

## Turnaround Leadership Development Program Provider Information: 2021-22

<b>Provider Name</b>	NYC Leadership Academy
<b>Contact Person</b>	Mary Jo Dunnington
<b>Contact Information</b>	<a href="mailto:mdunnington@nycleadershipacademy.org">mdunnington@nycleadershipacademy.org</a> , 646-345-6748
<b>Link to Program Information on Provider Website</b>	Please contact NYCLA for additional information.
<b>Provider Contact Required <u>Before</u> Submitting EASI Application?</b>	Yes

<b>Program Overview</b>	<p><b>Leadership Development for Turnaround Schools:</b></p> <p>NYCLA offers a multi-year, research-based turnaround leadership program designed to foster the growth and actions of district- and school-based leaders to transform low-performing schools and increase student learning and performance through culturally responsive leadership practices.</p>
<b>Program Areas of Focus</b>	<p>Our program emphasizes:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> <u>Teaming and Equity</u>: building the collective capacity of the school leadership team to advance equity through culturally responsive instruction and practices in the school</li> <li><input type="checkbox"/> <u>School-specific learning</u>: school leadership teams are engaged in learning that focuses on their schools' data, culture, and improvement plans..</li> <li><input type="checkbox"/> <u>Measurable growth</u>: our program is standards-based with behavioral indicators articulated to track progress and differentiate support according to need.</li> <li><input type="checkbox"/> <u>District-level support</u>: we build the capacity of district-level leaders, especially principal supervisors, to support school leaders and their teams in goal setting, plan implementation, and progress monitoring.</li> </ul>
<b>Program Location</b>	The program is delivered onsite for a cohort of schools; delivery can also be provided through a blended or fully remote model (remote learning takes place through a combination of synchronous and asynchronous sessions)
<b>Program Duration</b>	Overall duration of 2 years
<b>Program Touch Points</b>	<p>The program includes the following components:</p> <ul style="list-style-type: none"> <li>● 5-day summer institute in Year 1; 3-day summer institute in Year 2.</li> <li>● 4-6 workshops during each of the school years - some for school leadership teams; others for principals only.</li> <li>● Development and support of principal supervisors.</li> <li>● Coaching for district and school leaders (in-person and remote).</li> <li>● School leadership team retreats.</li> </ul>
<b>Participants this Program will serve</b>	<p><input type="checkbox"/> Teachers</p> <p><input checked="" type="checkbox"/> Aspiring Leaders</p> <p><input checked="" type="checkbox"/> Current Principals</p> <p><input type="checkbox"/> District Staff</p> <p><input checked="" type="checkbox"/> Principal Supervisors</p> <p><input type="checkbox"/> Other:</p>
<b>Number of Seats Available summer or fall 2021</b>	Our program is based on a cohort model, not an individual school model. We can work with 5-10 schools from a district in a single cohort and can concurrently serve up to 3 cohorts.

<b><i>Cost per Participant</i></b>	Estimated cost per school \$48,000 (per year), assuming a cohort of 10 schools. Costs vary depending on cohort size and district location; please contact NYCLA to discuss your needs and to get a firm quote.
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<b><i>Application Process, Timeline, Due Dates</i></b>	We can work with a district to develop an implementation timeline that meets the district's needs.
<b><i>Credential Issued (if any)</i></b>	<input type="checkbox"/> <b>Master's Degree</b> <input checked="" type="checkbox"/> <b>Certificate of Completion</b> <input type="checkbox"/> <b>Type D License</b> <input type="checkbox"/> <b>Other:</b>

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<b>Link to Program Information on Provider Website</b>	<a href="https://www.nyclleadershipacademy.org/resources/taking-charge-of-principal-preparation/">https://www.nyclleadershipacademy.org/resources/taking-charge-of-principal-preparation/</a>
<b>Provider Contact Required Before Submitting EASI Application?</b>	Yes

<b>Program Overview</b>	<p><b>Aspiring Principals Program:</b></p> <p>NYCLA’s Aspiring Principals Program (APP) is a year-long, rigorous, standards-based school leadership preparation model that readies promising school leaders to become principals of high-needs schools. NYCLA works with partner districts to adapt this model for local implementation within a district or within a multi-district consortium.</p>
<b>Program Areas of Focus</b>	<p>The model has four distinct phases:</p> <ul style="list-style-type: none"> <li>☐ Recruitment and Selection: aspiring leaders are intentionally recruited and selected (typically through a competitive process) using NYCLA’s model and selection tools.</li> <li>☐ Summer Intensive (3-5 weeks) presents the challenge of school leadership through a comprehensive simulation grounded in authentic school experiences. Topics include analysis of data; standards, curriculum and assessments; the social context of schooling; resource allocation/managing vision; capacity building; and transition to a new role/entering residency.</li> <li>☐ Residency/Internship (preferably full year) allows aspiring leaders to practice and reflect on school leadership in a real school setting. Residencies can be full-release or job-embedded, depending on needs and context of the district.</li> <li>☐ Transition to Leadership and Coaching Support: participants typically receive leadership coaching support once they are placed in principal positions.</li> </ul>
<b>Program Location</b>	The program is delivered onsite for a cohort of aspiring school leaders.
<b>Program Duration</b>	2-3 years with NYCLA support decreasing after the first year
<b>Program Touch Points</b>	<p>NYCLA works with districts to help them implement full adaptations of our evidence-based Aspiring Principals Program model. NYCLA assists in all aspects of program design and implementation, while simultaneously building the capacity of a local district-based team to sustain program delivery going forward. Using a “slow release” model, NYCLA works alongside the local program team to co-design the program and adapt NYCLA curriculum, launch the program, and co-deliver program components for the initial cohort of aspiring principals. The engagement typically lasts for 2-3 years, with NYCLA support decreasing after the initial design and implementation is complete. A sample of what this work looks like is presented below:</p> <p><b>Year 1</b></p> <ol style="list-style-type: none"> <li>1) Assessing local school leadership context and needs through stakeholder engagement</li> </ol>

	<ul style="list-style-type: none"> <li>2) Developing detailed work plan</li> <li>3) Co-designing (with client team) summer intensive curriculum for aspiring principals</li> <li>4) Assisting with and supporting marketing, admissions, and participant selection materials and processes</li> <li>5) Providing program assessment tools and guidance on processes</li> <li>6) Delivering facilitation training</li> <li>7) Supporting delivery of summer intensive training</li> <li>8) Providing technical assistance on program design and certification-related options</li> </ul> <p><b>Year 2</b></p> <ul style="list-style-type: none"> <li>9) Facilitating the development of the residency/school-year curriculum for aspiring principals</li> <li>10) Developing residency principal mentor program</li> <li>11) Supporting revision of summer intensive curriculum as needed</li> <li>12) Providing additional facilitation training and support</li> <li>13) Providing additional program assessment/evaluation support</li> <li>14) Providing technical assistance</li> </ul> <p><b>Year 3</b></p> <ul style="list-style-type: none"> <li>15) Supporting revision of the residency/school-year curriculum</li> <li>16) Training additional residency mentor principals</li> <li>17) Providing additional program assessment/evaluation support</li> <li>18) Providing technical assistance</li> </ul>
<b>Participants this Program will serve</b>	<input type="checkbox"/> Teachers <input checked="" type="checkbox"/> Aspiring Leaders <input checked="" type="checkbox"/> Current Principals <input checked="" type="checkbox"/> District Staff <input type="checkbox"/> Principal Supervisors <input type="checkbox"/> Other:
<b>Number of Seats Available summer or fall 2020</b>	We can work with any districts (or groups of districts) that are interested in implementing this program to strengthen their leadership pipeline.
<b>Cost per Participant</b>	Estimated three-year cost to a district to implement this program is \$400,000-\$500,000; please contact NYCLA to discuss district needs and to receive a firm quote.
<b>Application Process, Timeline, Due Dates</b>	We can work with a district to develop an implementation timeline that meets the district's needs.
<b>Credential Issued (if any)</b>	<input type="checkbox"/> Master's Degree <input checked="" type="checkbox"/> Certificate of Completion <input type="checkbox"/> Type D License <input checked="" type="checkbox"/> Other: We can help the district develop a university partnership that enables participants to receive graduate credits.

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<b>Link to Program Information on Provider Website</b>	<a href="https://www.nycleadershipacademy.org/workshops/foundations-of-principal-supervision/">https://www.nycleadershipacademy.org/workshops/foundations-of-principal-supervision/</a>
<b>Provider Contact Required Before Submitting EASI Application?</b>	Not required but preferred

<b>Program Overview</b>	<p><b>Foundations of Principal Supervision:</b></p> <p>NYCLA’s Foundations of Principal Supervision (FPS) is a year-long, blended professional learning program designed to build the capacity of district leaders whose role includes principal supervision. The program focuses on helping participants strengthen skills around developing and supporting school leaders, and on balancing support with supervision.</p>
<b>Program Areas of Focus</b>	<p>FPS focuses on the following themes:</p> <ul style="list-style-type: none"> <li>● Role and Impact of the Principal Supervisor <ul style="list-style-type: none"> <li>– Leverage national leadership standards to define what a principal supervisor needs to know and be able to do to most effectively support principals.</li> <li>– Use NYCLA’s Principal Supervisor Reflection Tool to collect and analyze principal supervisors’ perceptions of their individual practice. The results are confidential, shared only with individual participants and used by NYCLA to support goal setting and program delivery.</li> <li>– Develop and implement a coherent theory of action for principal supervisors to best consistently support principals across the district.</li> <li>– Develop a strategic plan for your network of schools including a plan to mobilize stakeholders around your vision</li> </ul> </li> <li>● Instructional Leadership <ul style="list-style-type: none"> <li>– Review and analyze school and principal performance data across each principal supervisor’s network of schools.</li> <li>– Use data to assess performance against current strategic plans.</li> <li>– Develop protocols and strategies that help principals accurately interpret data and identify patterns, trends and instructional needs.</li> <li>– Design and practice a specific process for learning walks to calibrate and improve the practice of principals you supervise as equity leaders.</li> </ul> </li> <li>● Design professional development plans for the principals you supervise for the balance of the current school year and/or the next school year. Equity <ul style="list-style-type: none"> <li>– Self-assess against NYCLA's 5 equity leadership dispositions.</li> <li>– Develop awareness of your own blind spots, assumptions, and biases when it comes to race.</li> <li>– Diagnose inequitable structures, policies and practices across your schools and develop a plan of action to address them</li> <li>– Learn to how to help your leaders set equity-focused goals and create an actionable plan to achieve those goals.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>- Design and practice a specific process for equity walks to calibrate and improve the practice of the principals you supervise as equity leaders.</li> <li>☐ Coaching <ul style="list-style-type: none"> <li>- Engage in intensive training in NYCLA’s signature facilitative, competency-based leadership coaching model where you will learn how to strengthen trust, promote targeted and critical reflection, and support leaders in identifying and applying high impact action steps to dismantle inequitable practices and accelerate school transformation and student learning.</li> <li>- Learn and practice coaching strategies that balance coaching with evaluation.</li> <li>- Use data to provide actionable feedback to principals that provokes thinking, creates conditions to promote “healthy” discomfort and opens opportunities for reflection.</li> <li>- Learn and practice having difficult conversations with principals to address underperformance using evidence-based feedback.</li> <li>- Assess principals’ learning needs and priorities based on principal and teacher evaluation data.</li> <li>- Recognize the biases and beliefs you bring into the coaching relationship.</li> <li>- Develop strategies to minimize the biases and beliefs as well as learn strategies to establish the coaching relationship through building trust.</li> </ul> </li> </ul> <p>The experience also gives participants the opportunity to:</p> <ul style="list-style-type: none"> <li>☐ Collaborate with a national cadre of peers to solve challenging problems</li> <li>☐ Analyze real data from their districts to pinpoint effective interventions</li> <li>☐ Apply theory to practice</li> <li>☐ Strengthen their vision and plan for the year ahead</li> </ul>
<b>Program Location</b>	In-person sessions take place in New York City and another location that changes each year based on where participants are from; the rest of the program is delivered virtually. NOTE: NYCLA can also deliver an adapted version of this training for individual districts.
<b>Program Duration</b>	10 months
<b>Program Touch Points</b>	<ul style="list-style-type: none"> <li>● Summer Institute: July 20-24, 2020 (training takes place in NYC)</li> <li>● Year-long virtual learning community</li> <li>● 1:1 coaching during the program</li> <li>● Year-end convening: Spring 2020 (2 days; location TBD)</li> </ul>
<b>Participants this Program will serve</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Teachers</li> <li><input checked="" type="checkbox"/> Aspiring Leaders</li> <li><input type="checkbox"/> Current Principals</li> <li><input type="checkbox"/> District Staff</li> <li><input checked="" type="checkbox"/> Principal Supervisors (new and experienced)</li> <li><input type="checkbox"/> Other:</li> </ul>

<b><i>Number of Seats Available summer or fall 2020</i></b>	Approximately 28 seats available for 2020-21 cohort.
<b><i>Cost per Participant</i></b>	\$5,000 plus travel costs
<b><i>Application Process, Timeline, Due Dates</i></b>	Participants interested in the 2020-21 cohort should contact NYCLA no later than April 2020 to register.
<b><i>Credential Issued (if any)</i></b>	<input type="checkbox"/> Master's Degree <input checked="" type="checkbox"/> Certificate of Completion <input type="checkbox"/> Type D License <input type="checkbox"/> Other: