

School Leadership and Executive Learning Unit



SED PL / Regional Update August 2007

It has a lot to do with perspective and access to information!

One day the first grade teacher was reading the story of Chicken Little to her class. She came to the part where Chicken Little warns the farmer. She read, "...and Chicken Little went up to the farmer and said, "The sky is falling!" The teacher then asked the class, "And what do you think that farmer said?" One little girl raised her hand and said, "I think he said: 'Holy Sh*t! A talking chicken!'" The teacher was unable to teach for the next 10 minutes.

A fundamental role

◆ To make a difference to student learning outcomes by

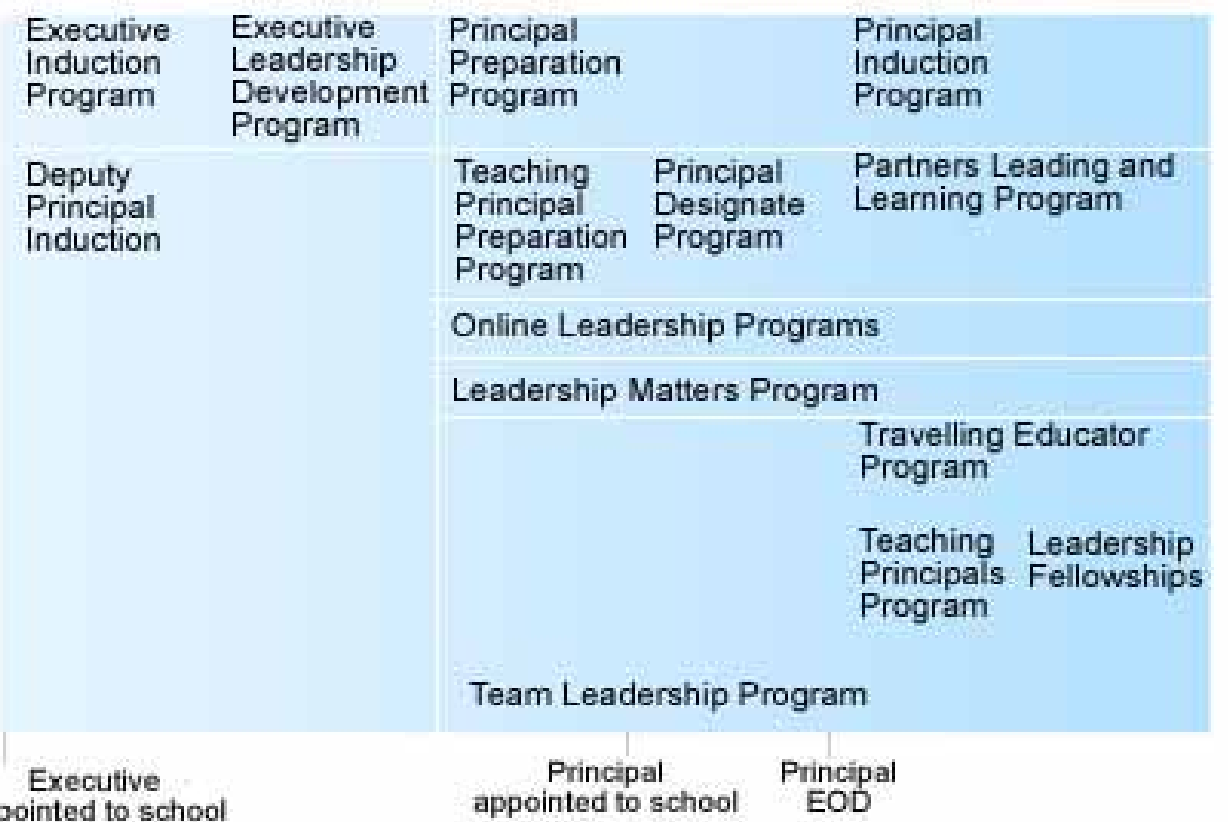
- ☞ Serving the needs of teachers, school leaders and support staff in developing their teaching and / or leadership capabilities
- ☞ Ensuring that the support offered matches their role and stage of development
- ☞ Building a coherent framework which deepens conceptual understandings and skills, without duplication of content.

It's out and about!

- ◆ The **Professional Learning Continuum (PLC)** – this provides the overall structure which is guiding our thinking and program development.
- ◆ The **2007 Professional Learning for School Leaders** poster -this defines each of the programs from the PLC and provides an outline of the stage, focus of the program, content of the curriculum and general process to be followed.
- ◆ Let's take a look at these in detail.

making a difference in the classroom next door

making a difference in your school



*underpinned by Quality Teaching and Leading and Managing the School
 *informed by research *evaluated rigorously *focused on managing change

SLELU poster key points

2007 Professional Learning for School Leaders
Making a difference in the classroom next door and making a difference in your school

The School Leadership Strategy, developed through the Leadership Alliance of the NSW Department of Education and Training, the NSW Principals' Association and the NSW Secondary Principals' Council, provides professional learning opportunities for aspiring, newly appointed and experienced school leaders.

Through this strategy, teachers and principals have access to an extensive range of courses undertaken by the NSW DET School Leadership Capability Framework and the NSW Institute of Teachers' Professional Learning Framework.

All leadership programs developed by the Professional Learning and Leadership Development Directorate are focused on improved student learning outcomes within the context of the school accountability framework, the evidence-based research and the School. These programs draw on a set of common learning strategies that blend face-to-face and online learning opportunities.

The tables below outline the range of Professional Learning and Leadership Development Directorate programs developed to support staff in leadership positions in schools. These programs are accredited with the NSW Department of Education and Training. Further accreditation information may be available within each program. Each period should ensure an understanding of any of these programs at the state or regional level that their participation is registered with the Professional Learning and Leadership Development Directorate.

Stage	Program	Program Focus	Curriculum	Process	Contact
Newly appointed AIs and HTs	Executive Induction	Role of the executive in leading learning across the school	Leadership and context included include: - School Leadership Framework - School Leadership Capability Framework - School Leadership Program - Professional Learning Standards - School Leadership Program - Planning personal professional growth	Regional delivery of a PLLO developed program	Chris Prezland 9886 7745
Experienced AIs and HTs	Executive Leadership Development Program 2007	Development of a deluxe personal professional plan for regional or county leadership	Leadership and context included include: - School Leadership Framework - School Leadership Capability Framework - School Leadership Program - Professional Learning Standards - School Leadership Program - Planning personal professional growth	Regional delivery of a PLLO developed program	Gail Cluff 9886 7702
Newly appointed DPs K-12	Deputy Principal Induction	Role of the DP in leading learning across the school	Leadership and context included include: - School Leadership Framework - School Leadership Capability Framework - School Leadership Program - Professional Learning Standards - School Leadership Program - Planning personal professional growth	2 day PLLO conference - National Regional Support Program - Regional Leadership Learning	Chris Prezland 9886 7745
Experienced DPs, AIs and HTs and a team	Team Leadership Program	Development of a strategic team focused plan, impacting student learning outcomes	Leadership and context included include: - School Leadership Framework - School Leadership Capability Framework - School Leadership Program - Professional Learning Standards - School Leadership Program - Planning personal professional growth	Regional delivery of a PLLO developed program	Chris Prezland 9886 7745
Aspiring Principals	Principal Preparation Program	Developing key capabilities as principals, the 100 Leadership Plan Action Research for personal or school leadership, assessed by school leaders	Leadership and context included include: - School Leadership Framework - School Leadership Capability Framework - School Leadership Program - Professional Learning Standards - School Leadership Program - Planning personal professional growth	4 day PLLO conference - National Regional Support Program	Chris Simmonds 9886 7723
Staff who are aspiring to be Teaching Principals in a PS or P6 school	Teaching Principals Preparation Program	Using action research for personal and professional learning, assessed by school leaders	Leadership and context included include: - School Leadership Framework - School Leadership Capability Framework - School Leadership Program - Professional Learning Standards - School Leadership Program - Planning personal professional growth	2 day PLLO conference - National Regional Support Program	Chris Simmonds 9886 7723
Principals who have been appointed and are working early on 100	Principal Designate Program	Preparing for taking on a Principal's position	Leadership and context included include: - School Leadership Framework - School Leadership Capability Framework - School Leadership Program - Professional Learning Standards - School Leadership Program - Planning personal professional growth	PLLO conference online - National Regional Support Program	Chris Prezland 9886 7745
Principals PPS and PPS	Teaching Principal Program	Working with the unique challenges of a Teaching Principal's position	Leadership and context included include: - School Leadership Framework - School Leadership Capability Framework - School Leadership Program - Professional Learning Standards - School Leadership Program - Planning personal professional growth	Regional delivery of a PLLO developed program	Chris Simmonds 9886 7723
Newly appointed Principals K-12	Principal Induction Program	Role of the Principal in leading learning across the school	Leadership and context included include: - School Leadership Framework - School Leadership Capability Framework - School Leadership Program - Professional Learning Standards - School Leadership Program - Planning personal professional growth	2 day PLLO conference - National Regional Support Program - Online Resource Toolkit - Principal Induction	Chris Prezland 9886 7745
All school leaders	Highly Effective Leaders Program	Developing leadership capabilities based on the 100 Leadership Plan	Leadership and context included include: - School Leadership Framework - School Leadership Capability Framework - School Leadership Program - Professional Learning Standards - School Leadership Program - Planning personal professional growth	Regionally delivered training modules by external providers	Gail Cluff 9886 7702
All school leaders	Travelling Educator Program	Improving leadership capabilities of executive leaders	Leadership and context included include: - School Leadership Framework - School Leadership Capability Framework - School Leadership Program - Professional Learning Standards - School Leadership Program - Planning personal professional growth	Delivery of PLLO developed program - Regional Leadership Learning	Gail Cluff 9886 7702
All school leaders	Leadership Matters	Developing understanding of key leadership issues, DET policies and directions	Leadership and context included include: - School Leadership Framework - School Leadership Capability Framework - School Leadership Program - Professional Learning Standards - School Leadership Program - Planning personal professional growth	4 day leadership conference - National Regional Support Program - Online Resource Toolkit - Principal Induction	Gail Cluff 9886 7702
All educators	Online Leadership Programs	Strengthening understanding of the 100 Leadership Plan	Leadership and context included include: - School Leadership Framework - School Leadership Capability Framework - School Leadership Program - Professional Learning Standards - School Leadership Program - Planning personal professional growth	Delivery of PLLO developed program - National Regional Support Program	Gail Cluff 9886 7702
All school leaders	Leadership Toolkit	Provision of key leadership development and access to information at point of need	Leadership and context included include: - School Leadership Framework - School Leadership Capability Framework - School Leadership Program - Professional Learning Standards - School Leadership Program - Planning personal professional growth	Delivery of PLLO developed program - National Regional Support Program - Online Resource Toolkit - Principal Induction	Chris Prezland 9886 7745
Experienced Principals K-12	Partners, Leading and Learning	Establishing mutually beneficial and sustainable relationships with business and industry	Leadership and context included include: - School Leadership Framework - School Leadership Capability Framework - School Leadership Program - Professional Learning Standards - School Leadership Program - Planning personal professional growth	Workshop program and PLLO conference	Gail Cluff 9886 7702
All school leaders	Monitoring Program	Essential knowledge and skills required in the monitoring school PLLO programs	Leadership and context included include: - School Leadership Framework - School Leadership Capability Framework - School Leadership Program - Professional Learning Standards - School Leadership Program - Planning personal professional growth	Regional delivery by accredited providers - National Regional Support Program	Chris Simmonds 9886 7723

Professional Learning and Leadership Development Directorate
 Details of the above programs can be found at www.det.nsw.edu.au/proflearn

- ◆ This relates specifically to people in school leadership positions.
- ◆ It is derived directly from the PLC.
- ◆ It is an attempt to show the relationship of one program to another and to outline a type of “leadership curriculum”.
- ◆ In many cases “topics” are repeated, but at latter stages they are treated in more depth and vary in the type of application.

It's easier with a full picture



Context is always crucial (1)

- ◆ We know from our workforce data that we are entering a period of unprecedented vacancies in school leadership positions at all levels. As a result, leadership preparation and ongoing support demands are increasing.
- ◆ In an era of “Tri-level reform” we must all constantly ask ourselves how best to support each other across the system. We must move beyond “pockets of excellence”, and attempt to improve our capacity to share and learn from each other. This is the smartest way to improve student learning outcomes.
- ◆ The issue of standards, validation and accreditation is already having a significant impact and will increasingly do so. If you hear the line, “I don’t think people are that interested in accreditation ...” be very, very wary.

Context is always crucial (2)

- ◆ By 2015 approximately half of the teachers in NSW will be engaging with the NSW Institute of Teachers PTS and the need to achieve and maintain accreditation at the key stages of the PTS. Arguably, well before that many will be doing likewise with leadership standards at a state or national level.
- ◆ Within a very short time we expect that many of our younger teachers when mapping their Professional Learning will automatically ask of providers, “Are you an endorsed provider? Is this course registered? What standards does this course address?”
- ◆ **The NSW DET PLLDD now has endorsement.**
- ◆ When the further key stages of the PTS are operational, “the big four” programs we are focusing upon at the moment will immediately seek formal registration. They have already been written against this framework.

Context is always crucial (3)

- ◆ At the national level *Teaching Australia* is rapidly moving towards a Teaching Charter as well as a standards framework for both teachers and leaders. There are many issues around “ownership” and “certification” but widespread support for a framework of standards. (June 15 was the end of the most recent consultation re the proposed framework)
- ◆ Recognition at a post graduate level for the Professional Learning that school leaders engage in is still quite frustrating and inconsistent, and increasingly so in a HECS system.
- ◆ Given this context there are some fundamental challenges for all of us.

Challenges

- ◆ First and foremost - How do we best develop our programs so that they meet the needs of educators in the NSW Public School system?
- ◆ Then - How do we then position those programs so that they provide an enhanced capacity to meet the requirements of various standards frameworks?
- ◆ How do we ensure “quality control” which provides equity of access for educators across the system?
- ◆ Who decides what a school needs and consequently, who gets the money?

Look out for these!



Professional Learning and Leadership Development Directorate

The big four?

- ◆ The EIP, ELDP, TLP and PPP are underpinned by Leading and Managing the School, the School Leadership Capability Framework and the Quality Teaching framework.
- ◆ They have all been developed in relation to the PTS, in particular the Professional Leadership stage.
- ◆ They lend themselves quite easily to other options in terms of post graduate qualifications.

A quantum leap in thinking

Graduate Diploma in School Leadership

- Foundations in educational leadership
- Leading strategic educational change
- Applied educational research
- Leading curriculum & pedagogy in schools
- Developing educational leadership - mentoring
- Contemporary issues in education
- Personnel management in education
- Educational legal and policy requirements

A formal qualification, including Graduate Certificate option, delivered by DET PLLDD, recognised nationally and eventually incorporating almost all programs.

The big 4 in a nutshell

- ◆ EIP – waddayagoddaknow
- ◆ ELDP – waddayawannabe
- ◆ TLP - waddayagonnado
- ◆ PPP – waddastillyagoddalearn

The big 4

- ◆ EIP: what you need to know on your first appointment
- ◆ ELDP: for experienced Executive
- ◆ TLP: for leading teams focused upon achieving targets
- ◆ PPP incorporating two strands: the Teaching PPP & the PPP. For high performing people, identified by the region, ready for the principalship in the next two years

The connections are crucial

- ◆ It's not about one program – it is important to understand the target groups & the relationship of one program to another.
- ◆ These connections will continue as we refine and re-develop the other programs in the PLC.
- ◆ The goal in the medium term is to develop a comprehensive and coherent leadership curriculum rather than one shot programs

Remember this please

- ◆ The PLLD Directorate has put together the big picture, accreditation framework, the programs, coordinated the writing teams drawn from current school leaders and provided advice to regions through a range of processes.
- ◆ Each region is responsible for the logistics, internal arrangements and variations. Concerns or suggestions relating to the **manner of operation** of these programs should be directed to your regional professional learning team.

Where are things at? (1)

- ◆ The next cohort of regional facilitators for ELDP and TLP will be trained in Term 4. We are waiting for regions to nominate dates.
- ◆ Principal Capabilities kit – includes a facilitator guide and 10 sets of participant material. This is now available at a cost of \$250 for the full set. It is designed for teams of Principals and focuses upon developing Principal resilience.
- ◆ Leadership Toolkits. Fantastic resource aligned to “stages”. First Time Executive, Experienced Executive & First Time Principal now live. Experienced Principal live in about a month.

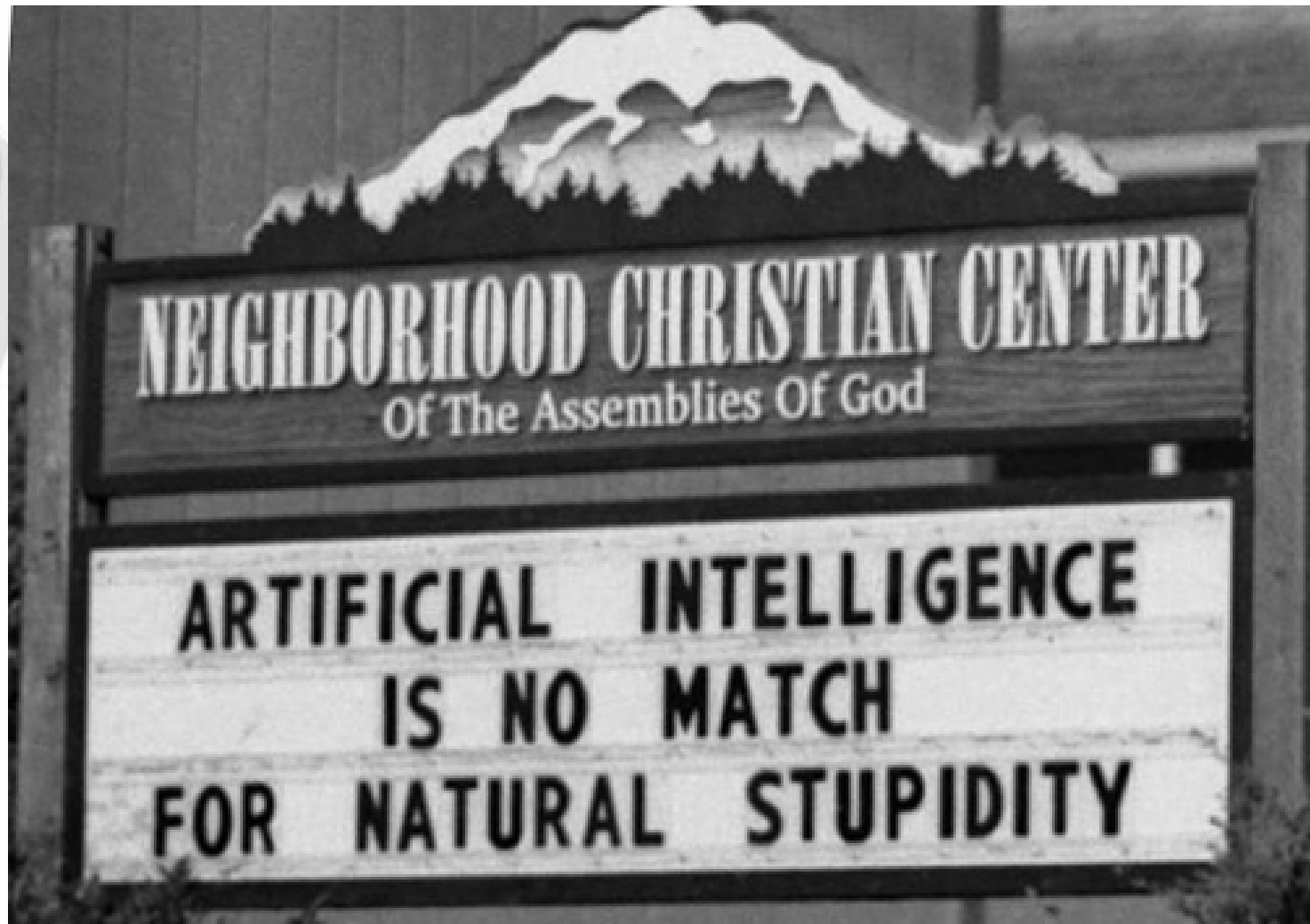
Where are things at? (2)

- ◆ Principal Induction – the next one which is on January 21 and 22. These occur every 6 months. Evaluations of the new program absolutely fantastic as with DP Induction Conference.
- ◆ Principal Preparation Program (and Teaching PPP) – huge response and next one runs on October 2 and 3. This is a regional selection process, with the conference run at state level.
- ◆ Teaching Principal Program – currently under development. Likely completion late this year.
- ◆ Revised NSW DET Action Research resource booklet is now available. Great resource for multiple programs. Details on website – cost is \$22.

Where are things at? (3)

- ◆ Principal Support Handbook – going out like “hotcakes” – fantastic resource for anyone in senior leadership position – available for \$45
- ◆ School based resources – these are looking sensational. Designed for facilitation by school leaders, with whole staff or teams within the school. Current materials based on Dr Paul Brock and Professor Andy Hargreaves. Similar in style and approach to the “big 4” – a resource that contains everything for the facilitator. Being trialed in term 3 and released in term 4. Written by school leaders and these materials are brilliant! Cost for each only \$150.
- ◆ Communication is crucial – if possible SLELU will attend regional PL meetings as well as PPA and SPC regional meetings at no cost to you. This is the basis of the presentation we will deliver if requested.

You be the judge ...



Some recent facts and figures;

- ◆ 50 participants completed DPIC in April. That is 45% of those eligible – compared with 32 % last July. Excellent support from DP networks, but still a concern.
- ◆ 70 participants completed PIC in January. That is 83% of those eligible – compared with 75% last July. 42 completed PIC July 2007 – this was result of smallest number of new Principal appointments in 3 years, but still a high % of those eligible.
- ◆ 90 participants completed PPP in March and it looks like another 90 for October. Both “full house”.
- ◆ EIP participants statewide (March - June) 397
- ◆ ELDP participants statewide (March - June) 418
- ◆ TLP participants statewide (March - June) 219

Updates and reminders

- ◆ Every participant in “the big 4” must be registered and receive an authentic copy of materials. The regional registration information for each participant needs to be returned to PLLDD in order to validate program involvement, certification and version control.
- ◆ The timing in “the big 4” will need to be flexible (esp. EIP). We will work in this for future versions. Feel free to amend or shorten some activities but be judicious about which ones – focus on the outcomes (competencies).
- ◆ You’re under enormous pressure. We’re trying to help you out by attending your meetings and taking the load off you – but only by invitation.

ELDP, TLP Term 4 training

- ◆ In most regions there is a huge up-take of these programs.
- ◆ At our trainings early in the year we agreed to provide the 2008 training during Term 4 2007 – makes sense!
- ◆ This is a great chance to build up another diverse team of critical friends for your region.
- ◆ We need you to confirm exactly when you would like us to come to your region to train the team.
- ◆ We will pay for the cost of getting our team to you, and we will provide every person trained with a free copy of the full facilitator materials (maximum of 10).
- ◆ Getting the team together and the cost of logistics for the day is up to you. These costs can be built into your regional course cost.

Let us know

- ◆ Our absolute genuine desire is to do whatever we can to support you in supporting your schools.
- ◆ If there's anything you need or think we can do to help you better please let us know.
- ◆ The heart of leadership resides in our schools. Everything any of us can do to support that leadership, benefits students.

If we have time

- ◆ Here's a quick look at the structure and functionality of the various Leadership Toolkits.
- ◆ It can be found on our website at <https://www.det.nsw.edu.au/proflearn/areas/sld/toolkits/index.htm>
- ◆ First Time [Principal](#)

Thank you for your efforts



Want to chat?

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