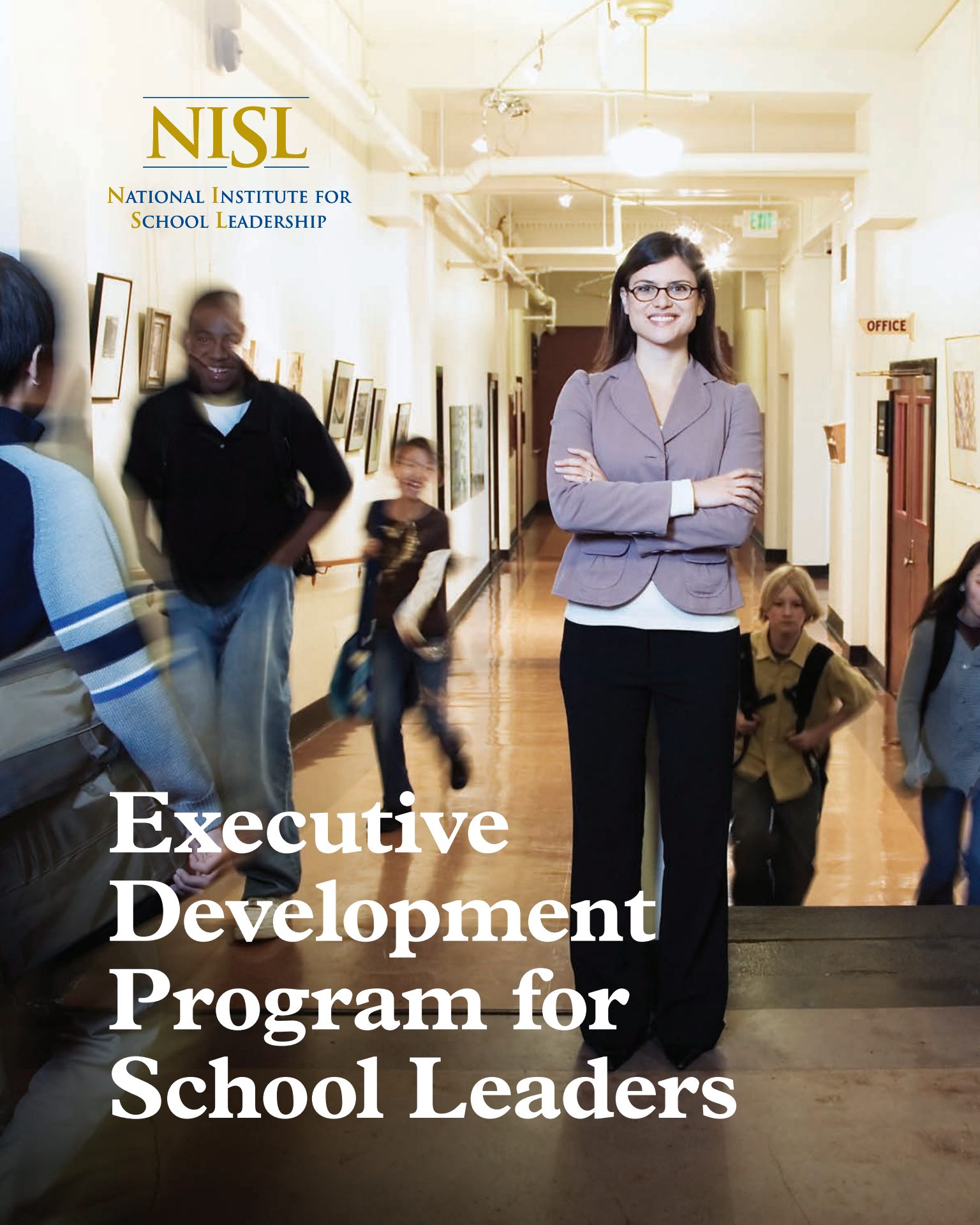
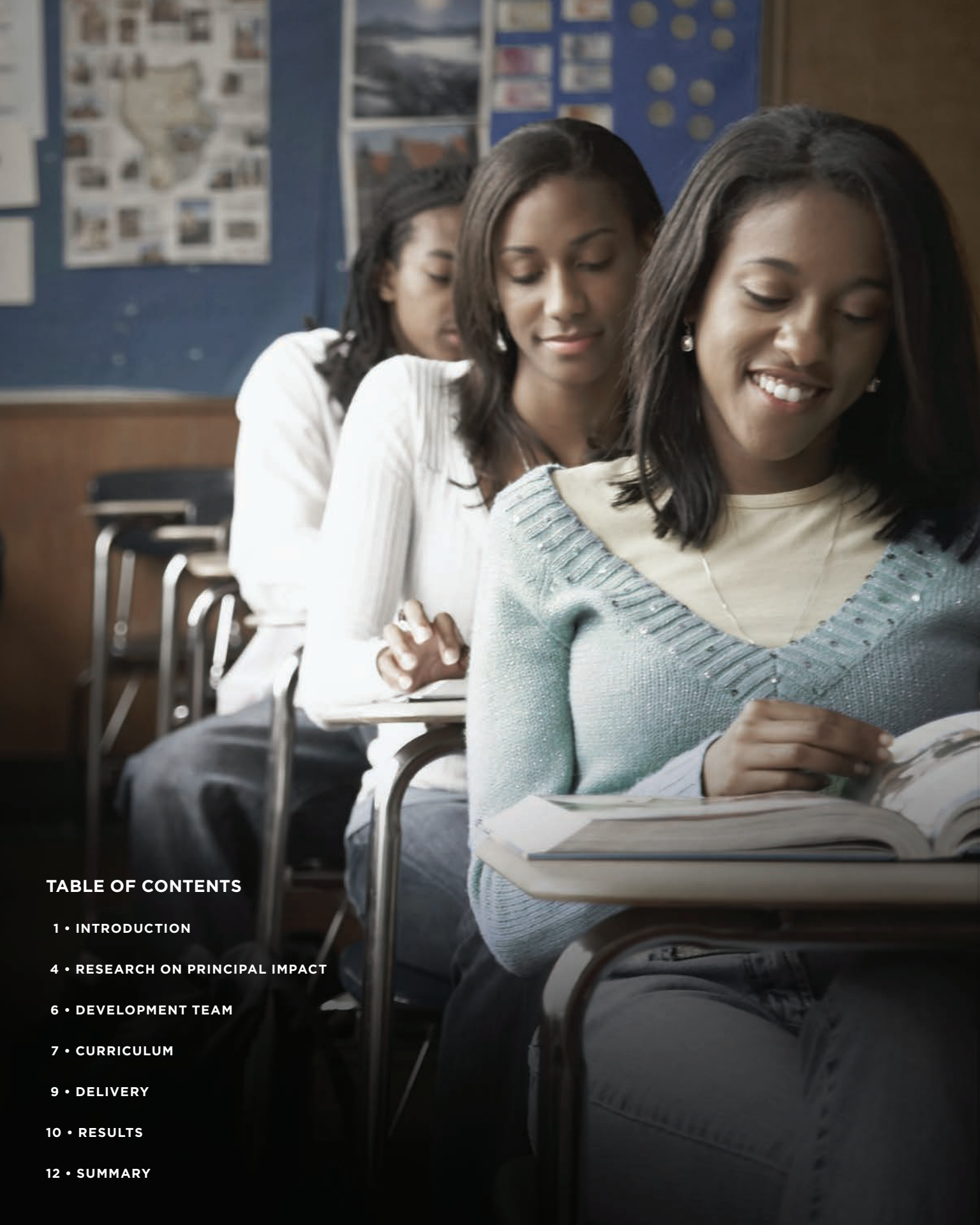
NISL

NATIONAL INSTITUTE FOR SCHOOL LEADERSHIP



Executive Development Program for School Leaders



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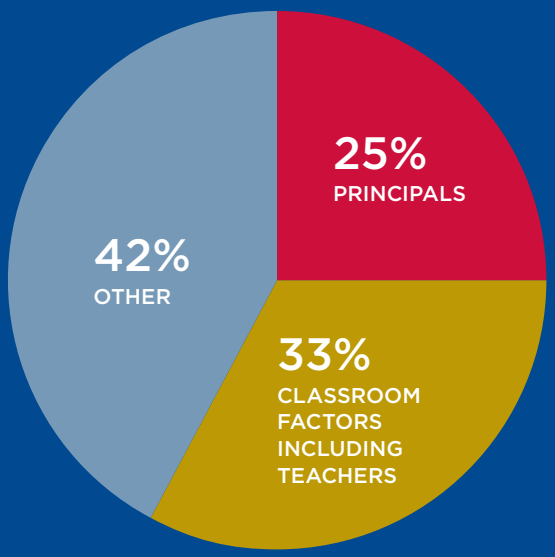
Research shows that principals have a disproportionately large impact on student learning.

A 2004 Wallace Foundation study found that principals are responsible for 25% of the variation in pupil outcomes that schools impact. That means that a single person can be linked to about one quarter of the differences in student learning that occur due to all the attributable school-level variables. In fact, the learning impact of school leaders is close to the cumulative impact of all the classroom-level factors, including quality of instruction (33%). Unfortunately, research has shown that strong school leadership is all too uncommon, particularly in high-poverty and secondary schools—precisely where it is needed most.

Variation In Student Learning

EXPLAINED BY SCHOOL-LEVEL VARIABLES



Source: Leithwood, K. et al. (2004). Review of Research: How Leadership Influences Student Learning, *New York: Wallace Foundation.*

So, what would it take to transform principals into powerful instructional leaders?

The answer lies in the most widely-used, comprehensive, professional development program proven to help school leaders raise student achievement. The National Institute of School Leadership's (NISL) Executive Development Program is the culmination of $11 million in grants from venerable institutions such as the Carnegie Foundation, the New Schools Venture Fund, the Broad Foundation, the Stupski Foundation, and the National Center on Education and the Economy.

An unparalleled research team was assembled to develop a program that builds leadership skills, teaches best practices in standards-based education, and gives leaders the tools to identify and coach towards strong instruction in the content areas.

LEADERSHIP

BEST PRACTICES AND STANDARDS-BASED EDUCATION

CONTENT AREA INSTRUCTION

Equally important, NISL chose to give districts the ability to deliver this curriculum themselves, allowing districts to improve leadership and student learning district-wide.

"There are no good schools without good principals."

ARNE DUNCAN

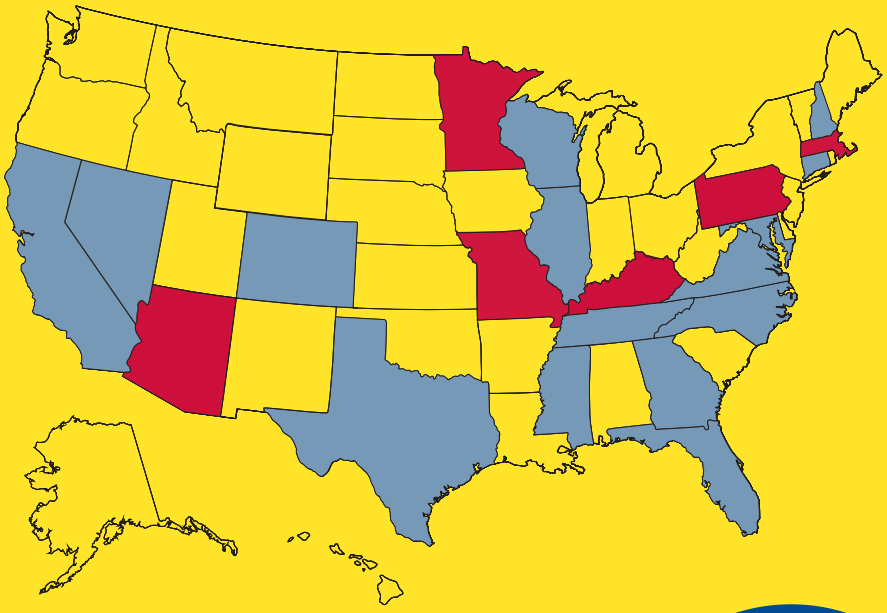
TO LEARN MORE ABOUT THE NISL EXECUTIVE DEVELOPMENT PROGRAM, VISIT NISL.NET

THE NISL ADVANTAGE

Nationally Researched, Locally Delivered

$11 million
towards creating a robust and effective curriculum

9,000+
school leaders trained in 20 states — more than any other proven program



NISL IMPLEMENTATION SITES

STATE-LED PROJECTS

DISTRICT-LED PROJECTS

4 years
of research, design, and development

10%
of the cost of other proven programs

TO LEARN MORE ABOUT THE NISL EXECUTIVE DEVELOPMENT PROGRAM, VISIT NISL.NET

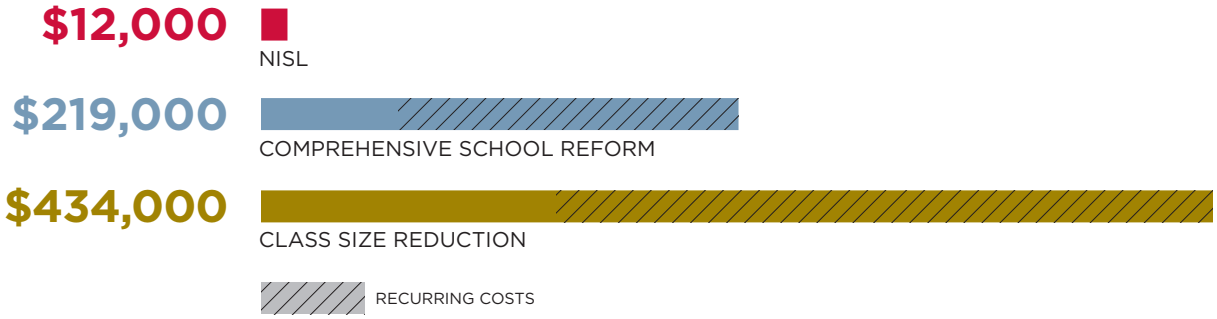
Principal Training May Be the Most Cost-Effective Way to Impact Student Achievement

Studies have shown that students in schools led by principals that complete the NISL program outperform their peers in both math and literacy on state tests. And when compared with other proven leadership development programs, the NISL Executive Development Program is without question the most cost-effective means of training school leadership teams, teachers, administrators, principals and aspiring leaders across a district or a state. NISL empowers districts to provide the curriculum utilizing their chosen trainers, tailoring NISL implementation plans and maximizing professional development budgets.

Why Invest in Your Leaders?

NISL IS ACHIEVING A SIMILAR IMPACT ON STUDENT ACHIEVEMENT AT A FRACTION OF THE COST

PER SCHOOL COSTS OVER THREE YEARS



Class Size Reduction based on $434 additional cost (from Answers to the Argument that Class Size Reduction Costs Too Much, *http://www.reduceclasssizenow.org/pdfs/BargainingPointsForClassSizeReduction.pdf) for average district with 1,358 students in K-4 and an elementary school size of 470) from http://nces.ed.gov/programs/digest/d10/tables/dt10_098.asp)*

Comprehensive School Reform: cost is average of models for first year non-personnel costs (comprehensive school reform and achievement: A meta-analysis Geoffrey D Borman et al) $72,926 over 3 years = $218,778

TO LEARN MORE ABOUT THE NISL EXECUTIVE DEVELOPMENT PROGRAM, VISIT NISL.NET

OUR CONTRIBUTORS

A Leadership Program Developed by Leaders

The NISL research team included some of the most prestigious people in the fields of leadership, organization, strategy, ethics, literacy, math, science, and professional development. Contributors range from the deans of Stanford and MIT business schools, to a U.S. Air Force General, to lead-authors of the Common Core State Standards. NISL combined the strongest research on education and education leadership with lessons gleaned from successful leadership programs in other fields such as business, the military, and medicine.

EDUCATION THEORY AND PRACTICE

Tom Sobol

Professor of Education, Teachers College, Columbia University

Barry McGaw
Deputy Director for Education, Organization for Economic Co-Operation and Development

Sam Stringfield
Director, Center for Social Organization of Schools, Johns Hopkins University

Peter Hill
Former Chief Executive of the Australian Curriculum, Assessment and Reporting Authority (ACARA)

MATH

Li Ping Ma
Senior Scholar at the Carnegie Foundation for the Advancement of Teaching in New York

Phil Daro
Chair Of The Common Core Mathematics Standards Work Group

LITERACY

Lucy Calkins
Founding Director and Professor of Education, Teachers College, Columbia University

Gay Su Pinnell
Author and Professor, School of Teaching and Learning at The Ohio State University

Sally Hampton
Chair of the Common Core English Language Arts Standards Work Group

Catherine Snow
Henry Lee Shattuck, Professor, Harvard Graduate School of Education

Barbara Foorman
Director of the Center for Academic and Reading Skills at the University of Texas

SCIENCE

Andrew S. C. Chen
Former Principal Research Scientist at MIT

BUSINESS AND ORGANIZATIONAL LEADERSHIP

Peter Senge
Director, Center for Organizational Learning, MIT Sloan School of Management

Lester Thurow
Former Dean, Sloan School of Management, MIT

Marie Eiter
Former Director of Executive Education, Sloan School of Management, MIT

MILITARY

Tom Moorman
USAF, General (Ret.), Former Commander, Space Command

John Fryer
USAF, Major General (Ret.), Former Commandant, The National War College

Terry L. Deibel
Former Professor, National War College

George E. Thibault
Former Professor Emeritus, National War College

TO LEARN MORE ABOUT THE NISL EXECUTIVE DEVELOPMENT PROGRAM, VISIT NISL.NET

CURRICULUM

A Rigorous Curriculum That Develops Strong Instructional Leaders

The Executive Development Program transforms instructional leadership using an engaging mix of 24 days of face-to-face instruction, delivered over the course of 12 months, bridged by professional readings, applied learning activities and 30 hours of online curriculum.

The cohort-based training creates professional learning communities that enable principals to learn from each other, share strategies, and build common approaches to address the challenges they face. Interspersing monthly face-to-face instruction with online activities, readings and a school-based Action Learning Project gives participants the opportunity to apply what they have learned to real situations in their schools and to receive sustained feedback and support.

The NISL curriculum is broken into 12 units that cover the breadth of methodology and necessary tools to help turn principals into strong, instructional leaders. Participants gain understanding and expertise in three critical aspects of their role: leadership skills, best practices in standards-based education and content area instruction. Throughout the course of the training, these three themes build upon and reinforce each other, creating a cohesive program.

24 days
of face-to-face instruction

12 month
program duration

30 hours
of online curriculum, valuable professional readings, and applied learning activities

The 12 Units of the Executive Development Program

1. The Educational Challenge
2. The Principal as Strategic Thinker
3. Elements of Standards-Aligned Instructional Systems
4. Foundations of Effective Learning
5. Leadership in the Instructional Core — English Language Arts and History
6. Leadership in the Instructional Core— Science and Math
7. Coaching for High Quality Teaching
8. Promoting the Learning Organization
9. Teams for Instructional Leadership
10. Ethical Leadership for Equity
11. Driving and Sustaining Transformation
12. Final Case Simulation and Presentations

Benefit from NISL Partnerships

NISL partnerships help districts generate buy-in for the initiative, increase staff retention, and further advance the learning and careers of their school leaders. NISL is always eager to explore new partnerships upon request. Examples of current partnerships include:

Credit Towards Advanced Degrees – Universities partner with NISL for credit-bearing degrees, in some cases waiving a significant portion of the credits required towards doctorate degrees for NISL graduates.

Certification – State Education Agencies and Local Education Agencies reward NISL participants with certifications and credits. Pennsylvania grants their Administrative Level II Certification for graduates of the Pennsylvania Inspired Leaders program, of which NISL is a key component.

Local University Delivery – NISL has trained and certified local colleges and universities to deliver the NISL curriculum. The University of Minnesota and the University of Mississippi deliver the NISL Executive Development Program to school leaders throughout their state.

Research-Based Delivery Tailored to Local Needs

NISL was as thoughtful in designing the delivery of the Executive Development Program as it was in developing the curriculum. We have leveraged pedagogical strategies that have been shown to be effective. The training is job embedded, cohort based and delivered in an extended manner allowing for ongoing application and review. NISL also incorporates pedagogical practices from top leadership programs such as the use of simulations from the military, case studies from business and a focus on practice from medical schools.

NISL works to ensure that the delivery and content meet your local needs. NISL offers two methods to train participants: a direct training model and a "train-the-trainer" model. Under the train-the trainer model, NISL faculty members train, observe, mentor, and certify local leaders (selected by the district or state) who in turn become qualified to provide training to their peers utilizing NISL's world-class curriculum.

Whether training your principals or your own facilitators, NISL can pull on over 60 master faculty members with extensive first-hand experience successfully leading schools and delivering professional development to school leaders. Many have also served as district superintendents or state commissioners.

Job-embedded

through a variety of tools, applied tasks, assessments, and an Action Learning Project

Extended learning

structure allows for learning, application and feedback

Cohort-based

training forms peer-based professional learning communities

RESULTS

Studies Show Students in Schools Led by NISL-Trained Principals Outperform Their Peers on State Tests

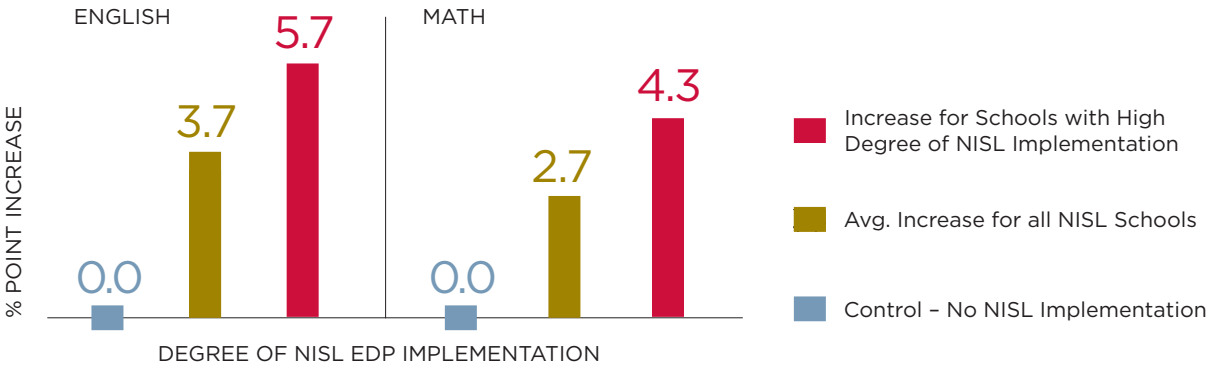
STATE	NUMBER OF SCHOOLS STUDIED	Statistically Significant Gains* READING	MATH
MASSACHUSETTS Round #1	64		✓
MASSACHUSETTS Round #2	38	✓	✓
PENNSYLVANIA Round #1 6M AFTER GRADUATION	101	✓	✓
PENNSYLVANIA Round #2 18M AFTER GRADUATION	101	✓	✓

** Gains were equivalent to 1-2 additional months of learning*

Massachusetts – Improving 20 High-Need Districts

In 2005, Massachusetts selected NISL's Executive Development Program to help improve leadership and learning across 20 of their highest-need school districts. Through a train-the-trainer model, in-state capacity was developed to deliver the nationally-researched program to school leadership teams and district staff. From this foundation, over 1,700 Massachusetts school leaders have benefited from the program. A series of studies by Meristem, Johns Hopkins University and Old Dominion University found that the program changed the practice of school leaders and led to statistically significant gains for students in math and literacy across all school levels.

AVERAGE INCREASE IN PROFICIENCY RATES ON STATE TESTS

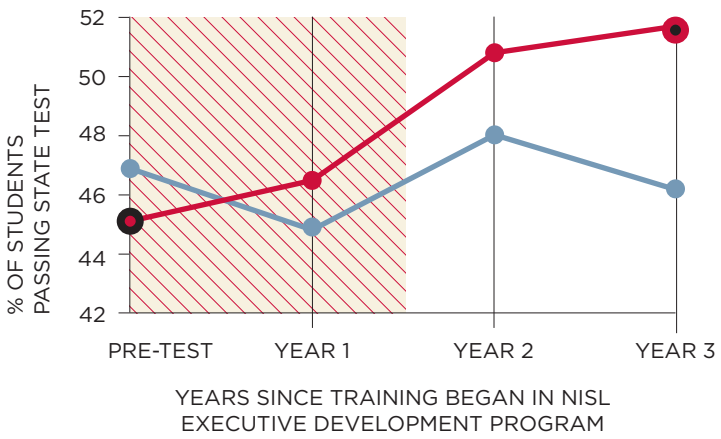


National Institute for School Leadership (NISL): Massachusetts Program Implementation 2005 – 2008, *The Meristem Group, June 2009*

Pennsylvania – Level II Administrative Certification

Over a decade ago, Pennsylvania began using NISL to increase the effectiveness of instructional leadership across the state. In 2007, they expanded the impact by making NISL a key component of the Pennsylvania Inspired Leadership (PIL) initiative. The Pennsylvania DOE utilized NISL's train-the-trainer model to create eight regional training areas across the state. Multiple studies have shown that Pennsylvania achieved their goal of raising student achievement through NISL implementation. PIL completion became required for Level II administrative certification. Over 2,000 Pennsylvania school leaders have benefited from NISL training.

NISL IMPACT ON HIGH SCHOOL MATH SCORES



NISL Schools

Comparison Schools

Period of Training

Started 2 Percentage Points Behind

Ended 5 Percentage Points Ahead

Source: Johns Hopkins/Old Dominion University, 2011 Study

"NISL is the highest quality leadership program I know of… It resulted in a paradigm shift for our leaders, from running a building to being an instructional leader."

DAVID DRISCOLL, FORMER MA COMMISSIONER OF EDUCATION

"NISL has helped us create turnaround artists, and has assisted principals in driving their schools from good to great."

GERALD ZAHORCHAK, FORMER PA SECRETARY OF EDUCATION

SUMMARY

Transform Leadership & Learning in Your Schools

The NISL Executive Development Program helps create turnaround experts and makes good principals great.

NISL GRADUATES ARE BETTER EQUIPPED TO:

1. Leverage data to drive change
2. Build and empower leadership teams
3. Establish strategic visions that are motivating, achievable, and measurable
4. Create a strong, collaborative learning culture within their schools
5. Learn how to create standards-based schools and classrooms, and how to align instructional systems
6. Understand best practices in teaching and learning, particularly in Literacy, Mathematics, and Science
7. Identify good instruction and coach towards it

Contact us for assistance on designing a tailored implementation plan for your district or state:
202.449.5060 or info@nisl.net

"To date, (NISL) is the best professional development I've ever had. I finally received a roadmap to bring about change."

MARJORIE SOTO, PRINCIPAL, THE JOSEPH J. HURLEY K-8 SCHOOL, BOSTON PUBLIC SCHOOLS, MASSACHUSETTS

DESIGN: LEVINEDC.COM

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