



STATE OF ARIZONA
OFFICE OF THE GOVERNOR

DOUGLAS A. DUCEY
GOVERNOR

EXECUTIVE OFFICE

September 6, 2018

The Honorable Steve Yarbrough
President of the Arizona Senate
1700 West Washington Street
Phoenix, AZ 85007

The Honorable J.D. Mesnard
Speaker of the Arizona House of Representatives
1700 West Washington Street
Phoenix, AZ 85007

Dear President Yarbrough and Speaker Mesnard,

Pursuant to Laws 2017, Chapter 305, the Office of the Governor is required to submit a report that summarizes the results of school leadership training, including the number of school leaders trained and the amount of matching monies received from non-state sources. In FY2018, the Office of the Governor was appropriated \$250,000 in General Fund monies to establish a public-private partnership to train school leaders in effective management strategies and to expand the cadre of training coaches and facilitators.

Great Schools, Great Leaders

Governor Ducey has long recognized the critical link between a strong principal and student success. The Governor believes that there can be no great schools without great school leaders. Research studies have found that principals account for approximately 25% of a school's total impact on student achievement.

The role of principal has greatly expanded beyond purely administrative responsibilities to now include the role of instructional leader and architect of the school's teaching and learning environments. Principals are now frequently observing, evaluating and enhancing instruction, engaging with teachers in lesson planning and providing coaching and mentoring opportunities. In addition to dramatically improving student outcomes, particularly in low-performing schools, principals who act as effective instructional leaders are cited by classroom teachers as a key reason they continue to stay in the profession.

Beat the Odds School Leadership Academy

Since 2007, the Center for the Future of Arizona (CFA) has provided training and mentoring to more than 200 school leaders through the Beat the Odds (BTO) principal program. The BTO principal program was created to drive positive academic outcomes in schools with mostly low-income, minority students. With active involvement of Jim Collins, the author of "Good to Great" business methodology, the BTO principal program was built on six keys to success to

drive change and overcome obstacles in predominantly underperforming Latino low-income schools. The six keys to success:

- Strong and steady principal
- Clear bottom line
- Ongoing assessment
- Collaborative solutions
- Built to suit individual students
- Stick with the program

In 2017, the CFA significantly expanded its commitment to leadership development through a collaboration with the National Institute for School Leadership (NISL) by creating the Beat the Odds School Leadership Academy (BTO Academy). The BTO Academy is locally delivered, research-based executive leadership training for aspiring and current school leaders across Arizona. The BTO Academy provides executive leadership training to school leaders across the state by integrating the six keys to success in the original BTO principal mentorship model with the NISL nationally recognized and research-based principal leadership development program.

The BTO Academy is aligned with the goals of the Arizona Education Progress Meter and Achieve60AZ and serves three important functions for Arizona's education systems:

1. Preparation of school leaders to lead for excellence and equity.
2. Closing the Achievement Gap and creating a culture of high expectations.
3. Enhancing teacher recruitment, retention and quality.

The NISL Executive Development Program is the curriculum for the BTO Academy and is proven to impact student achievement for all learners. It combines leadership competencies and pedagogical approaches gleaned from top leadership programs across industries in the country. The content of the program spans strategic leadership, standards-based education systems, and instructional practices in the specific content areas of math, English, history and science. The NISL curriculum consists of (12) two-day unites, delivered locally in a cohort format over the course of 12-15 months, supplemented with online coursework, readings, and job-embedded applications of key concepts. The NISL curriculum is delivered with fidelity by BTO Academy trainers who are proven Arizona education leaders, recognized in the field and nationally NISL certified.

Public-Private Partnership

Initial Investment - In FY2017, the CFA received \$100,000 from the Office of the Governor, \$100,000 from the Burton Family Foundation and \$75,000 from the Helios Education Foundation to create a cadre of 15 NISL certified trainers. These individuals completed the full NISL Executive Development Program, which includes 24 days of instruction and two intensive days of facilitation training. The certified trainers are:

- Mike Anderson, Ed.D., Retired Principal, Barry Goldwater High School, Deer Valley Unified
- Peter Boyle, Founding School Director, Western School of Science and Technology
- Dan Courson, Ph.D., Director of Administrative Leadership and Services, Deer Valley Unified
- Kellie Duguid, Director of Curriculum and Innovation, Avondale Elementary
- Andi Fourlis Ed. D., Assistant Superintendent Teaching and Learning, Mesa Public Schools
- Rebecca Henderson, Ed.D., Principal, San Marcos Elementary School, Chandler Unified
- Jeffrey Hensley, Retired Principal, Tarwater Elementary School, Chandler Unified
- Gisselle Herrera, Executive Director of Curriculum and Instruction, Tolleson Elementary
- Brian Holman, Founder and Director of Empower College Prep

- Elaine Jacobs, Retired Principal, North Canyon High School, Paradise Valley Unified
- Marianne Lescher, Ph.D. , Principal, Kyrene Traditional Academy, Kyrene Elementary
- Yvette Marquez, Executive Director and Principal, Phoenix International Academy
- Chris McComb, Principal, Imagine Prep Surprise
- Ray Mercado, Principal, San Tan Elementary School, Higley Unified
- Debora Moncayo, Education Consultant

As a result of the capacity built with the initial investment in the BTO Academy, the CFA was chosen by the Arizona Department of Education as an approved provider of professional development for school leaders through the BTO Academy.

Additionally, the CFA launched a new BTO Academy website featuring the public-private partnership between the Office of the Governor, the Burton Family Foundation, and Helios Education Foundation – www.arizonafuture.org/bto/overview. The Governor’s office also established a webpage dedicated to the BTO Academy – www.education.azgovernor.gov/edu/great-schools-great-leaders.

General Fund Appropriation - In FY2018, with the \$250,000 General Fund investment, the CFA expanded the number of Arizona school leaders trained through the BTO Academy. The funds were leveraged by private investment from philanthropy to support the critical transition and capacity building of the BTO Academy to deliver training to school leaders through out the state. The amount of matching monies from non-state sources:

1. Helios Education Foundation - \$150,000
2. Burton Family Foundation - \$100,000
3. Salt River Pima-Maricopa Indian Community - \$25,000

Program Outcomes

The Office of the Governor, in conjunction with the philanthropic partners, established the following expectations for program outcomes:

Expand the number of school leaders trained through the BTO Academy, with a focus on low-to moderate-income schools/school districts as well as school systems with high population of Latino students.

The funds provided through the \$250,000 appropriation were specifically used to provide the NISL Executive Leadership Development curriculum to 51 school leaders participating in the BTO Academy. Training is still underway. The participants are from the following school districts: Phoenix Union High School District, Alhambra Elementary School District, Roosevelt Elementary School District, Tolleson Elementary School District, Mesa Public Schools, and Paradise Valley Unified School District. The majority of the leaders participating in the BTO Academy lead schools that serve predominantly low-income and Latino student populations.

Establish the BTO Academy as a financially sustainable fee-based program able to meet the needs of school leaders across the state.

The CFA established the BTO Academy as a financially sustainable fee-based program. Phoenix Union High School District and Mesa Public Schools have indicated they will invest in multiple BTO Academy cohorts as part of a long-term leadership development strategy. Phoenix Union High School District is investing in a second cohort to begin in the fall of the 2018-2019 academic year. The cohort will also include school leaders from Phoenix Union High School District partner elementary school districts and charter schools. Mesa Public Schools is planning to invest a second cohort that will begin in spring of the 2018-2019 academic year.

Certified NISL Trainers

The certified NISL trainers are currently participating in a 5-day coaching institute that will be completed in the fall of 2018. The CFA is providing ongoing support to the 15 certified trainers through in-person quarterly meetings, webinar and electronic communication, and the development of an online portal for facilitators to access resources and materials.

Future Recruitment Efforts

The CFA is proactively working to expand the number of Arizona school leaders trained through the BTO Academy across the state. The CFA is conducting statewide information sessions, individual meetings with interested school systems and relationships with education, business and community-based organizations across the state. Recruitment work is underway with the following communities: Northern Arizona, including Flagstaff Unified School District, Verde Valley, Southern Arizona, West Phoenix and tribal communities. The CFA plans to continue to increase the number of school leaders trained across the state with the goal of training 75-100 school leaders each year.

In partnership with NISL, the CFA is working to bring the rigorous and research-based NISL Superintendent Academy to Arizona. The NISL Superintendent Academy provides participants with the knowledge, skills and tools to design and lead district/network-wide, coherent, aligned systems of instruction and learning based on the best performers in the US and worldwide. Designed for both new and sitting superintendents, the NISL Superintendent Academy focuses on raising the bar for all students and preparing them to be college and career ready in the 21st century global context, while narrowing the achievement gap between lowest and highest performing students. The CFA is also actively exploring a complementary NISL offering that engage district leaders, community and business to support schools in the development of systems change at the district or charter network level.

The CFA is focused on bringing increased visibility and attention to the critical role of school leaders in student success for all learners, closing the achievement gap, and teacher recruitment, retention and quality. The CFA is committed to working collaboratively with partners in the education leadership space to discuss and ideally advance a cohesive continuum of leadership development and recognition in Arizona.

Thank you for your consideration of this report. If you have any questions or would like additional information, please let me know.

Sincerely,



Dawn Wallace
Senior Advisor for Education & Strategic Initiatives

cc: The Honorable Michelle Reagan, Secretary of State of Arizona
Richard Stavneak, Director, Joint Legislative Budget Committee
Matt Gress, Director, Governor's Office of Strategic Planning and Budgeting
Paul Luna, President & CEO, Helios Education Foundation
Christy Burton, Burton Family Foundation
Dr. Amanda Burke, Managing Director, Programs and Strategic Initiatives, Center for the Future of Arizona