff and identify professional development opportunities to facilitate teacher learning.*

### **Course Objectives:**

- 1 Ensure that all staff are evaluated in a fair and equitable manner with a focus on empowerment and improving teacher and staff performance.
- 2 Collaboratively attract and retain high-quality staff.
- 3 Lead and participate in professional development activities to facilitate teacher learning and the development of professional learning communities.
- 4 Foster teacher leadership and build the capacity of staff to lead and participate in leadership opportunities.
- 5 Proactively address staff performance issues and provide coaching and mentorship where needed.



## Colorado Principal Quality Standards V & VI: **Management and External Development Leadership**

*This course provides a high-level view of the systems and processes that will help administrators and their evaluators adeptly manage their sites. Participants will develop ways to navigate complex relationships with stakeholders and engage community resources to promote their site while effectively communicating high expectations for all students and staff.*

### **Course Objectives:**

- 1 Proactively and efficiently manage the complexity of human relationships between parents, students, staff and district leadership, resolving any conflicts in a constructive manner.
- 2 Design and/or utilize structures and processes that result in family and community engagement, support and ownership for the school.
- 3 Develop systems and relationships to leverage the district and community resources available to maximize the school's ability to serve students and families – both within and outside of the school.
- 4 Create systems to utilize all available resources to facilitate the work needed to increase student learning, academic achievement and healthy development for all students.
- 5 Establish clear expectations, rules, and procedures for students and staff to ensure the school provides an orderly environment to support the safety, respect and well-being of students and staff.
- 6 Devise communication strategies to inform students, staff and parents on a regular basis.
- 7 Update knowledge of federal and state laws and school-district and board policies, and establish processes to implement them effectively.
- 8 Monitor fiscal, physical and personnel resources.
- 9 Clearly articulate high expectations for all students and staff.

## Supervision and Evaluation

The Supervision and Evaluation 4-day seminar series is a Colorado Department of Education (CDE)-approved training for teacher evaluators and evaluator “designees.” In this crucial seminar series, participants will update their understanding of evaluation and educator effectiveness under SB-191 and develop key methods of effective staff and teacher evaluations in the context of standards-based practice.

### Course Objectives:

- 1 Learn and practice a variety of evaluator skills and procedures, with emphasis on those that will be critical to implementing Colorado’s educator effectiveness law (SB-191).
- 2 Understand the relationship between supervision and evaluation, quality instruction, school improvement and student academic growth.
- 3 Learn how to use the rubric as part of an overall quality school-improvement process system, including data collection, observation, conferencing and effective system management.
- 4 Identify which standards and elements should be the focus of a specific teacher’s evaluation in order to provide coaching and a performance-improvement or professional-learning plan.
- 5 Understand how to collect a solid body of evidence and artifacts from sources beyond observation.
- 6 Develop key skills in evaluation report writing and other written communication associated with supervision and evaluation.



## Leadership Development Diversity Program

The Leadership Development Diversity Program invites potential education leaders of color to participate in five reflective and challenging seminars. Through the seminars, participants are encouraged to reflect on the role of leadership in their professional life, assess their strengths and opportunities for growth, and begin mentoring relationships with education leaders of their choosing.

### Course Objectives:

- 1 Understand leadership roles and pathways to leadership, and discover the intersection between leadership skills and professional ambition.
- 2 Learn how teacher leaders can be powerful advocates for raising student achievement, closing the achievement gap and changing building culture.
- 3 Explore what good leadership looks like through various research, current leaders and mentors.
- 4 Identify and evaluate the skills, qualities and tools it takes to be an effective school leader.
- 5 Develop an action plan that provides a clear path to a leadership role through leadership experience, training and education requirements needed to become a successful leader.



## Aspiring to the Principalship

*Aspiring to the Principalship provides participants with insight into current issues facing education leaders in Colorado, as well as a clear understanding of the personal and professional attributes needed to be successful in a leadership position.*

### Course Objectives:

- 1 Understand current state-wide education initiatives and the hottest issues facing school leaders in Colorado today.
- 2 Discover how your personal strengths and skills compare to the rubric for evaluating Colorado's principals.
- 3 Review and revise your resume and application packet based on feedback from top human resources professionals.
- 4 Prepare for interviews by participating in mock interviews led by top human resources and other school professionals, and identify next steps in job searches.



# CASE Events



**CASE Education Leadership Convention**  
July 21-25, 2014  
Beaver Run Resort, Breckenridge, Colorado



**CASE Winter Leadership Conference**  
February 5-7, 2014  
Westin Hotel, Westminster, Colorado



**Leadership Academy for Principals: Summer Boot Camp**  
June 9-13, 2014  
Aloft, Broomfield, Colorado

**Supervision and Evaluation Seminar Series**  
Part I: July 21-22, 2014  
Beaver Run Resort, Breckenridge, Colorado  
Part II: October 24-25, 2014  
Denver Metro Area

**Leadership Development Diversity Program**  
Applications due September 15, 2014  
Denver Metro Area  
October 4, 2014  
November 1, 2014  
December 6, 2014  
January 10, 2015  
February 21, 2015

**Aspiring to the Principalship**  
November 14-15, 2014  
Denver Metro Area



**Superintendents Conference**  
September 18-19, 2014  
The Westin Riverfront, Avon, Colorado



**Online Professional Learning and Event Resources and Recordings**  
[www.co-case.org/elearning](http://www.co-case.org/elearning)

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Center for Excellence in Educational Leadership  
Colorado Association of School Executives

Colorado Association of School Executives  
4101 South Bannock Street  
Englewood, CO 80110

*Professional development programs are provided by an affiliate of CASE, The Center for Excellence in Educational Leadership.*

## Visit the CASE website!

### Upcoming CASE Education Leadership Institute Events

Visit the CASE website periodically to find out more about our school year workshops, courses and online learning opportunities.

[www.co-case.org](http://www.co-case.org)



LEADERSHIP ACADEMY

*for principals*

## UPCOMING CASE EVENTS

### *Winter Leadership Conference*

**February 5-7, 2014**

*Westminster, CO*

### *Summer Boot Camp*

**June 9-13, 2014**

*Broomfield, CO*

### *Education Leadership Convention*

**July 21-25, 2014**

*Breckenridge, CO*

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