



Leadership System - *Develop Capacity for Instruction and Student Support*

District and building leaders engage in and foster partnerships, coaching, and mentoring of educators and staff to support practices of the instructional and student support systems.

PRACTICE 12

Indicator 12a - Leader Partnerships

PREPARATION

GETTING AWARE

District leaders engage in informal time studies to determine how frequently they will meet, and from these, how often they engage in coaching and planning discussions compared to problem solving situational issues. District leaders review research on strategies and protocols for productive partnership meetings.

GETTING READY

District and building leaders allocate time in schedules for regular partnership discussions, ensuring proper time and opportunity for feedback from coaching. District leaders identify specific district practices and leadership competencies to incorporate into partnership meetings.

PROGRESS INDICATORS

GETTING STARTED

District leaders initiate partnership meetings with building leaders under their supervision to develop and plan building level implementation efforts around instructional and student support system practices.

GETTING BETTER

District leaders meet regularly with building leaders in partnership meetings to discuss building level implementation of district policies, and to discuss how building level implementation issues can inform district policies and practices. Partnership meeting agendas are planned in advance to address long-term system implementation issues as well as ad hoc problem-solving issues that require immediate solutions.

KEEP IMPROVING

District leaders plan and coordinate partnership meetings with building leaders to address long-term planning and implementation of district systems and building level routines. District and building leaders collaboratively determine the schedule and individual meeting agendas for these meetings, using improvement cycles as a data-based decision-making process for each partnership. Individual building leaders might have multiple partnership meetings with district and other building leaders.

Indicator 12b - Instructional Coaching

PREPARATION

GETTING AWARE

District leaders review research-based practices around professional coaching for educational leaders. District leaders seek input from building and instructional leaders to identify specific areas of support to prioritize for coaching conversations.

GETTING READY

District leaders participate in training on providing quality coaching and feedback that includes protocols around the process. District leaders engage in collaborative practice opportunities around coaching protocols. District and building leaders collaborate to identify a shared method of planning for and documentation of coaching conversations.

PROGRESS INDICATORS

GETTING STARTED

District leaders engage in coaching conversations with building leaders, instructional and support leaders within the district. New district and building leaders are assigned a mentor for general leadership advice.

GETTING BETTER

District leaders engage in regular coaching conversations with building, instructional and student support leaders, focusing on implementation of systems and district policy. District leaders assist building and instructional leaders with leadership planning and problem solving around administrative tasks. New district and building leaders meet regularly with mentors and collaboratively develop a learning plan for their own development.

GETTING BETTER

District leaders engage in regular coaching conversations with other leaders within the district. Leaders receive training around coaching strategies and implement protocols for providing quality coaching and feedback. Coaching sessions might address problem solving or immediate issues, otherwise sessions are planned around a long-term professional learning plan for each individual leader.

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