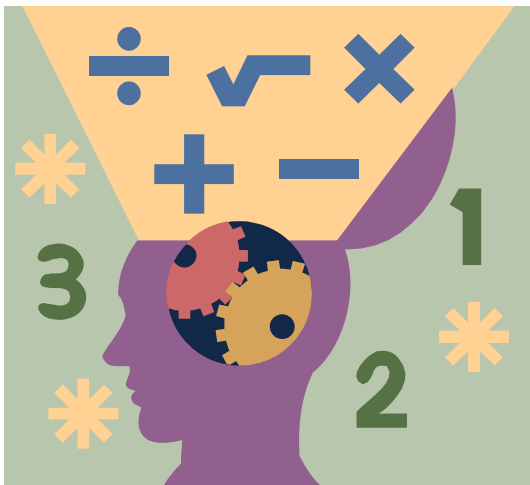


Council for Educational Change

2011 Florida Leadership Academy

Summary and Evaluation Report

Embassy Suites – USF, Tampa, Florida
June 19-22, 2011



FOCUS:

- **BEST PRACTICES**
- **STEM - SCIENCE
TECHNOLOGY ENGINEERING
& MATHEMATICS**



Presented by:

Council for Educational Change

In Partnership with:

Florida Department of Education

“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.” — John Quincy Adams

Donor Recognition...

Onsite Posters, included in Participant Workbook

The Council for Educational Change is proud to partner with the Florida Department of Education. This year we celebrate the 9th Florida Leadership Academy. We take this opportunity to extend our deepest appreciation to our generous sponsors. Their ongoing support has allowed us the opportunity to make a difference in the lives of thousands of educators, who in turn, have touched the lives of hundreds of thousands of students throughout the state of Florida. On their behalf and from our Board and staff... thank you... we couldn't do it without you.

Thank

You!
Corporate
Sponsors

Florida
Department of **Education**



PUBLIX SUPER MARKETS
C H A R I T I E S

Participating Schools...

Anclothe High
Bartow Middle
Belle Glade Elementary
Celebration High
Charles S. Rushe Middle
Chasco Middle
Chattahoochee Elementary
Clewiston High
Columbia High
East Gadsden High
East Ridge High
Evans High
Evergreen Elementary
G.D. Rogers Garden Elementary
George W. Munroe Elementary
Gibbs High
Glades Central High
Hardee Senior High
Kathleen Middle
Lake Alfred-Addair Middle
Lake Worth Community High
Lakewood Elementary
Leesburg High
Leto High
McLane Middle
Middleton High
Montclair Elementary
North Shore K-8
Oak Ridge High
Oscar J Pope Elementary
Paul R. Smith Middle
Poinciana High
R. Frank Nims Middle
Ridgewood High
Robinson High
Rosenwald Elementary
Team Success
Triangle Elementary
Webb Middle
West Gadsden High
West Riviera Elementary
William M. Raines High
Williston High

Academy Summary...

GOALS:

The Academy was designed to provide an array of Best Practices and programs identified by the Florida Department of Education to help formulate strategies to enhance student academic achievement.

Academy activities and sessions were led by national educational experts who shared success strategies in STEM, (Science Technology Engineering and Mathematics), subject content, pedagogy, leadership, instructional delivery and more. The teams were guided by mentors who are veteran school improvement experts and provide tailored assistance.

The expected outcome of the Academy is the development of a Best Practices Action Plan to be implemented when the participant(s) return(s) to his/her school.

PARTICIPANTS WILL:

1. Attend all Academy sessions and activities. Everyone is a participant and a learner; no one is an observer.
2. Envision the End-state incorporating Best Practices.
3. Participate in all Cohort activities and Role Alike groups.
4. Create the best possible written and oral responses to key discussion questions; push for excellence from their team.
5. Give critical feedback on the value of individual presentations, their own participation, and the Academy as a whole.
6. In building their school's Best Practices Action Plan, they will include their leadership knowledge, strategies gained from Academy participation to address their school's individual needs, and the cohort's feedback.

Academy Participant Impact:

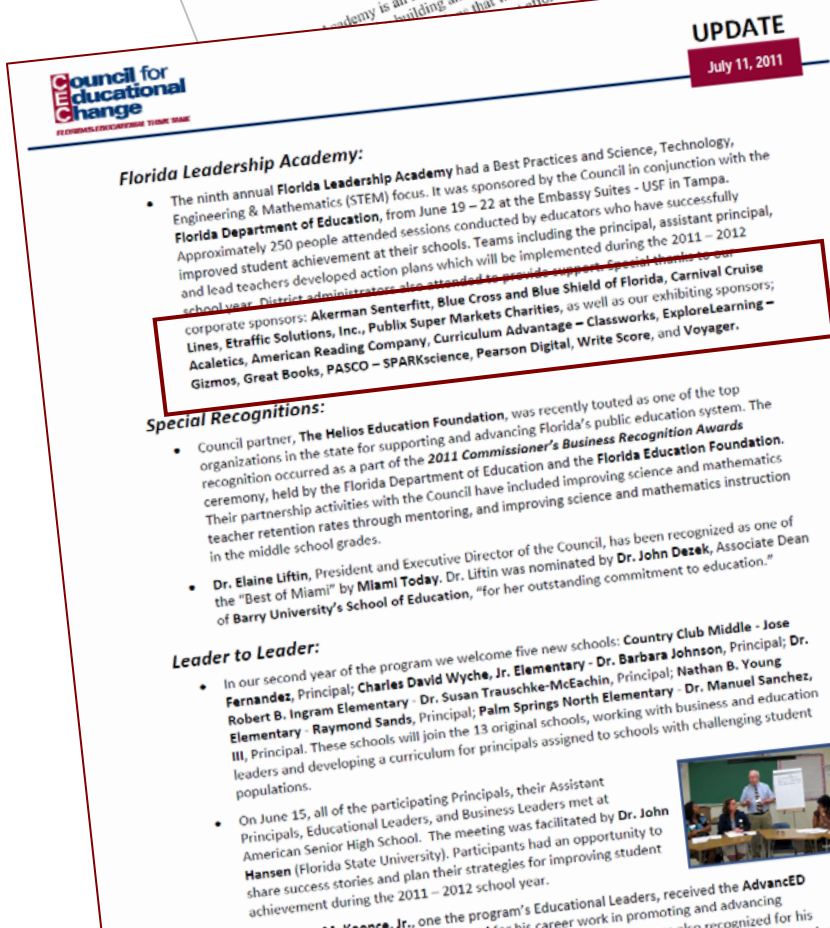
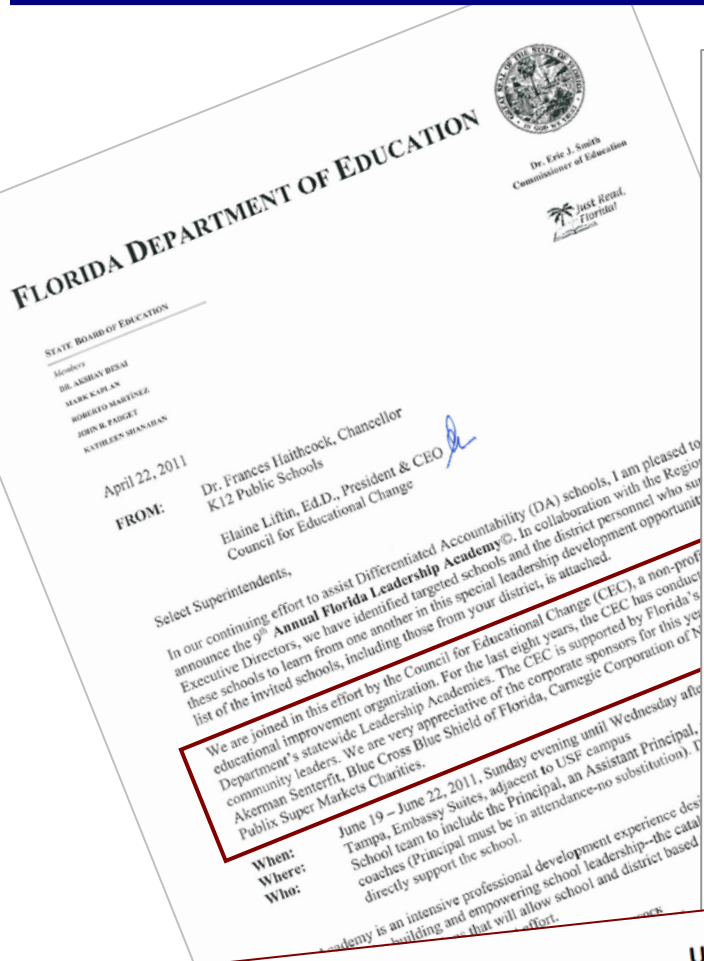
SCHOOLS	43
DISTRICTS	18
SCHOOL PERSONNEL	179
DISTRICT PERSONNEL	55

Academy Overall Impact:

STUDENTS	46,444
TEACHERS	2,852
SCHOOL LEADERS	141

Donor Recognition...

Invitation Letters, Participant Workbooks,
Monthly Updates (Pre and Post Academy)



A special Thank You to Nick Kouris, Senior Market Development Manager at Blue Cross Blue Shield of Florida. We appreciate you taking time to address the participants.

Blue Cross Blue Shield of Florida is a true champion for Education, Leadership and the Leadership Academy.

Best Practices Focus...



SAMPLE SESSIONS

DataDirector and Progress Monitoring: explores how Godby High School is using the DataDirector tool to identify, assess, and track student progress in Reading, Math (Alg1), and Science (Bio).

Progress Monitoring: discusses how to use progress monitoring to assist with teacher capacity and student achievement.

Our Journey in Turning Our School Around: covers the bumps in the road and the many successes as seen through the eyes of a school turnaround principal. It chronicles the school's improvement from an F to a B. It shares a program that the school implemented this year as part of their SIG grant called Action 100 and the impact made on the reading culture at the school.

Monitoring Writing Achievement: focuses on the Write Score Program, a practical tool for schools to monitor writing achievement. It uses the standard six point rubric to analyze the four major components of writing. Program reports include: overall school, teacher class, and individual student reports.

Using Extended Day at the Elementary Level: a team discusses, and reflects, on the successes and lessons learned on the implementation of an extended day program in three Hillsborough District elementary schools. Topics include structure, programming, personnel, funding, transportation, and building community support.

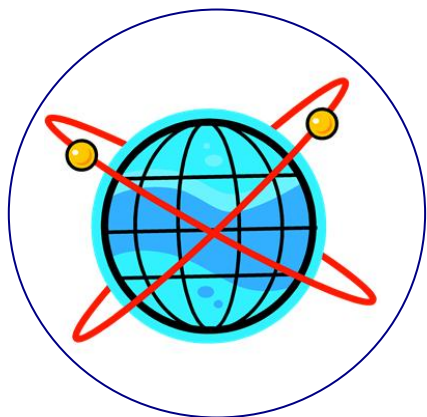
Targeted Interventions in Math and Reading: teaches strategies to accelerate student achievement during extended learning time by providing targeted interventions and technology tools.

Using Data to Inform Decisions: shares best practices in using data to prepare individual students' prescription for Differentiated Instruction in each benchmarked strand.

Utilizing Benchmarks to Increase Rigor: delves into the use of benchmarks to increase rigor and, specifically, employing the unpacking process to provide an appropriate progression of rigor.

Response to Intervention: presents a school's description of the components of their school wide initiatives on vertical and horizontal curriculum alignment, emphasizing response to intervention.

Reading and Math Intervention Solutions for K-12 intensive students: Cheryl Ruffin shares her experiences with Voyager's 2nd-10th grade math interventions with a focus on Voyager's Inside Algebra math intervention designed to target struggling students and accelerate them toward Algebra mastery. Margaret Johnston will discuss her experiences with Voyager's K-12th grade reading interventions with a focus on Voyager's Passport Reading Journeys 3 intervention targeting struggling high-school readers and accelerating them to grade-level proficiency.



To our 2011 Florida Leadership Academy Exhibitors

Thank you for being a part of the Academy, but most of all for making a difference in the lives of educators and children.

Your educational products and tools are helping shape our future.

Supporting Sponsors

Cambium
LEARNING
Group®

Reading and Math Intervention Solutions for
Elementary and Secondary Intensive Students



PEARSON

SuccessMaker and NovaNET,
Waterford-Early Learning, WriteToLearn

Sponsors



Math. Reading. SES. Results.
Educational Development
Associates Inc.

AMERICAN
READING COMPANY

ACTION 100 12-Step RTI Model



Curriculum Advantage



ExploreLearning



The Great Books
Foundation/
Junior Great Books



SPARKscience



Write Score™
Progress Monitoring
Assessments

STEM Focus...



SAMPLE SESSIONS

(SCIENCE TECHNOLOGY ENGINEERING & MATHEMATICS)

Florida's Comprehensive STEM Plan

This session focused on the newly developed Florida Comprehensive STEM Plan and its implications in K-12 mathematics, science and CTE classrooms. The alignment of this plan with Race to the Top (RTTT) initiatives will also be discussed, as well as implications for districts, schools and classrooms.

Melding Science and Mathematics: Robotics for Title I Schools

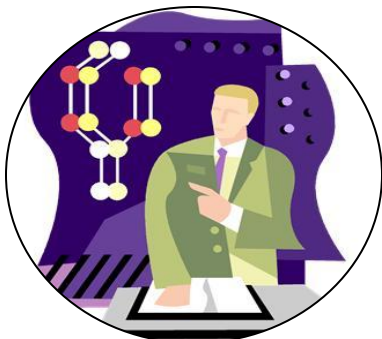
The Robotics Challenge is a one-of-a-kind elementary robotics competition featuring students from 16 select Title 1 schools. The Challenge was created by the Elementary Math and Science Departments consisting of three parts: an NXT Challenge, in which teams must complete preassigned tasks, a Spontaneous Challenge, during which teams are given random tasks to perform with their WeDo robot, and an Interview Challenge. The unique aspect of the Robotics Challenge is that the lessons are integrated throughout the instructional day during the Science and Math classrooms. Robotics encourages students to explore science, technology, engineering, and math concepts while emphasizing creativity, problem solving, and teamwork skills.

LEGO SERIOUS PLAY for Elementary Schools

The Elementary Science Department partnership with LEGO™ Education piloted a set of trainings based on higher order thinking and questioning strategies for teachers. Based on research that shows that this kind of hands-on, minds-on learning produces a deeper, more meaningful understanding of the world and its possibilities, LEGO SERIOUS PLAY™ deepens the reflection process and supports an effective dialogue. The teachers involved received a LEGO Reflection set of materials to use in their classroom and were responsible for follow-up activities. The program offers a deeper understanding of the benefits of reflection and dialogue and demonstrates good facilitation skills. Teachers learned to ask questions in a way that opens the minds of young people and that makes the difference between bored or inspired, passive or active, and inhibited or liberated learners.

Common Core Standards (Math)

This session focused on the development and implementation of the Common Core State Standards in Mathematics, including a comparison to the Sunshine State Standards for Math. It described how student learning will be impacted by these vertically aligned standards.



Participant Comments...

Opening Session was fabulous! Encouraging to see such student-focused leaders!



This is my first conference and everyone has been very friendly and I'm excited!!



Great information and camaraderie building, looking forward to the future of our week and beyond!!



Stu Greenberg session should have been extended. It was practical, beneficial, and useful for all educators to raise student achievement.

Great experience!!

Very relaxed atmosphere, I learned a lot about the cohort group. Learned quite a bit about what is expected over the next 3 days.

FLORIDA LEADERSHIP ACADEMY AGENDA: *Monday, June 20*

8:00 – 9:15 am (Sit in cohort groups)	OPENING SESSION: Dr. Elaine Liftin, Executive Director, Council for Educational Change WHEN BOLD STEPS ARE NEEDED – What does it really take to turn around schools? <i>Keynote by Dr. Diana Bourisaw, Deputy Chancellor, School Improvement and Student Achievement, FLDOE</i>
9:15 – 9:30 am	BREAK/EXHIBITS
9:30 – 10:10 am	BEST PRACTICES SESSION 1: select one
	<ul style="list-style-type: none"> DataDirector and Progress Monitoring - Salon D Progress Monitoring - Salon E Our Journey in Turning Our School Around - Citrus Room Targeted Interventions in Math and Reading – Cypress Room Monitoring Writing Achievement - Magnolia Room Florida's STEM Strategic Plan – Salon G
10:10 -10:20 am Break/Exhibits	
10:20 – 11:00 am	BEST PRACTICES SESSION 2: select one
	<ul style="list-style-type: none"> DataDirector and Progress Monitoring - Salon D Using Extended Day at the Elementary Level - Citrus Room Targeted Intervention in Math and Reading - Cypress Room Using Data to Inform Decisions – Magnolia Room Science and Literacy 101 - Salon E Utilizing Benchmarks to Increase Rigor – Salon G
11:00 – 11:10 am Break/Exhibits	
11:10 – 12:00 pm	COHORT MEETINGS
12:00 – 1:30 pm	LUNCH & EXHIBITS
1:30 – 2:10 pm	BEST PRACTICES SESSION 3: select one
	<ul style="list-style-type: none"> Progress Monitoring – Salon E Monitoring Writing Achievement – Magnolia Room Our Journey in Turning Our School Around – Citrus Room Melding Science and Mathematics: Robotics for Title I Schools, part 1 – Salon D Instructional Technology for 3-12 Science: Gizmos – Salon G Data Assistance from Region – Cypress Room
2:10 – 2:20 pm Break/Exhibits	
2:20 – 3:00 pm	BEST PRACTICES SESSION 4: select one
	<ul style="list-style-type: none"> Using Data to Inform Decisions – Magnolia Room Utilizing Benchmarks to Increase Rigor - Salon G Using Extended Day at the Elementary Level - Citrus Room Melding Science and Mathematics: Robotics for Title I Schools, part 2 – Salon D CTE Assistance from Region - Cypress Room Turning Around Low Performing Schools – Salon E
3:00 – 3:10 pm Break/Exhibits	
3:10 – 4:00 pm	MEETING OF ROLE ALIKE GROUPS
4:10 – 5:00 pm	COHORT MEETINGS
5:05 pm	FACILITATORS' MEETING- Salon G

Location notes: Refer to the reverse of the **Agenda at a Glance** for locations for Cohort and Role Alike Meetings.
All Salons are on the first floor; the Magnolia, Citrus, Cypress and Palm Rooms are on the second floor.

Participant Comments...

Very well organized and clear expectations set.

Superior, as anticipated



Overall a great day! Two great sessions! Turn Around Low Performing Schools; Successmaker. Looking forward to the next 2 days.

There were very good sessions today. I was particularly interested this afternoon in Secondary PS/RtI and I wasn't disappointed. Only wish we had more time with Rebecca.



Great sessions with lots of information!



Voyager & Vmath Live presentation and Gizmos were phenomenal. I received information that will be used immediately.

FLORIDA LEADERSHIP ACADEMY AGENDA: *Tuesday, June 21*

8:00 – 9:15 am (Sit in cohort groups)	Large Group Session (Salons D-G): Lessons Learned about Intensive Reading Instruction on the New Reading Initiatives -- Stuart Greenberg, FLDOE, Director, Florida Reading Center
9:30 – 10:10 am	BEST PRACTICES SESSION 5: select one
	Standards Based Instruction — Cypress Room From Struggling Student to Strong Critical Thinker: Junior Great Books Method — Citrus Room Cognitive Complexity in Cross-Content Classrooms — Salon D Lesson Study — Salon E
10:10 - 10:20 am Break/Exhibits	Instructional Technology for 3-12 Mathematics: Gizmos — Salon G Reading Assistance from the Region — Magnolia
10:20 – 11:00 am	REGION MEETINGS Each Region Executive Director will meet with all participants from his/her region to discuss state policy and directions related to providing assistance to the schools. Each region will meet separately so that questions and issues related to the individual regions can be addressed. <i>Region 1 – Citrus Region 2 – Magnolia Region 3 – Salon E Region 4 – Salon D Region 5 – Salon G</i>
11:00 – 11:10 am	BREAK/EXHIBITS
11:10 – Noon	COHORT MEETINGS
12:00 – 1:30 pm	LUNCH/EXHIBITS
1:30 – 2:10 pm	BEST PRACTICES SESSION 6: select one
	High School Math End of Course Exams — Salon D Secondary RTI — Salon G From Struggling Student to Strong Critical Thinker: Junior Great Books Method — Citrus Room Lesson Study — Salon E
2:10 – 2:20 pm Break/Exhibits	Getting Beyond Compliance: Changing School Culture and Climate — Magnolia Room STEM Assistance from Region Staff — Cypress Room
2:20 – 3:00 pm	BEST PRACTICES SESSION 7: select one
	Instructional Use of Technology — Salon G Standards Based Instruction — Cypress Room Using FAIR to Make Instructional Decisions — Magnolia Room LEGO SERIOUS PLAY™ for Elementary Schools — Salon E Math Intervention Solutions for K-12 Intensive Students — Salon D Response to Intervention — Citrus Room
3:00 – 3:10 pm Break/Exhibits	
3:10 – 4:00 pm	MEETING OF ROLE ALIKE GROUPS
4:00 – 4:10 pm	BREAK/EXHIBITS
4:10 – 5:00 pm	COHORT MEETINGS
5:05 pm	FACILITATORS' MEETING – Salon G

Location notes: Refer to the reverse of the **Agenda at a Glance** for locations for Cohort and Role Alike Meetings.
All Salons are on the first floor; the Magnolia, Citrus, Cypress and Palm Rooms are on the second floor.

FLORIDA LEADERSHIP ACADEMY AGENDA: *Wednesday, June 22*

8:00 – 9:15 am (Sit in cohort groups)	GENERAL SESSION (Salons D-G) Build, Sustain, and Accelerate: Miami-Dade County's Education Transformation Office; Keynote by Nikolai Vitti, Assistant Superintendent of Curriculum and Instruction, M-DCPS
9:30 – 10:10 am	BEST PRACTICES SESSION 8: select one
	Using FAIR to Make Instructional Decisions – Magnolia Room Science Success at a "D" School – Salon D RTI Behavior-New Statewide Database – Salon E School Culture: Getting Everyone to Buy In – Cypress Room Math Assistance from the Region – Citrus Room Common Core Standards (Math) – Salon G
10:10 - 10:20 am Break Exhibits	
10:20 – 11:00 am	BEST PRACTICES SESSION 9: select one
	Getting Beyond Compliance — Changing School Culture and Climate – Magnolia Room Making Math Meaningful – Salon D Scaffolding Instruction to Increase Reading – Salon E Handhelds in the Service of Inquiry – Citrus Room School Culture: Getting Everyone to Buy In – Cypress Room Integrating PSRTI and Positive Behavior – Salon G
11:00 – 12:00 pm	INDIVIDUAL SCHOOL TEAMS WORK
12:00 – 1:00 pm	LUNCH & EXHIBITS
1:00 – 1:40 pm	MEETING OF ROLE ALIKE GROUPS
1:45 – 2:25 pm	COHORT MEETINGS
2:30 pm	CLOSING SESSION

Location notes: Refer to the reverse of the [Agenda at a Glance](#) for locations for Cohort and Role Alike Meetings.
All Salons are on the first floor; the Magnolia, Citrus, Cypress and Palm Rooms are on the second floor.

POWER UP YOUR LEADERSHIP!

Best Practices are essential tools for instructional leaders in any capacity. As you move through the day:

- consider how the lesson learned presented at the FLDOE General Session – Build, Sustain, and Accelerate – is relevant to your school and/or district
- reflect on the key lessons that you have learned over the last two years about your school's and/or district's efforts to turnaround your situation
- keep capturing ideas, suggestions, and strategies to incorporate into your Best Practices Action Plan which you will complete prior to the close of the Academy
- commit to implementing best practices that you learned at the Academy and selected for your Best Practices Action Plan; consider practicalities that will lead to a successful implementation

Meet the Exhibitors...

Overall Participant Impressions

Every session provided information that can be used to assist in school transformation. Some information served as Validation that we are on the right track.



It helped our leadership team get on the same page.

Super conference!



**Amazing!
I loved
It!!**



Great conference! Thanks for all the helpful information.

Excellent conference! The time flew by and our school team accomplished so much. Our cohort facilitator, Matt Campese was perfect for his role. The entire conference was so practical.

Great learning opportunity.
Keynote speakers great.



Evaluation...

Daily

Sunday:

Housing	Pre-Conference Information	Conference Registration	Cohort Orientation (Information)	Cohort Orientation (Facilitator)
9.00	8.62	9.35	9.56	9.72

Monday:

Keynote Speaker: Dr. Diane Bourisaw, Deputy Chancellor

School Improvement and Student Achievement, Florida Dept. of Education

Topic: When Bold Steps are Needed - What does it really take to turn around Schools?

Opening Session: Bourisaw	Morning Cohort Session	Role Alike Group Session	Afternoon Cohort Session	Exhibits
8.84	8.80	8.26	8.89	7.66

Tuesday:

Keynote Speaker: Stuart Greenber, Director

Florida Reading Center, Florida Dept. of Education

Topic: Lessons Learned about Intensive Reading Instruction on the New Reading Initiatives

Opening Session: Greenberg	Region Meeting	Morning Cohort Session	Role Alike Group Meeting	Afternoon Cohort Session
9.29	8.93	9.10	7.51	9.16

Wednesday:

Keynote Speaker: Nikolia Vitti, Assistant Superintendent of Curriculum and Instruction

Miami-Dade County Public Schools

Topic: Build, Sustain, and Accelerate: Miami-Dade County's Education Transformation Office

Opening Session: Vitti	Individual School Teams Session	Role Alike Group Meeting	Cohort Session	Exhibits
9.69	9.90	7.92	9.47	8.54

Note: "10" is highest score

Evaluation...

Sessions

Session	Legend:					
	4 – Strongly Agree	3 – Agree	2 – Disagree	1 – Strongly Disagree	Well Informed	Related Ideas
	Involved in Presentation	Make use of Ideas	Like to have presenters work with School Staff	Overall Session		
Lesson Study: George Fekete, Laura Burger	3.78	3.59	2.72	3.54	2.82	3.47
Turning Around Low Performing Schools: Jeffrey Hernandez	3.87	3.72	3.16	3.73	3.31	3.69
Math Intervention Solutions K-12 Intensive Students: J. Correll, C. Ruffin	3.70	3.40	2.90	3.25	3.11	3.20
Secondary RTI: Dr. Rebecca Sarlo	3.81	3.74	3.24	3.73	3.56	3.73
Standard Based Instruction: Teresa Sweet	3.64	3.44	3.46	3.47	3.12	3.42
Cognitive Complexity in Cross-Content Classroom: C. McGurk, R. Vincent	3.65	3.59	3.77	3.67	3.33	3.60
Data Director & Progress Monitoring: Bill Cunningham, Matt Roberson	3.46	3.07	2.65	3.00	2.45	2.96
Secondary Gizmos: Glen Nakumarah	4.00	4.00	4.00	4.00	4.00	4.00
Instruction Technology for 3-12 Science: Gizmos – Kamilah Holden	4.00	3.82	3.88	3.94	3.60	3.94
Using Extend Day at the Elementary Level: T. Martinez, J. Whitlow, J. Eakins	3.76	3.52	2.91	3.42	3.22	3.58
Using Data to Inform Decisions: Davis Barclay, Stacey Frakes	3.58	3.16	3.00	3.22	2.80	3.20
Science Literacy 101: Dr. Constance Thornton, Dr. Felicia Mendez	3.19	2.80	3.50	2.82	2.46	2.76
Florida's STEM Strategic Plan: Rob Weinberg, Jake Prokup	3.60	2.98	2.31	3.22	2.75	3.15
Melding Science & Math-Robotics for Title 1 Schools: J. Gerlach, S. Tirado	3.74	3.22	3.63	3.13	3.08	3.22
STEM Assistance – Region: Bryan Jones, Ain Walker	3.65	3.52	3.30	3.48	3.55	3.48
Making Math Meaningful: Michelle Gainer	4.00	3.81	3.85	3.96	3.84	3.96
Data Assistance – Region: Dr. Rodney Ryan	3.54	3.19	2.45	3.27	3.08	3.20
Scaffolding Instruction to Increase Reading: Pamela Radar, M. Cleveland	3.60	3.43	3.71	3.55	3.29	3.58
Targeted Interventions in Math & Reading: Dr. C. Buell, L. Nolen, A. Western	3.82	3.44	3.32	3.55	3.30	3.50
Progress Monitoring: A. Anderson, A. Moore, M. Morris, C. McDade	3.80	3.65	3.19	3.69	3.40	3.71
Getting Beyond Compliance-Changing School Culture & Climate: John Lott, Kathy Lawrence, Marie Wilber & Charla Bauer	3.85	3.72	3.45	3.77	3.44	3.75
High School Math End of Course Exams: Michelle Gainer	3.86	3.81	3.43	3.76	3.61	3.76
Monitoring Writing Achievement: Dr. James Young, Laci Hubler	3.56	3.41	3.24	3.35	3.07	3.36
Utilizing Benchmarks to Increase Rigor: Matthew Campese, Mason Davis	3.69	3.56	3.80	3.71	3.37	3.62
From Struggling Students to Strong Critical Thinkers: M. Gurfield, D. Sugg	3.86	3.64	3.97	3.62	3.50	3.78
Using FAIR to Make Instructional Decisions: Cheryl Ferlita, Charla Bauer	3.79	3.57	3.52	3.64	3.60	3.63
Response to Intervention: S.K. Collins, C. Finley, L. Butler, F. Nims	3.68	3.36	3.64	3.38	3.15	3.55
CTE Assistance – Region: Beth Gladden	3.90	3.86	3.35	3.76	3.81	3.86
Reading Assistance – Region: Loietta Holmes, Cheryl Ferlita	3.64	3.48	3.59	3.36	3.53	3.41
Lego Serious Play for Elementary Schools: J. Gerlach, S. Tirado	3.89	3.89	3.89	3.78	3.67	3.89
Integrating PSRTi & Positive Behavior Support: Dr.'s Batsche & Kincaid	3.81	3.43	3.04	3.40	3.38	3.47
RTI Behavior Support: Dr. Don Kincaid	3.86	3.73	3.63	3.76	3.68	3.77

Evaluation Protocol...

Based on "Five Levels of Professional Development Evaluation" by Thomas Guskey, JSD, Winter 2005, Vol. 26

Evaluation Level	What Questions Are Addressed?	How Will Information Be Gathered?	What Is Measured Or Assessed?	How will Information Be Used?
1 Participant's Reactions	Daily Rating 1-10: Indicate satisfaction with each of today's activities and personal goal attainment. Provide Comments	<ul style="list-style-type: none"> • CEC Daily Evaluations • Facilitator's Daily Debriefings 	Lodging, Food, Presenters, Cohort Sessions, & Personal Goal Attainment; plus Comments	Formative data: To improve next day's program delivery Summative data: To improve overall program
2 Participant's Learning	Did participants acquire intended knowledge and skills indicated by Academy Goals? <ul style="list-style-type: none"> • Build Relationships within a Learning Culture • Professional Learning for faculty • Data-driven Decision-making • Exhibit Essential Leadership Traits • Work with personal Leadership Plan and Portfolio 	<ul style="list-style-type: none"> • Interviews • Best Practices Action Plan • Portfolio/ Journal Reflections • Communication Center postings with Cohort • Open Space Dialogue Reports 	<ul style="list-style-type: none"> • Pattern of attaining skill/knowledge and connections • School strategies to improve student learning 	To improve program content, context, or process
3 Organizational Support and Change	What was the impact on the school? Were sufficient CEC resources made available? Was there personal and/or organizational change?	<ul style="list-style-type: none"> • Interviews • Best Practices Action Plan • Portfolio /Journal Reflections • Communication Center postings with Cohort 	School-site evidence of implementation of Academy Goals Use of: <ul style="list-style-type: none"> • CEC tools • Communications Center • Cohort/Mentor 	To document and improve organizational support, celebrate school-site accomplishments, and encourage follow-up at school-site
4 Participant's Use of New Knowledge and Skills	Did participants effectively apply the new knowledge and skills at the school-site?	<ul style="list-style-type: none"> • Interviews • Best Practices Action Plan • Portfolio /Journal Reflections • Supervisor interview or survey • Benchmark event at school 	School-site evidence: <ul style="list-style-type: none"> • Evidence of building a learning culture • Evidence of data applications with faculty at school • Evidence of leadership cultivation 	To provide evidence of effectiveness of the Leadership Academy, CEC tools and programs
5 Student Learning Outcomes	Is there evidence that schools whose leader(s) participate in the Academy show improved performance?	<ul style="list-style-type: none"> • Interviews • School reports 	Trends in student performance over three years	To provide evidence of effectiveness of the Leadership Academy, CEC tools and programs