

Date: January 24, 2008
To: Education Appropriations Committee, Iowa legislature
From: Dr. Troyce Fisher, director of the Wallace Grant School Leadership Initiative
Dr. Dan Smith, executive director of the School Administrators of Iowa
RE: Progress update

Background: Iowa is now in the seventh year of funding from the Wallace Foundation (New York City-based) to create a cohesive leadership system for Iowa's schools. During this past year Iowa was selected to be one of only six states to continue to receive comprehensive funding from the foundation. (The original number of states granted CLS status was 22).

Grant Award: This year's grant award to the Iowa Department of Education and re-granted to the School Administrators of Iowa is \$1.3 million. (Last year's grant award was \$430,000). The funding cycle goes from September 1 to August 31 with opportunities to re-apply annually for two more years.

Purpose: Because of the emerging research that indicates that the quality of school leadership is second only to the quality of classroom teaching in determining levels of student achievement, the Wallace Foundation has funded states and districts to develop "cohesive" leadership systems. From that purpose we have developed our vision that "every child in every building, in every district, in every AEA in Iowa deserves quality leadership." Our mission is to create a cohesive leadership system for Iowa's schools that is anchored to the 6 Iowa Standards and 35 Criteria for School Leaders.

Partners in this Effort: The collaborative partners who make up the steering committee include representatives from Iowa's local schools, the State Board of Education, the Governor's office, the legislature, the Department of Education, the Board of Educational Examiners, the Area Education Agencies, the School Administrators of Iowa, the Iowa Association of School Boards, the Urban Education Network, the Iowa Association for Supervision and Curriculum Development, the Iowa Council of Professors of Educational Administration and Iowa's Community Colleges. The Wallace Foundation provides us with a liaison to the work that they call our "program officer." The Wallace Foundation also supplies us with access to a wide array of national partners who are experts in educational leadership and governance, such as CCSSO, NCSL, NGA, EDC, AED, Vanderbilt University, etc.

Scope of the Work: Efforts to create a cohesive leadership system in Iowa are focused in three categories: Standards, Training, and Conditions of Practice. The specific initiatives and their inter-relationships are diagrammed on the attached document.

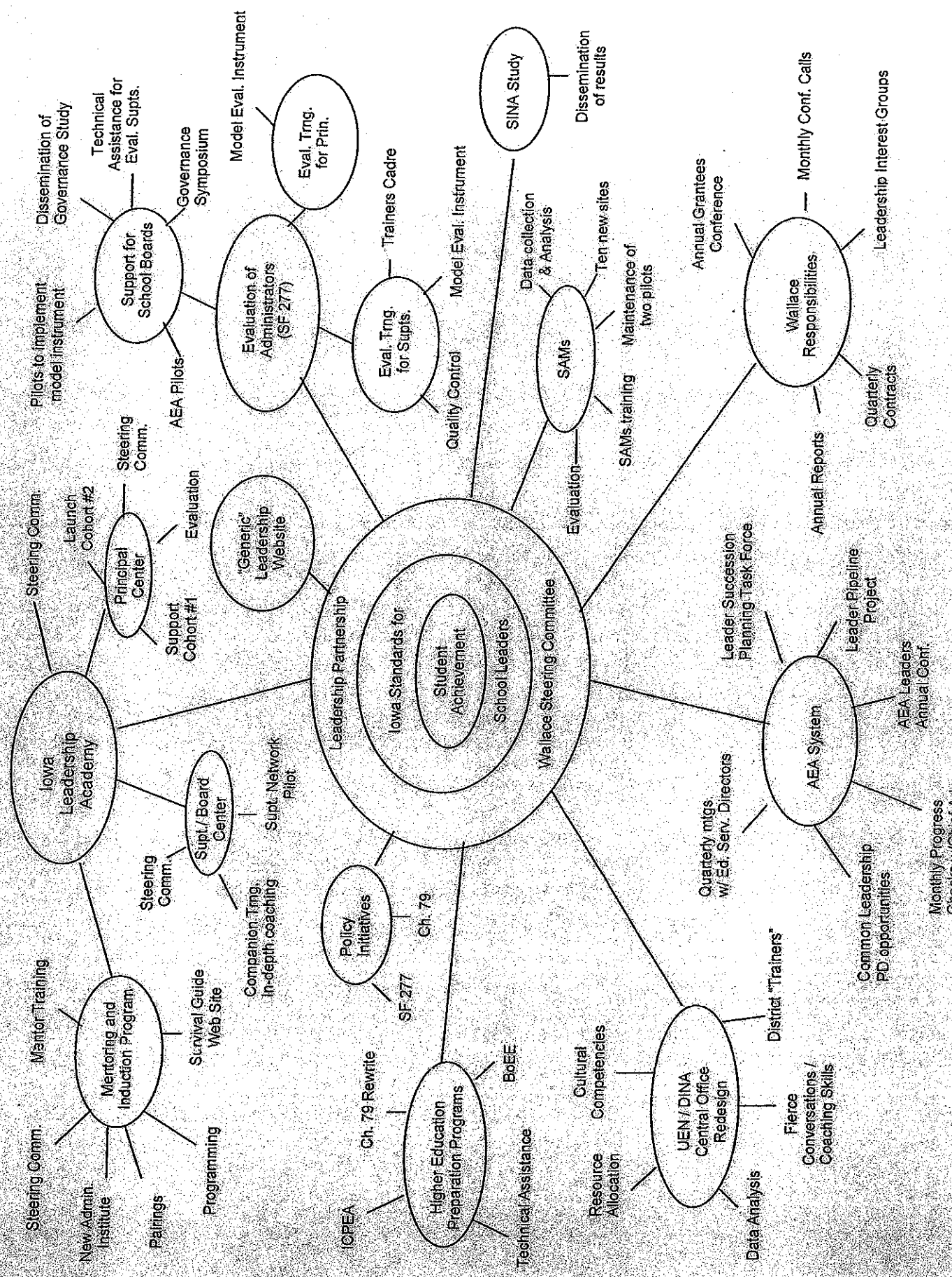
Major accomplishments in the past year: The following accomplishments are intended to be illustrative, not inclusive, of the progress that has been made toward creating a cohesive leadership system for Iowa schools:

- Higher education review panel review of 5 superintendent preparation program applications; two approved to date;
- State-level Mentoring and Induction Program for beginning administrators serves 120 new leaders paired with 120 mentors;
- First-ever launch of the new Iowa Leadership Academy's Principals Center involves 200 building principals in state-of-the art skill building for increasing student achievement over a yearlong process;
- Launch of a Superintendents Network modeled after the work of Richard Elmore in CT underwritten by all of Iowa's AEAs;
- Plans underway for the development of a Superintendent-Board Center;

- Unique collaborative project involving all 8 of Iowa's Urban Education Network schools and two rural DINA (District in Need of Assistance schools) focuses on redesigning the role of the central office to more effectively support principals in their efforts to increase student achievement. Common professional development will include skills in (1) Resource Re-allocation; (2) Fierce Conversations; (3) Cultural Competencies; and (4) Data Analysis and Data Coaching;
- Technical assistance provided to school boards to help them with their new responsibilities evaluating superintendents against the Iowa Standards for School Leaders;
- Nearly all of Iowa's 360 superintendents participate in a year-long Evaluator Training course to increase their skills in coaching and evaluating principals;
- Third year of AEA Education Agency Leaders Conference will focus on core curriculum roll out;
- School Administrator Manager (SAMs project) expands to ten sites, with first year data about impact on student achievement about to be released;
- Support for national governance symposium on research about the impact school boards have on student achievement held in Des Moines;
- Support for working with 10 local school board-administrator teams and one AEA Board-Administrator team to address board's role in increasing student achievement.

Future Challenges: The real measure of our success will be the application of leadership skills by practitioners in each of Iowa's schools that results in increased student achievement. We are beginning the planning process right now to look at sustainability of these efforts after the Wallace funding stream no longer exists. Evaluation of each of the initiatives continues to be extremely positive. We must insure that the momentum that has been built by the collaborative partners creates a culture of continuous improvement by and for our school leaders.

2007-08 WALLACE FUNDED INITIATIVES Creating a cohesive system of leadership development tied to the six Iowa Standards for School Leaders



Wallace Initiatives Point Person Chart

Draft 9-17-07

Wallace Funded Initiative	Point Person(s)	Collaborative Partners	Timeline	Purpose
Leadership Partnership Steering Comm.	T. Fisher	State Board, Governor's Office, Legislators, DE, BoEE, AEAs, LEAs, ICPEA, SAI, IASB, IASCD, UEN, ISEA	Meets quarterly	Guides the work of the Wallace grant in Iowa
Iowa Leadership Academy— Mentoring and Induction Program	B. Boothroy	DE, AEAs, LEAs, SAI	Year-long program	Supports beginning superintendents as leaders of learning
Iowa Leadership Academy-Principal Center	B. Boothroy	LEAs, DE, AEAs, SAI, IASB, ICPEA	Summer cohort experience with year long follow-up	Support for developing skills to increase student achievement
Iowa Leadership Academy-Superintendent - Board Center	B. Boothroy	LEAs, DE, AEAs, SAI, IASB, ICPEA	Elmore Network launch March 8, 2008	Create cohorts of superintendents who meet regularly to address issues of student achievement in their districts
SAMs (School Administration Managers)	C. Lensing	LEAs, SAI	Training for new SAMs begins in September, 2007	Protects building principal's time for instructional leadership
Evaluator Training for Superintendents	D. Smith, L. Howell and C. Lensing	LEAs, AEAs, SAI	Year-long experience; begins Sept. 19th	Provides skills to coach and evaluate principals against the ISSL
Pilots for Boards Evaluating Supts.	L. Cockman and D. Smith	LEAs, IASB, SAI, DE	Begins Nov.; extends all year	Supports boards as they gain skills in evaluating superintendents against the ISSL
Governance Symposium	M. Delagardelle	ISBF, Researchers from across the country	September 14-15	Examines implications of the last 30 years of research on effective school governance
SINA Study dissemination	L. Howell	LEAs, AEAs	On-going	Details what behaviors principals who got their buildings off the watch list did to decrease the achievement gap
UEN and DINA Schools Central Office Support	T. Fisher and L. Finch	UEN, Iowa Support Team	On-going	Re-designs the role of the central office to more effectively support building principals in their school improvement efforts

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AEA Governance Pilot	M. Delagardelle	IASB, AEA 8 and 11	On-going	Works with pilot district school boards and other leaders to align efforts to increase student achievement
AEA Leaders Conf	AEA Chair TBD	AEAs	Summer experience and year long follow-up	Enhances skills of AEA middle level leaders to consult and coach leaders
LEA Leaders Succession Pilot	G. Grove and J. Crowl	AEA 13 and LEAs	Year long project	Supports aspiring principals through opportunities to observe leadership in action and develop leadership skills
AEA Leaders Succession Task Force	J. Crozier and K. Forsythe	AEAs	Formation in fall of 2007	Addresses capacity building issues in Iowa's intermediate service agencies
Leadership Web Site	D. Sparks	AEAs, SAI, IASB, IASCD, UEN, ICPEA, and other leadership professional development providers	January 1, 2008	Establishes neutral web site as a one-stop shop for information regarding quality professional development for leaders
ICPEA Support	T. Fisher and N. Price	ICPEA members	Year long	Provides technical assistance for professors' professional development needs
Chapter 79 for Higher Education	A. Willems	DE and IHE's	Work to be completed by April, 2008	Provides guidance to higher education preparation programs
Development of Evaluator Training Companion Course	T. Fisher	AEAs and SAI	Curriculum ready by June, 2008	Enhances leaders skills for increasing student achievement
Policy Initiatives	T. Fisher	DE, SAI, IASB, UEN, AEAs, BoEE, IASCD, ICPEA	Ready for 2008 legislative session	Promotes a cohesive leadership system