To build superintendent learning and leadership capacity for the improvement of student achievement.
Recap:

- Think Tank Committee pre-planning of Aug. 29th Superintendent Network Facilitators meeting focus on NLOW: Increased mutual accountability in our own networks and across the state.
Continuum of Community Function

Adult Oriented, Regressive Interactions
- Toxic
- Laissez-Faire
- Congenial

Student Oriented, Progressive Interactions
- Collaborative
- Accountable

Skillful Leader II, Platt et al. (2008)
East Union Community School District
Three Mile Lake Lodge
Afton, IA
Oct. 22-23, 2013
Where are we and where are we going as Statewide Superintendent Network Facilitators?
Analysis of Data: Informed Network Decision Making

Quantitative

April, 2013
- Superintendent Network Survey Results

Qualitative

October, 2013
- Superintendent Interviews:
  - Denny Wulf
  - Chris Armstrong
  - Art Satoff
Day 1: Quant/Qual Data Review

**Plus**
- Deeper knowledge/more confidence with Instructional Core
- Reflective practitioners
- Increased focus on T & L by Supt.
- Reinforces *culture of learning*
- More discussion re: instructional practice
- Statewide use of IR protocol
- Networking/collaboration/trust
- Focused commitment for those involved
- More time in classrooms
- Expert assistance from Harvard

**Delta**
- NLOW: Need procedures for follow-up and accountability
- NLOW Only 2/3 of Supts. still only feel moderately good about identifying
- Membership: consistency/stagnation/training
- Connections to system’s thinking/school improvement/meaningful integration
- Greater Supt. Involvement in facilitating
- Need PD for Networks with support from state system
- Many Supts still spend very little time on instructional leadership (50% spend 10% or less).
Has our 3rd grade achievement improved in the last nine years?
Iowa and Four other States - NAEP
Does achievement vary across AEAs?

3rd Grade 2012-2013 Iowa Assessments Reading

% Proficient

AEAs
Why the need for superintendent instructional leadership?

- Our data shows a lack of student achievement growth over time;
- It is not an option if we want our schools and districts to improve (Marzano, 2011);
- It now goes with the position—people expect the superintendent to be effectively engaged in the work;
- May require new ways of thinking/distributive leadership actions and attitudes.
Top 5% Performing School District Practice:

- One central office administrator shared that building a district’s professional learning community “really starts at the top” and that for several years, have participated in a monthly, regional effort to build instructional leadership capacity for superintendents. Similar to a Critical Friends group, members of this regional Professional Learning Community share their District Improvement Plan with one another and gain feedback. They then hold one another accountable for implementation of the plan using a 30-60-90-day review cycle.
What are our next steps?
Day 1: Summary of Findings

- Add Theory of Learning to shape work
- NLOW needs to be more descriptive
- Focus Questions need more specificity/depth
- Need follow ups for accountability of implementing changes
- Needs greater alignment in these areas:
  - Change process work
  - Systems thinking and applications
  - Accountability
Instructional Rounds Visit to Host School District
Arrival at East Union Community Schools for classroom observations.
Day 2: Instructional Rounds Process

- Problem of Practice
- Observation of Practice: classroom visits on the Instructional Core: Student/Teacher/Task
- Observation Debrief Session
  - Describe
  - Analyze
  - Predict
- Next Level of Work (NLOW)
Apprentice Facilitator Kris Donnelly describes evidence of student learning with Network Facilitators Dean Meier, Dan Smith, and Art Satoff.
Debrief Session

Superintendent Network Facilitators Greg Ray, Jan Norgaard, and Kim Swartz analyze Instructional Rounds data alongside Ryan Wise (center) Iowa Department of Education
Debrief Session

Network Facilitators Ed Gronlund and Darwin Lehmann listen while Secondary Principal Mark Weis, East Union, reflects on instructional practices.
NLOW Session

East Union Superintendent Pam Vogel listens to Network Facilitator Harry Heiligenthal as Roark Horn, AEA 267 Chief, records.
Current/Future Events Planning

- Network Director on site to statewide AEAs to participate in district Instructional Rounds for purpose of network calibration and ongoing support of superintendent and host school learning;

- One-to-one interviews with lead facilitators at each AEA to gather input for next steps in statewide implementation of recommendations from SNF meeting;

- Virtual Think Tank (January) for NLOW statewide implementation planning;

- February, 2014: NLOW statewide implementation;

- April, 2014 Statewide Superintendent Network meeting with Liz City, Director, Doctor of Education Leadership Program at Harvard University.
Thank you for your participation and support of the Iowa Superintendent Network!

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