Office of School and District Improvement

GaDOE Georgia Department of Education

Georgia's SYSTEMS OF CONTINUOUS IMPROVEMENT
GaDOE School and District Improvement

SDI DELIVERS

Educating Georgia's Future **Summer 2023**

Deputy Superintendent's Corner

School and District Improvement in Georgia
LEADING FOR AN EFFECTIVE SCHOOL YEAR

Summer break has come and gone, and schools across the state have kicked off the 2023-2024 school year. It is our privilege to partner with you on this journey of educating Georgia's future, and we look forward to combining our efforts to increase student achievement with you this year.

We believe working together to improve learning outcomes is a win for our students, families, and communities. Collaboration within your district and around the state is an effective strategy for moving the needle in the right direction. Reducing variability is challenging work, but you can do it. We are committed to helping you every step of the way.

As the coach to the two-time National Championship University of Georgia Bulldog football team, Kirby Smart recently shared that although there are many benefits to being a great leader, there are three costs you must be willing to accept: *1. You will have to make hard decisions that could negatively affect people that you care about. 2. You will be disliked, despite your best attempts to do the best for the most. 3. You will be misunderstood, and you won't always have the opportunity to defend yourself.* Great leaders are prepared to be comfortable with the uncomfortable. We encourage you to utilize all the supports and tools the Georgia Department of Education (GaDOE) offers. Let us know how we can best assist you in achieving your goals and meeting your instructional leadership needs.

Dr. Stephanie Johnson
Deputy Superintendent/Chief Turnaround Officer

Celebrating Our Leaders
ADVANCING ACHIEVEMENT SCHOOLS

Join me in congratulating these 92 schools for advancing achievement to meet the exit criteria for federal identification for 2019-2022. These schools were honored at Summer GAEL for actively leading the work of school and district improvement. These Georgia school and district leaders are on the move!

Atlanta Public Schools: Cascade Elementary, Finch Elementary, Mays High, Young Middle; **Baldwin:** Midway Hills Academy; **Berrien:** Berrien County Performance Learning Center; **Bibb:** Appling Middle, Central High, Union Elementary; **Brooks**: Quitman Elementary; **Calhoun City:** Calhoun Middle; **Clayton:** Charles R. Drew High; **Coffee:** Westside Elementary; **Colquitt:** Colquitt County Achievement Center, Okapilco Elementary; **Dawson:** Dawson County Junior High; **Decatur:** Hutto Middle; **DeKalb:** Allgood Elementary, Clarkston High, Columbia High, Marbut Elementary, Miller Grove Middle, Murphy Candler Elementary, Museum School Avondale Estates, Redan Elementary, Rowland Elementary, Stone Mountain High, Toney Elementary, Tucker High; **Dooly:** Dooly County Elementary, Dooly County High; **Dougherty:** Robert H. Harvey Elementary; **Douglas:** Mount Carmel Elementary; **Dublin City:** Dublin Middle; **Franklin:** Lavonia Elementary; **Fulton:** Bethune Elementary, Conley Hills Elementary, Feldwood Elementary, Oakley Elementary, Parklane Elementary, Paul D. West Middle, S.L. Lewis Elementary; **Gainesville City:** Fair Street International Baccalaureate World School; **Grady:** Eastside Elementary, Washington Middle; **Griffin-Spalding:** Orrs Elementary; **Hancock:** Hancock Central High, Hancock Central Middle; **Henry:** Walnut Creek Elementary; **Jefferson:** Jefferson County High; **Lamar:** Lamar County Elementary; **Lowndes:** Pine Grove Elementary; **Macon:** Macon County Middle; **Marietta City:** West Side Elementary; **McIntosh:** Todd Grant Elementary; **Meriwether:** Unity Elementary (PK-5); **Mitchell:** Mitchell County Elementary; **Murray:** Coker Elementary, Eton Elementary, Pleasant Valley Innovative School; **Muscogee:** Carver High, Jordan Vocational High, Rigdon Road Elementary; **Newton:** Clements Middle, Heard-Mixon Elementary; **Peach:** Kay Road Elementary; **Pickens:** Harmony Elementary; **Pike:** Zebulon High; **Polk:** Eastside Elementary; **Randolph:** Randolph Clay High, Randolph Clay Middle; **Richmond:** Academy of Richmond County High, Goshen Elementary; Terrace Manor Elementary, Tobacco Road Elementary; **Savannah-Chatham:** Hodge Elementary, School of Humanities at Juliette Gordon Low, The School of Liberal Studies at Savannah High; **Seminole:** Seminole County Elementary; **Social Circle City:** Social Circle Elementary; **State Charter Schools:** SAIL Charter Academy – School for Arts-Infused Learning, Southwest Georgia S.T.E.M. Charter Academy; **Tattnall:** Reidsville Elementary; **Thomas:** Bishop Hall Charter School; **Treutlen:** Treutlen Elementary, Treutlen Middle/High; **Troup:** Hogansville Elementary; **Valdosta City:** J.L. Lomax Elementary; **Ware:** Ruskin Elementary

GaDOE Leadership Resources and Tools

Georgia's Systems of Continuous Improvement (GSCI)

EFFECTIVE LEADERSHIP

Effective leadership is a primary system of complex school organization; it sets the direction for the school, ensures school staff is capable of meeting that direction, and provides the organization functions according to its mission.

1. **Creating and Maintaining a School Climate and Culture Conducive to Learning** – the structure of the leadership system that ensures the school allows both adults and children to put learning at the center of their daily activities.
2. **Cultivating and Distributing Leadership** – the structure of the leadership system that develops others to accomplish the group's purpose and encourages leadership development across the organization.
3. **Ensuring High-Quality Instruction in All Classrooms** – the structure of the leadership system that reduces the variability in the quality of instruction across all classrooms.
4. **Managing the School and Its Resources** – the structure of the leadership system that ensures leaders effectively use all resources at hand so the school functions according to its mission.
5. **Driving Improvement Efforts** – the structure of the leadership system that methodically, intentionally, and effectively improves the school's major systems, structures, and processes.

Georgia's Leader Keys Effectiveness System (LKES)

Georgia developed the Leader Keys Effectiveness System to provide leaders with more meaningful feedback and support to achieve the goal of increasing teachers' effective teaching practices and academic learning and achievement for all students. Students have the greatest chance to succeed when teachers receive support from highly effective and knowledgeable school leaders. Ongoing feedback and targeted professional development help leaders meet the changing needs of their schools. LKES provides leaders with meaningful information about how their practice impacts teacher performance and student learning. LKES acknowledges the central role of school leaders and provides the opportunity to refine their practice to continually and effectively meet the needs of all teachers and students.

https://www.gadoe.org/School-Improvement/Teacher-and-Leader-Effectiveness/Pages/School-Leadership.aspx
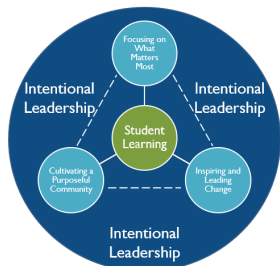
National Leadership Resources and Tools

McREL Balanced Leadership for Student Learning

ONE DISTRICT'S SUCCESS STORY

Paul Gausman, former superintendent for Sioux City Community School District in Iowa, and his former associate superintendent, Kim Buryanek, attribute their district's success to using McREL's workshop sessions based on twenty-one Leadership Responsibilities.

The McREL coaches focused on helping principals and their teams learn when, why, and how to effectively share leadership responsibilities across their team for maximum effect—rather than trying to have the principal do everything themselves. It took time for some principals to embrace the shared leadership concept, Buryanek said. "But once they do and leverage the power of other leaders on the building leadership team, they move farther, faster."

Balanced Leadership® Framework

Gausman said, "It helped us define what our common challenge is—our literacy scores need to increase. I think there's a certain amount of power that is gained by giving power away. By distributing power among the team, I think they realize that we're far more powerful as a collective."

GaDOE currently offers principals across Georgia two cohorts of McREL's Balanced Leadership training. Principal leaders meet once per month at the Anderson Conference Center in Macon to learn how to:

- Focus leadership efforts on the right work that will most impact student success.
- Inspire teachers, support staff, students, parents, and the community with a shared vision and purpose for the school.
- Develop a positive, engaging, learning school culture and collective efficacy.
- Engage and empower the leadership team to define and drive success together.

If you would like more information on McREL, please contact Shawn Keim at skeim@doe.k12.ga.us.

Education Week-*Management vs. Instructional Leadership: Don't Get Caught Up in Dualistic Thinking (Opinion) (edweek.org)* *March 6, 2022*

Peter DeWitt encourages leaders to complete the following activity. Draw three columns on a sheet of paper. In the center column, list three beliefs you have about learning, students, school, or education. List your instructional leadership actions to help you stay connected to those three beliefs in the left column, and on the right, list your management actions to help you connect with those three beliefs. He concludes that it's not the leadership style that is the most important; it's how present you are in your tasks.

Leverage Leadership- *Leverage Leadership : A Practical Guide to Building Exceptional Schools, 2012*

The primary purpose of observation should be to find the most effective ways to coach teachers to improve student learning. To coach teachers in ways that drive student learning, Paul Bambrick-Santoya suggests the following model: Weekly 15-minute observations of each teacher combined with 15-minute feedback meetings for every teacher in the building. Observation and feedback are only fully effective when leaders systematically track which teachers they have observed, what feedback they have received, and whether that feedback has improved their practice. The primary purpose of observation is to find the most effective ways to coach teachers to improve student learning.

Learning Forward- *How school leadership teams lead to success June 27, 2023*

Spiro and Fisher recommend asking these questions when looking to improve your leadership team's performance:
- For what purposes do we currently use our leadership team?
- What skills should we help team members develop further?
- What professional learning opportunities do team members have – independently and collectively – to grow their leadership?
- To what degree is the team effective? How might we support it to be more effective?

GaDOE encourages school and district leaders to use these tools from our Leadership Process Guide to assist with making leadership team member selections:
- Tool 1: Five Questions to Assist Leaders in Selecting School Leadership Team Members
- Tool 2: Leadership Team Selection Tool
- Tool 3: Leadership Team Commitment

GaDOE and SDI Information

GaDOE SuitCASE (georgiastandards.org)

SuitCASE is Georgia's standards platform. Using 1EdTech's CASE (*Competencies and Academic Standards Exchange*) format, SuitCASE is the System Unifying Instructional Tools. SuitCASE provides standards in CASE format for easy import into any CASE-compliant learning platform. Additionally, the SuitCASE platform offers a unique experience where educators may engage with learning standards in the digital environment. Functions such as adding individual comments to any standard item, pinning an item to the frameworks board, and connecting to the Inspire application allow users to experience standards uniquely and collaboratively.

Inspire (gadoe.org)

The Inspire system provides curriculum content organized in a layout that is easy to navigate and visually appealing. Inspire will include the Georgia Department of Education's resources pertaining to each grade and subject related to instruction. The resources include curriculum maps, sample lessons, activities, and assessment information pertaining to tested subjects.

A key component of effective school and district leadership is ensuring staff have the tools and resources to deliver instruction effectively. SDI encourages school and district leaders to guide their teams to routinely use GaDOE SuitCASE and GaDOE Inspire to provide standards-based instruction.

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GaDOE Community

We invite all district and school leaders to join the Office of School and District Improvement Community!

Step 1: Register

Visit community.gadoe.org, and create an account using your professional, work-provided email.

Step 2: Complete Profile

After your initial login, complete your user profile so others can connect with you.

Title I-A

In 2023, state legislators passed the Georgia Early Literacy Act House Bill 538) which addresses kindergarten through third grade reading in five parts: high quality instructional materials, screeners, interventions, professional learning, and teacher preparation. Read more in the Aligning State Literacy Policies & Practices guide.

Save the Date

Mark your calendars for February 13-14, 2024. We are joining efforts with Federal Programs to co-host the annual Instructional Leadership Conference, which will take place at the Georgia International Conference Center in Atlanta.

Professional Learning Events

Upcoming virtual webinars, in-person events, on-demand content, and by-request workshop opportunities are available at
https://community.gadoe.org/events.