



# International Center for Leadership in Education

Rigor, Relevance, and Relationships for ALL Students



## SERVICES TO BUILD INSTRUCTIONAL AND LEADERSHIP EXCELLENCE

- › Systemwide Improvement
- › Transitioning to Higher Standards
- › Instructional Excellence
- › Model Schools Conference
- › Leadership Development
- › Keynoting
- › Planning & Advisory Services
- › Principal Academy

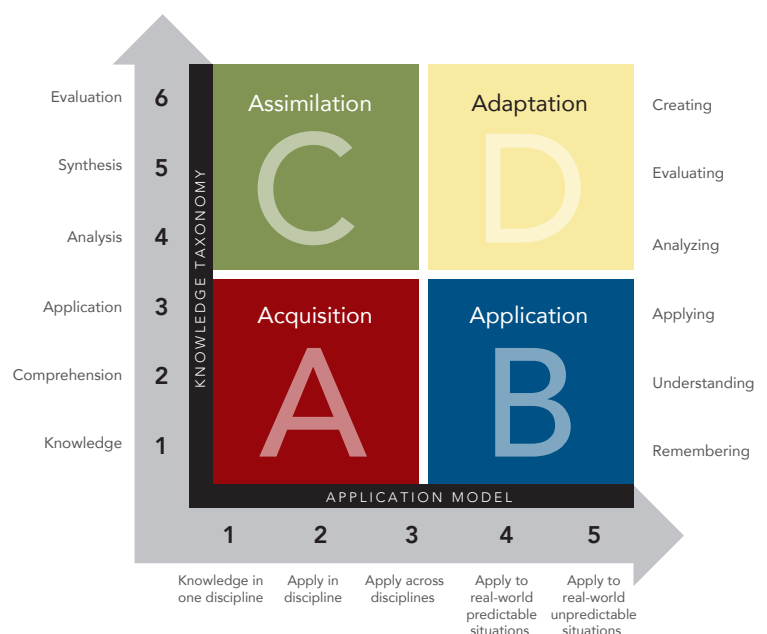
2014–2015

[leadered.com](http://leadered.com)

OUR MISSION is to challenge, inspire, and equip today's educators—both teachers and leaders—to prepare our students for lifelong success. By identifying innovative practices from across the country, we ensure those practices make a positive impact on student learning, by sharing them with educators through our conferences and keynote presentations and helping schools bring them to scale with professional learning opportunities and hands-on consultation. At the heart of all we do is our proven philosophy that the entire system must be aligned around instructional excellence—and rooted in rigor, relevance, and relationships—to ensure every student is prepared for a successful future.

## The Rigor/Relevance Framework®

The Rigor/Relevance Framework is a tool used to examine curriculum, instruction, and assessment along the two dimensions of higher standards and student achievement. It can be used in the development of both instruction and assessment. In addition, teachers can use it to monitor their own progress in adding rigor and relevance to their instruction, and to select appropriate strategies for differentiating instruction and facilitating higher achievement goals.



Daggett System for Effective Instruction	3
Who We Are	4
Our Approach	6
Systemwide Needs Assessment	7
Transitioning to Higher Standards	8
Building Instructional Excellence	10
Leadership Development	12
Events	14
Keynoting	15

# Daggett System for Effective Instruction

All of our work is guided by the Daggett System for Effective Instruction, which ensures that stakeholders at every level of the organization are focused on increasing student achievement by building and supporting instructional excellence.

## Organizational Leadership

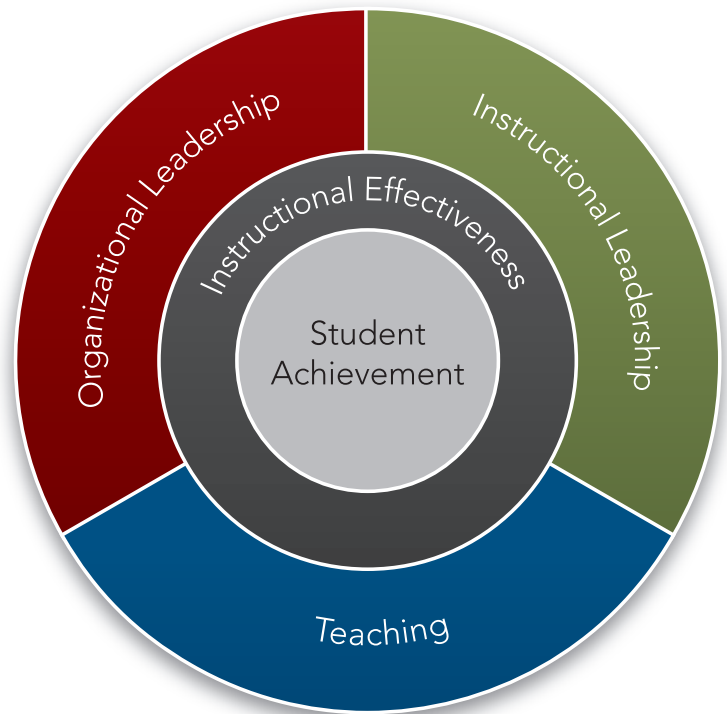
- Create a culture of high academic expectations, positive relationships
- Establish a shared vision and communicate to all constituent groups
- Align organizational structures and systems to the vision
- Build leadership capacity through an empowerment model
- Align teacher/administrator selection, support, and evaluation.
- Support decision making with relevant data systems

## Instructional Leadership

- Use research and establish the urgent need for change to promote higher academic expectations and positive relationships
- Develop, implement, and monitor standards-aligned curriculum and assessments
- Integrate literacy and math across all disciplines
- Facilitate data-driven decision making to inform instruction
- Provide opportunities for professional learning, collaboration, and growth focused on high quality instruction and increased student learning

## Teaching

- Build effective instruction based on rigorous and relevant expectations
- Create and implement an effective learner environment that is engaging and aligned to learner needs
- Possess and continue to develop content area knowledge and make it relevant to the learner
- Plan and provide learning experiences using effective research-based strategies that are embedded with best practices including the use of technology
- Use assessment and data to guide and differentiate instruction
- Further content and instructional knowledge through continuous professional learning that is both enriching and collaborative



# Who We Are

## History

The International Center's philosophy originated in the 1970s while its founder, Dr. Daggett, was a classroom teacher. Like most teachers, Daggett worked with students of varying academic abilities. He worked to meet each student at his or her level and to find unique ways to enable each student to shine. His belief: given the right opportunities, all students can learn and achieve.

Driven by this belief—along with his recognition that our education system needed to better prepare students for a technology-driven society—Daggett founded the International Center for Leadership in Education to push educators to think differently about preparing every student for a successful future.

Through keynoting, advising, and consulting, the team at the International Center has partnered with thousands of teachers and leaders in hundreds of districts to focus on building rigor, relevance, and relationships into every classroom. In 1991, the International Center held its first Model Schools Conference, which highlighted innovative practices of the nation's most rapidly improving schools. To this day, thousands of educators converge annually on the conference to hear from practitioners, innovative thinkers, and policy makers about how to impact positive change.



## Our Team

Our team of hundreds of consultants and coaches is led by our practice-area leads.



Dr. Willard R. Daggett  
Founder and Chairman



Raymond J. McNulty  
Senior Fellow



Susan A. Gendron  
Senior Fellow



Dr. Susan Szachowicz  
Senior Fellow

# The International Center for Leadership in Education is:



**HUNDREDS OF FORMER SCHOOL, DISTRICT, AND STATE-LEVEL EDUCATION LEADERS** who meet or exceed stringent criteria to represent ICLE as highly qualified education consultants.



**A TEAM OF THE MOST FORWARD-THINKING AND INNOVATIVE THOUGHT LEADERS IN EDUCATION** who share their observations, experiences, and research findings to help advance our nation's education agenda.



**AN EXTRAORDINARY NATIONWIDE NETWORK** of tools, resources, and relationships that help advance school improvement initiatives.

---

## Our Core Beliefs



Systems must be aligned at every level to develop, maintain, and enhance effective instruction.



Every school has its own DNA.



Instructional and organizational leadership must support teachers in making instructional excellence a priority.



Students learn best when they are challenged, engaged, and involved.



Relevance makes rigor possible, and relationships foster relevance.



With proper support, all students can learn and achieve to their fullest potential.



The global marketplace is advancing at a faster rate than that of our schools. We must prepare students to succeed in careers we can't even imagine yet.

# Our Approach

## Systemwide Improvement

To improve student achievement, schools need to have a shared vision for teaching and learning, a solid understanding of priorities, and a clearly defined path to accomplish their goals. ICLE's school improvement specialists partner with school leaders to develop and implement a multi-step plan that supports a school's efforts to raise student achievement and reach its continuous improvement goals. The process focuses on:

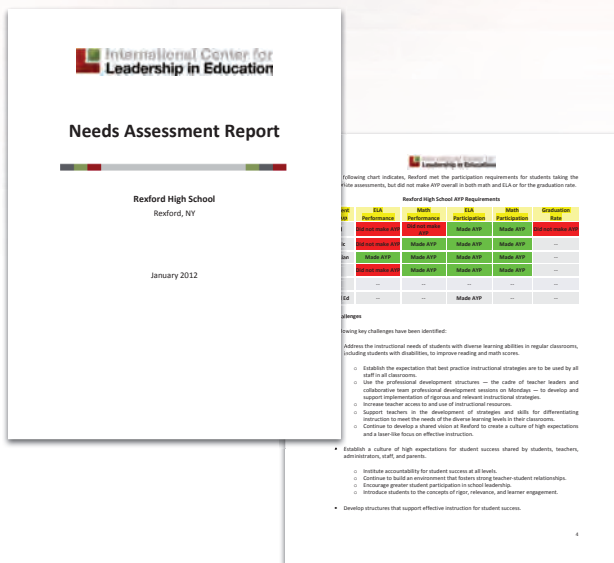
- Completing a guided needs assessment of the school's strengths and challenges
- Developing a strategic plan, alongside school leaders, aimed at raising student achievement and addressing the challenges identified in the needs assessment
- Providing professional learning for teachers targeted on areas of need including ongoing job-embedded coaching, and online support
- Building leadership density through professional learning and coaching



# Systemwide Needs Assessment & Strategic Planning

It's easy to get distracted by the short-term agenda. But the long-term goal remains constant: To prepare every student for a successful future. The first step in addressing transformation of this magnitude is to begin with the end in mind by creating a focused plan.

Our four-phase needs assessment and strategic planning process draws upon best practices and innovative approaches we have observed in successful initiatives all over the country.

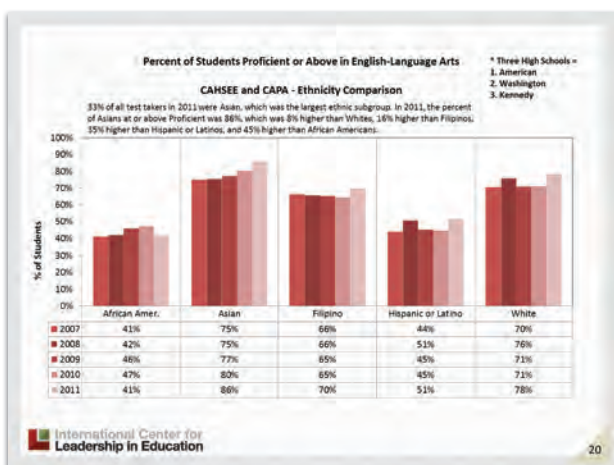


**ANALYZE** data, survey results, and classroom observations to identify strengths, gaps, and opportunities

**ALIGN** stakeholders around the need for change and the established priorities to ensure buy-in

**PLAN** for success by identifying concrete action steps aligned to priority areas of need

**MEASURE** progress toward your objectives with clear performance indicators and adjust course as needed



## WE CAN HELP BUILD A FOCUSED PLAN TO:

- Transition to higher standards
- Prepare for new assessments
- Plan for new teacher evaluations
- Support principals in tackling new demands
- Improve literacy and mathematics achievement

AND MUCH MORE!

# Transitioning to Higher Sta

Educators nationwide agree on the urgent need to raise the bar on student achievement. Every state is increasing the rigor of standards and the expectations of assessments. Teachers are being asked to transform both what is taught and how it is taught. Educators are being called upon to prepare EVERY student—an increasingly diverse set of learners—for higher expectations.



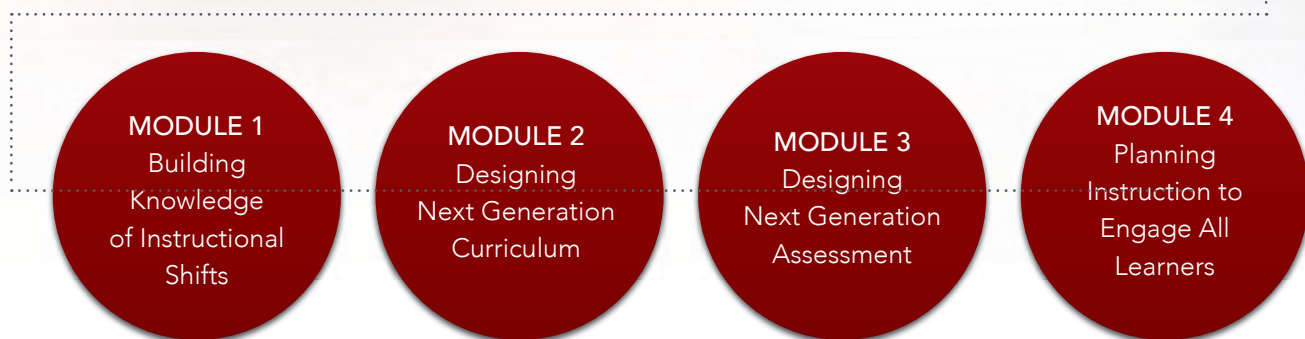
Building upon its legacy in rigor and relevance and its systemic approach to student achievement, the International Center is uniquely positioned to help your teachers implement higher standards, prepare for more rigorous and application-based assessments, and prepare students for successful futures.

We partner with schools and districts to help educators at all levels to:

- Assess readiness for new standards and assessments
- Develop awareness and buy-in around the need for change
- Understand instructional shifts
- Identify the gaps from one set of standards to the other and prioritize instruction accordingly
- Design next generation curriculum, instruction, and assessments
- Change instructional practices in every classroom

## Transforming Curriculum & Instruction

To ensure a successful transition, we collaborate with your team to build a comprehensive curriculum that connects standards, instruction, and assessment around these four key areas:



All teachers learn to build engaging curriculum that purposefully connects standards, instruction, and assessment, deepening their knowledge of higher standards and uncovering key instructional shifts required to create a curriculum that includes formative, interim, and summative assessments.

Key focus areas for ELA & Content Area teachers and Math teachers include, but are not limited to:

- Understanding Evidence-Centered Design (ELA & Content-Area)
- Navigating Next Generation Assessments (ELA & Content-Area)
- Planning for Rigorous Learning Experiences (ELA & Content-Area)
- Creating a Pacing Calendar (Math)
- Understanding and designing Performance Task Assessment (Math)
- Planning for Differentiation and Implementation (Math)



Key focus areas for leaders include:

- Leading Change: Transforming Curriculum for the Common Core
- Leading Change: Implementing Next Generation Curriculum & Assessments

# Building Instructional Exce

What goes on between the teacher and student is central to optimal learning. We help you build effective teaching practices through a powerful, high-impact sequence that consists of a blend of face-to-face courses, online tools, and job-embedded coaching, all focused on building rigor and relevance in every classroom.

## Face-to-Face Courses – Foundations of Effective Instruction

DAY 1: Creating a Rigorous and Relevant Learning Environment

DAY 2: Applying Rigorous and Relevant Instructional Strategies

DAY 3: Unpacking and Designing Next Generation Assessments

DAY 4: Using Data to Inform Instruction

DAY 5: Collaborating for Continuous Professional Learning

These courses enable participants to:

- Understand how rigor, relevance, and relationships support the foundations of effective instruction
- Implement effective instructional strategies to raise rigor and relevance
- Differentiate by content, process, product, and resource
- Establish goals and associated actions for professional growth



## Job-Embedded Instructional Coaching

A powerful complement to face-to-face courses, job-embedded instructional coaching is a collaborative process in which a coach works shoulder-to-shoulder with each teacher to make rigor and relevance a reality. Coaching is personalized to meet the needs of individual teachers, but typically consists of:

- Personalized support to help teachers implement and monitor instructional strategies and assessments
- Observation and feedback to help build skills to increase student achievement
- Facilitated data analysis to provide strategies and tactics to meet the needs of all students



Nextpert meets every teacher where they are and guides them to where they need to be with online tools and resources for making rigor and relevance a reality—right now!

# Leadership Development

Our leadership coaches leverage a holistic approach to developing current and emerging leaders capable of driving dramatic and sustained student achievement. Through intensive institutes, face-to-face courses, and job-embedded leadership coaching, we provide leaders with the tools and support they need to drive and sustain positive change.

## Face-to-Face Courses

### Foundations of Instructional Leadership

DAY 1: Leading Change for Rigorous and Relevant Learning

DAY 2: Developing and Implementing Rigorous and Relevant Instruction

DAY 3: Integrating Literacy and Math Practice Areas to Raise Rigor and Relevance

DAY 4: Facilitating Data-Driven Decision Making

DAY 5: Leading Professional Dialogue to Support Rigor and Relevance

### Foundations of Organizational Leadership

DAY 1: Creating a Culture of High Academic Expectations

DAY 2: Establishing Structures and Communicating a Shared Vision

DAY 3: Using Systemwide Data to Support Decision Making

DAY 4: Building Leadership Capacity Focused on a Shared Vision

DAY 5: Sustaining a Culture of Instructional Excellence



#### THESE COURSES ENABLE LEADERS TO:

- Apply effective methods for leading a culture focused on rigorous and relevant learning
- Establish goals for supporting teachers in implementing standards-aligned curriculum
- Understand current data trends and explore the use of data to inform instruction
- Communicate with teachers about increasing rigor, relevance, and relationships

## Tailored Leadership Coaching

It is vital that the skills first developed in professional development be nurtured and developed over time. To meet this need, job-embedded leadership coaching provides school and district leaders with individualized, sustained support in tackling leadership challenges. Leadership coaching is tailored to the specific needs of the individual and goals of the initiative, but often focuses on:

- Creating and monitoring accountability systems and empowering teacher leaders to implement and monitor these systems daily
- Building appropriate supports to ensure all students are held to high expectations
- Communicating clearly to faculty the vision that the entire school is focused on student achievement
- Leading ongoing review of data and benchmarks
- Leveraging research and best practices to ensure continuous improvement
- Ensuring implementation of successful transformational strategies

## Principles for Principals: Lessons Learned the Hard Way

In collaboration with Dr. Sue Szachowicz—the renowned principal of Brockton High School—we’ve designed a continuum of practical support for principals and aspiring principals based upon what Dr. Szachowicz calls her “lessons learned the hard way.”

Leaders walk away from this series of in-person professional learning and side-by-side leadership support with practical strategies for:

- Empowering a team
- Achieving focus
- Leaving nothing to chance—starting with a plan and implementing with fidelity
- Monitoring fiercely and adjusting course when necessary

The solution is tailored for your needs, but typically consists of:

- In-person professional learning
- Side-by-side support
- Principal Academy



# Events

## 23<sup>rd</sup> Annual **Model Schools Conference** June 28 – July 1, 2015 | Atlanta, GA

This intensive four-day event brings together like-minded educators from all over the country—teachers and leaders who are focused on raising the bar on instruction, revolutionizing school leadership, engaging students like never before, and looking around the corner at education innovations we cannot even imagine yet. Attendees will hear from school leaders who are ahead of the curve in implementing positive change; they will share their triumphs, their learnings, and their mistakes so every attendee walks away with concrete ways to adopt similar changes in their own school or district.

The International Center held its first Model Schools Conference in 1991 and to this day continues to identify Model Schools—the nation's most rapidly improving schools—leading a forum where they can share their innovative practices with more than 6,000 educators at the Annual Model Schools Conference.

[www.modelschoolsconference.com/2015](http://www.modelschoolsconference.com/2015)

## Spring 2015 **Principal Academy** February 6–8, 2015 | Nashville, TN

Every year, teams of school, district, and state leaders from around the country converge in a hands-on, multi-day working forum.

At the heart of the Academy is strategic planning. Teams work with senior staff and consultants to formulate a customized strategic plan that successfully addresses present day challenges, builds on professional growth and improvement, and enriches educational experiences for all students.

[www.leadered.com/PrincipalAcademy2015](http://www.leadered.com/PrincipalAcademy2015)



Save the Date

24<sup>th</sup> Annual  
**Model Schools Conference**  
June 26 – 29, 2016 | Orlando, FL

# Keynoting

Our keynote speakers energize and inspire educators and business leaders nationwide with their focus on positive change and raising the bar on expectations.



One common objective of the International Center's keynote presentations is to build awareness of why, what, where, and how our schools need to change, so that the standards for education can be elevated for all learners.

- WHY involves demonstrating to educators, parents, and community members the need for schools to change because society and the world have changed.
- WHAT describes the content of change built around a common focus on teaching and learning, established data, research, and best practices.
- WHERE involves agreeing upon the goals for forward progress and defining ways to measure their impact on student achievement.
- HOW is the process of actually making changes and determining how to move forward once people embrace the *why*, *what*, and *where*.

Our keynote speakers leave their audiences with a renewed and shared commitment to improving student achievement.



OUR MISSION is to challenge, inspire, and equip today's educators—both teachers and leaders—to prepare our students for lifelong success. By identifying innovative practices from across the country, we ensure those practices make a positive impact on student learning, by sharing them with educators through our conferences and keynote presentations and helping schools bring them to scale with professional learning opportunities and hands-on consultation. At the heart of all we do is our proven philosophy that the entire system must be aligned around instructional excellence—and rooted in rigor, relevance, and relationships—to ensure every student is prepared for a successful future.

Contact us today to learn more.

(518) 399-2776, option 3  
[info@leadered.com](mailto:info@leadered.com)