

Leading For Today's Learners

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Leadership for Learning



- ▶ The touchstones for this leadership include the ability of leaders to:
 - stay consistently focused on learning the core of schooling: learning, teaching, curriculum, and assessment; and
 - make all the other dimensions of schooling (e.g., administration, organization, finance) work in the service of a more robust core and improved student learning.

◦ Elmore, R. 2006

21st Century Leaders

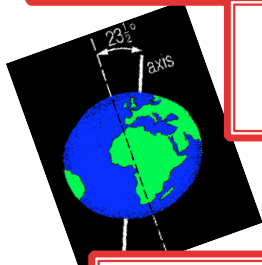


- ▶ Focus on strengthening teaching and learning.
 - *"One of their main functions is to organize adult learning in the service of student learning."*
 - S. Stein, New York City Leadership Academy

20th Century Schooling

1. Knowledge = Facts + Procedures

The earth is tilted 23.45 degrees



+

Follow this procedure to multiply two numbers.

3.2
x 0.0201

32
6400

3.2
x 0.0201

6400
6432

3.2
x 0.0201

6400
6432

+6400
06432

Multiply the first number (the multiplicand) by the farthest-right digit of the multiplier. Ignore the decimal points for now.

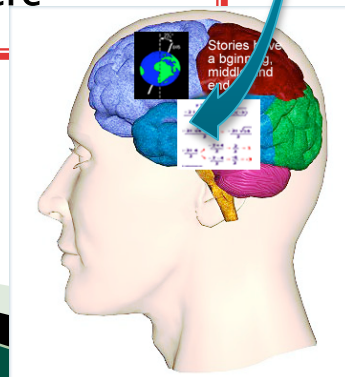
Multiply the first number (the multiplicand) by the second-farthest-right non-zero digit of the multiplier. Remember to put in zeros as place keepers, just like in multiplying whole numbers. Keep ignoring the decimal points.

Add up the numbers (the partial products you just calculated), still ignoring the decimal points.

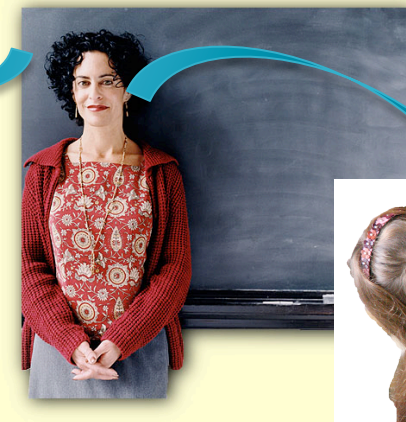
Count the total number of digits to the right of the decimal points in the two numbers you are multiplying (the multiplicand and multiplier).

Place the decimal point in your answer by counting that many digits from the right.

2. Get these into here



3. Teachers know these and their job is to transmit them.



4. Test for these

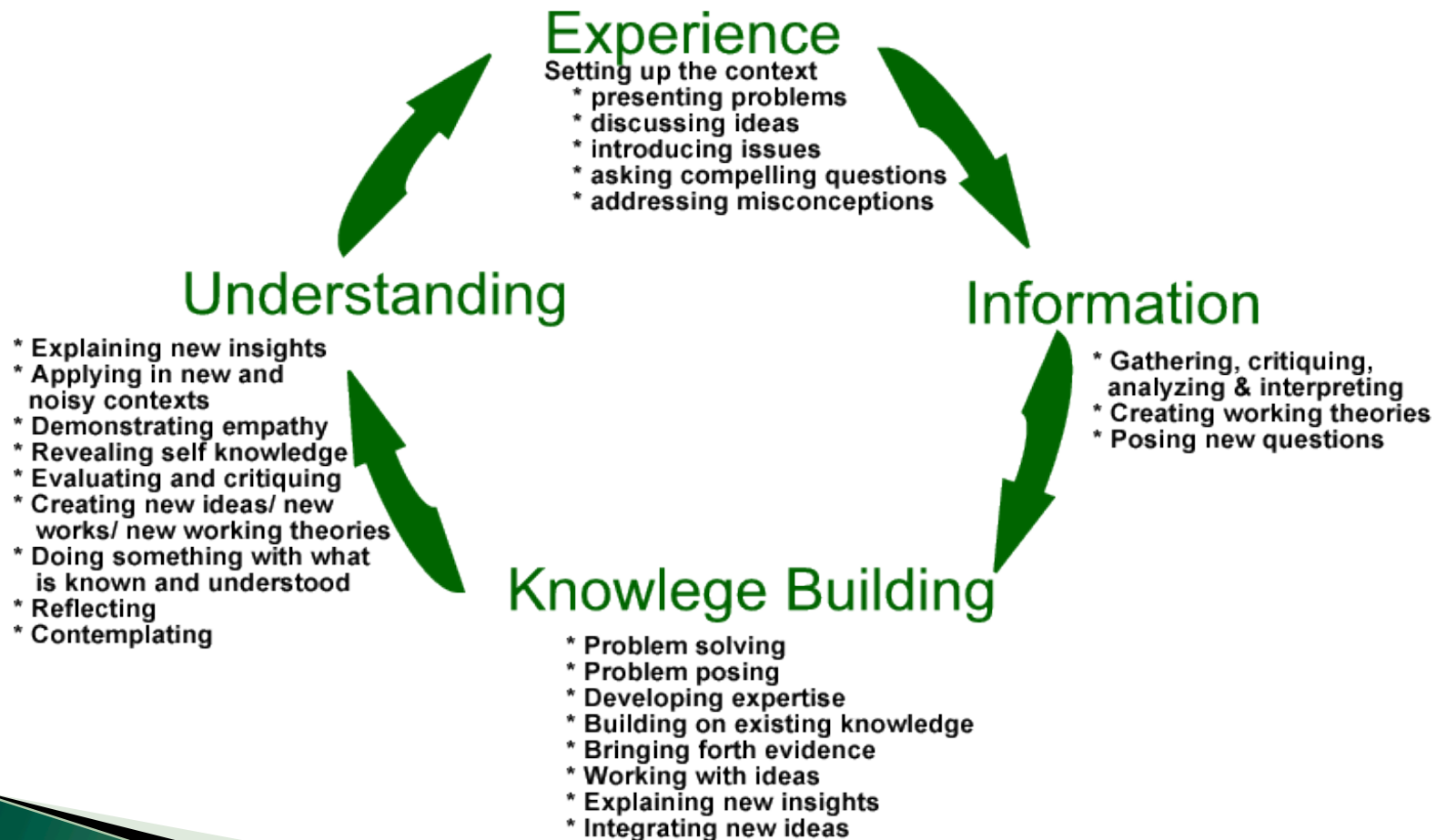


The Inquiry Learning Community

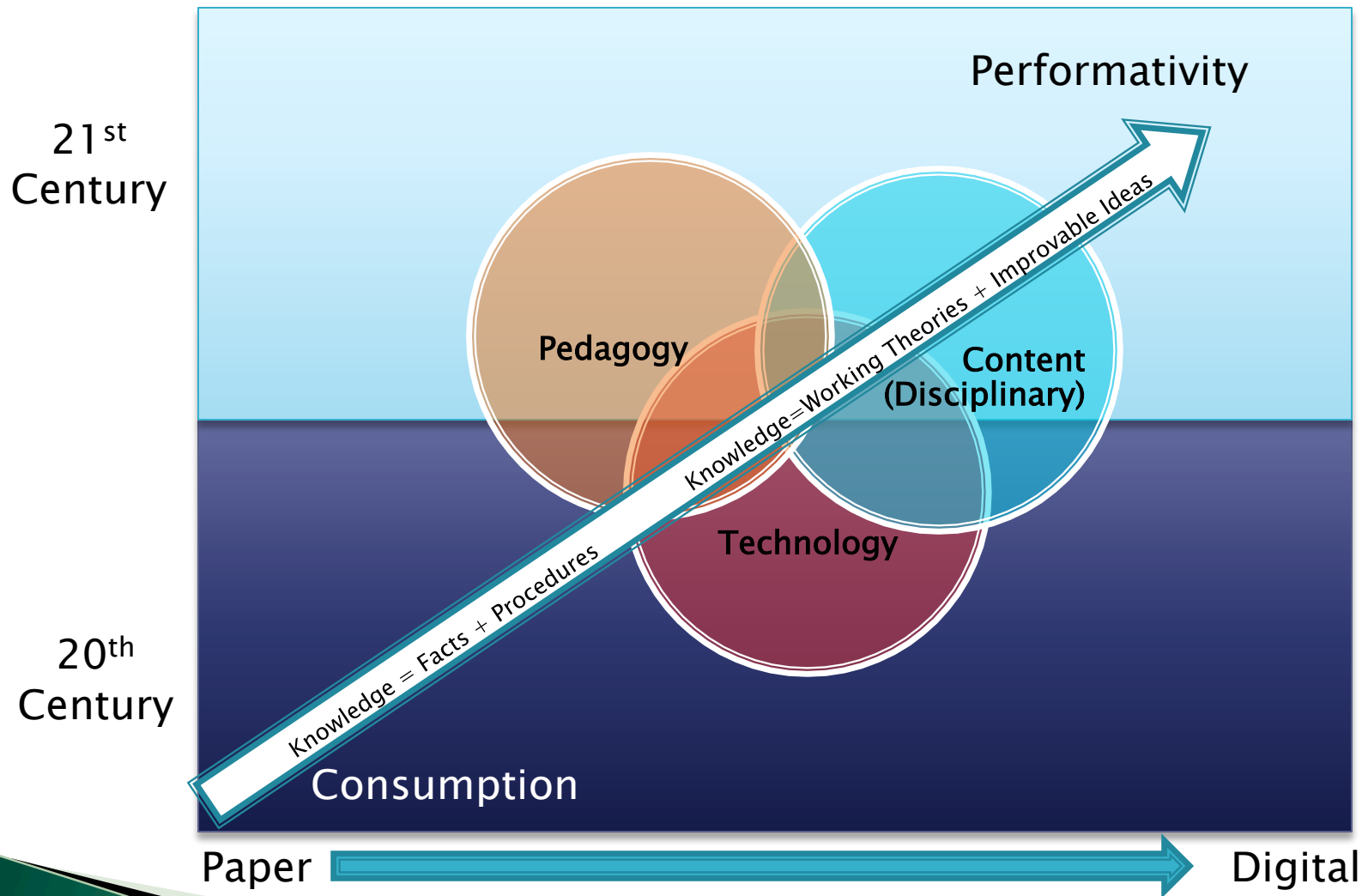
*Learner
Centered*

*Knowledge
Centered*

*Assessment
Centered*

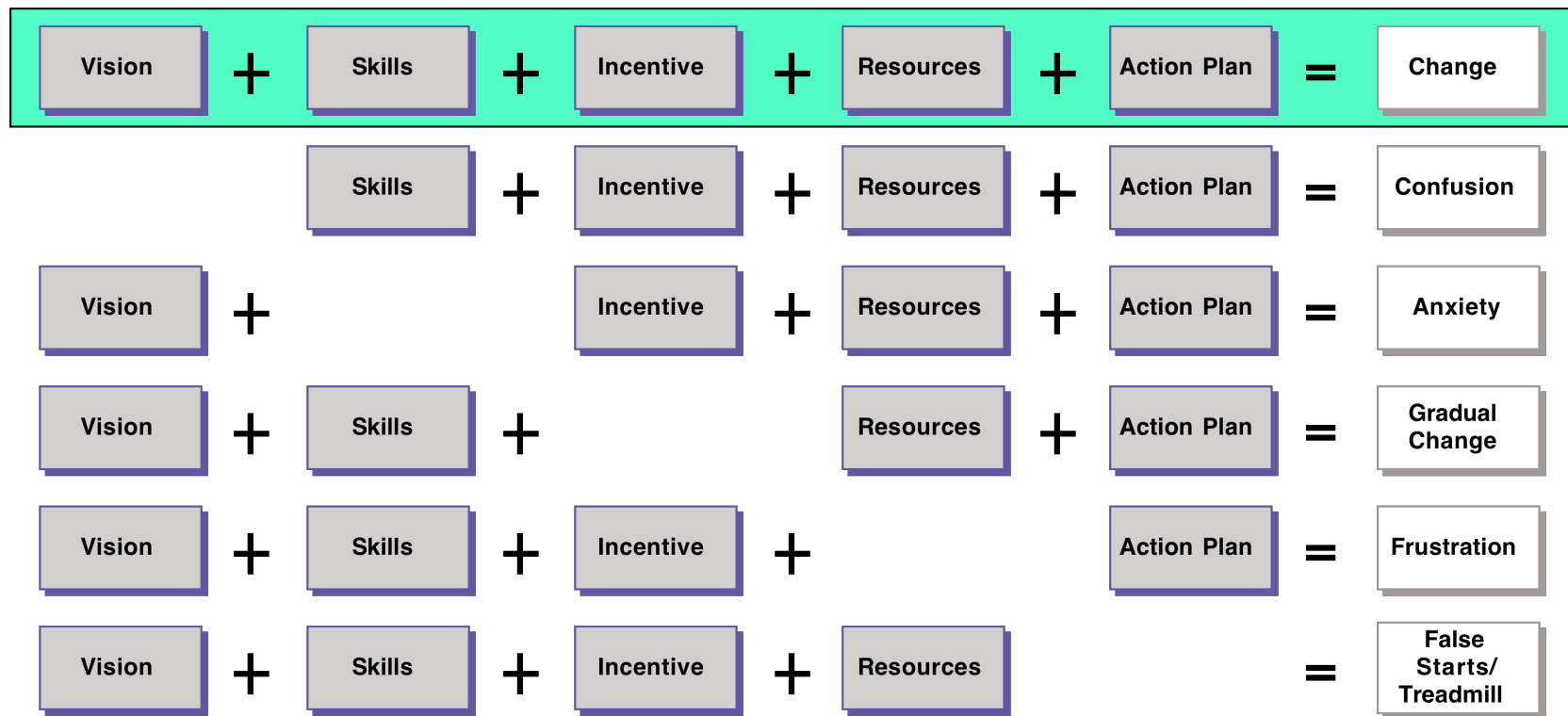


Knowledge Building



(Friesen, 2009)

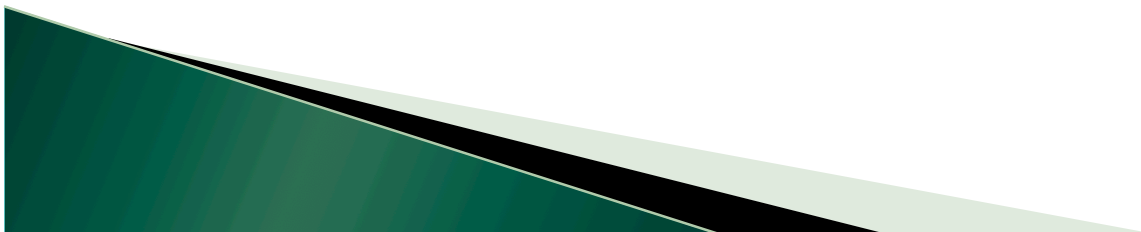
Change: What Does It Take?



From Knoster, T. (1991). Presentation to TASH Conference. Washington D.C.
Adapted by Knoster from Enterprise Group, LTD.

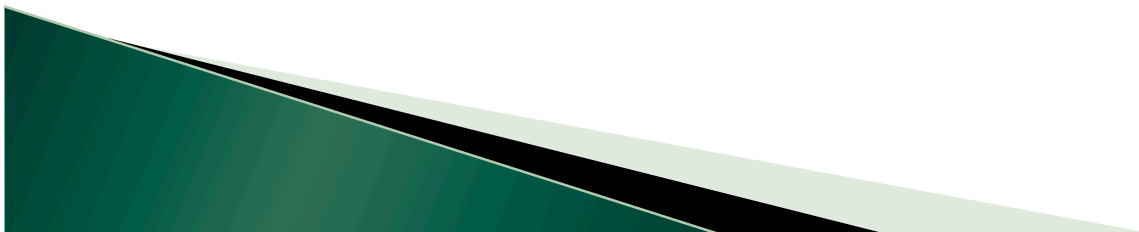
Leadership for Incremental Change: First Order

- ▶ Emphasize relationships
- ▶ Establish strong lines of communication
- ▶ Be an advocate for the school
- ▶ Provide resources
- ▶ Maintain visibility
- ▶ Protect teachers from distractions
- ▶ Create culture of collaboration
- ▶ Look for and celebrate successes



Leadership for 21st Century Change: Second Order

- ▶ **Requires strong leadership:**
 - Develop a shared vision
 - Shake up the status quo
 - Expect some things to seem worse
 - Propose new ideas
 - Base decisions on evidence
 - Tolerate ambiguity and dissent
 - Talk research and theory
 - Provide feedback on instruction
 - Create explicit goals for change
 - Define success in terms of goals



21st Century Leadership Includes:



- ▶ Gathering evidence of learning from observation, conversation and artifacts

21st Century Leadership Includes:

- ▶ Engaging teachers in learning conferences



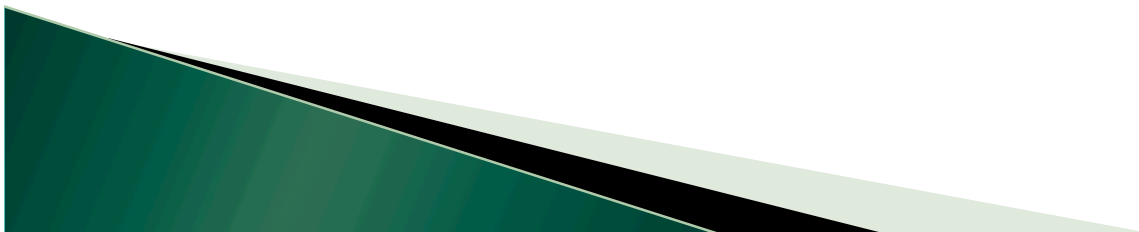
21st Century Leadership Includes:

- ▶ Encouraging critical reflection



21st Century Leadership Includes:

- ▶ Actively participating in professional learning communities which involves helping to set the professional development direction.



21st Century Leadership Includes:

- ▶ Sharing the work you have brought with you today – working on your work
- ▶ Building knowledge together, defining the living nature of the 21st century administrator
- ▶ Working collaboratively to build 21st century leadership practices

