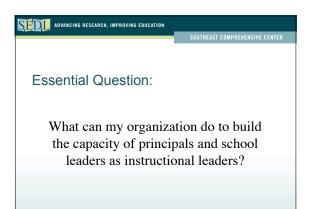
## The State Role in Promoting Instructional Leadership

SOUTHEAST COMPREHENSIVE CENTER

SEDL ADVANCING RESEARCH, IMPROVING EDUCATION

Glenda Copeland Georgia State Liaison



# ADVANCING RESEARCH, IMPROVING EDUCATION

School Leadership that Works: From Research to Results

Marzano, R., Waters, T., and McNulty, B, (2005). School leadership that works: From research to results. Alexandria VA: ASCD.

# SEDT ADVANCING RESEARCH, IMPROVING EDUCATION

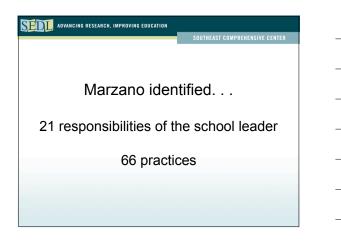
### Central Question:

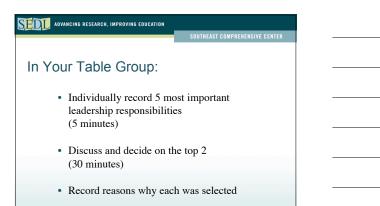
How much of a school's impact on student achievement is due to the leadership displayed in that school?

SOUTHEAST COMPREHENSIVE CENTER

# ADVANCING RESEARCH, IMPROVING EDUCATION SOUTHEAST COMPREHENSIVE CENTER Methodology Used: Meta-Analysis • 69 studies • 2,802 schools • 1.4 million students • 14,000 teachers









### SEDE ADVANCING RESEARCH, IMPROVING EDUCATION

### 2<sup>nd</sup> Order Change

- Anything but incremental
- Dramatic departure from the expected

SOUTHEAST COMPREHENSIVE CENTER

SEDE ADVANCING RESEARCH, IMPROVING EDUCATION	SOUTHEAST COMPREHENSIVE CENTER
2 <sup>nd</sup> Order Change	
<ul> <li>Knowledge of</li> <li>Optimizer</li> <li>Intellectual Sti</li> <li>Change Agent</li> <li>Monitoring/Ev</li> <li>Flexibility</li> <li>Ideals/Beliefs</li> </ul>	mulation

# ADVANCING RESEARCH, IMPROVING EDUCATION SOUTHEAST COMPREHENSIVE CENTER Responsibilities Negatively Affected by 2nd Order Change • Culture • Communication • Order • Input

### SEDL ADVANCING RESEARCH, IMPROVING EDUCATION

### Effective School Leadership

- 1. Strong school leadership team
- 2. Distributed responsibilities
- 3. The right work
- 4. Order of magnitude
- 5. Match the management style with magnitude



### SEDE ADVANCING RESEARCH, IMPROVING EDUCATION

### In State Teams...

- Individually answer the questions (5 minutes)
- Discuss your answers with your team (20 minutes)
- Prepare a 2 minute report on your team's discussion and select a reporter

# SEDE ADVANCING RESEARCH, IMPROVING EDUCATION SOUTHEAST COMPREHENSIVE CENTER "Leadership is, among other things, the ability to inflict pain and get away with it short-term pain for long-term gain." —George Will columnist

	SOUTHEAST COMPREHENSIVE CENTE
Correlation with Achievement	Responsibility
.33	Situational Awareness
.32	
.31	
.30	
.29	
.28	Flexibility
.27	Discipline
	Outreach
	Monitoring/Evaluating
.26	

	SOUTHEAST COMPREHENSIVE CENTE
	SUUTHERST COMPREHENSIVE GENTE
.25	Culture
	Order
	Resources
	Knowledge of CIA
	Input
	Change Agent
.24	Focus
	Contingent Rewards
	Intellectual Stimulation
.23	Communication
.22	
.21	Ideas/Beliefs
.20	Involvement in CIA
	Visibility
	Optimizer
.19	Affirmation
.18	Relationships

