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**Louisiana Principal
Fellowship
Program Guide
2017-2018**

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I. Introduction

[Principals](#) are the leaders of instructional change in schools. The most important work they lead instructionally is to provide teachers with academic supports and direction.

Set Academic Improvement Goals and the Direction of the School	Improve Instruction: Implement Processes and Structures	Improve Instruction: Evaluate and Provide Feedback to All Teachers
<ul style="list-style-type: none"> • Understand results • Set school goals • Guide goal-setting of others 	<ul style="list-style-type: none"> • Build a system for school-wide collaboration • Draw on teacher leaders and mentor teachers to support 	<ul style="list-style-type: none"> • Monitor progress toward goals (observations & assessments) • Reflect on progress (feedback & end of year conversations)

The Louisiana Department of Education helps principals develop their skills as instructional leaders with:

1. **Policies that empower the principal as leader:** current policy empowers the principal to use multiple measures to inform decisions related to teacher evaluation and support.
2. **Tools and resources** support educators with decision making and empowerment as they lead their schools.
 - [Louisiana Principals' Teaching & Learning Guidebook](#): Outlines key principal decisions, including resources available to support those decisions.
 - [Compass Educator Support and Evaluation System](#): provide all educators with regular, meaningful feedback on their performance.
 - [Training Modules](#): formatted to allow educators an opportunity to deepen understanding of teacher support and goal setting.
3. **Direct support initiatives** target school-wide structures and skill development of current and future leaders.
 - [TAP and NIET Best Practices Expansion](#) helps principals build effective systems for goal setting, observation, feedback, and collaboration
 - [Principal Fellowship](#) program supports individual school leaders in building instructional leadership skills

The **Louisiana Principal Fellowship Program**, described in this guide, is a 12-14 month cohort training bringing together current and aspiring school leaders from across the state, who seek to build the skills to excel in instructional leadership. It is one opportunity among many in the bank of resources and direct supports offered to [Louisiana Principals](#).

This experience provides participants with access to content focused on the critical knowledge and skills to be instructional leaders and improve student achievement. The [Louisiana Principals' Teaching & Learning Guidebook](#) is accessed throughout sessions to ensure participants are able to connect each topic to the work of school leaders in Louisiana. The following questions are provided to help districts consider their overall plan to support principals and how this program responds to their needs.

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1. Do the student achievement results reflect a principal who is or is not improving from one year to the next?
2. What are the principal's school improvement goals (short-term and long-term)?
3. Will the principal be successful in meeting their goals if supported in one or more of the following areas?
 - implementing structures and systems
 - building a deeper understanding of key areas
4. How does participation in the Principal Fellowship program position us to respond to the needs of individual principals and school leadership needs across the district?

II. Program Description

Overview

The Louisiana Department of Education has partnered with [The National Institute for School Leadership](#) (NISL) to support the Principal Fellowship. NISL draws on the Interstate School Leadership Licensure Consortium (ISLLC) standards which are the basis for the [Louisiana Standards for Educational Leaders](#). Using best practices in adult learning, NISL provides high-quality, research-based leadership development programs designed to give district and school leaders the critical knowledge and skills to be instructional leaders and improve student achievement.

The [Executive Development Program for School Leaders](#) (EDP) is the program of study that defines the experience and is focused on training current school and district leaders in the skills they need for success in an era of standards-based education and accountability. The EDP is a sustained, job-embedded program that emphasizes the role of principals as strategic thinkers, instructional leaders and creators of a just, fair and caring culture in which all students meet high standards.

The following information provides an overview of the course content delivered across twelve units of study. As participants in Louisiana progress through each course, the [Louisiana Principal's Teaching & Learning Guidebook](#) will be accessed to consider how what is being learned during the fellowship supports them as they lead schools in Louisiana. Additional information about the course content is available [here](#).

EXECUTIVE DEVELOPMENT PROGRAM CURRICULUM
Course 1: World-Class Schooling: Vision and Goals <ul style="list-style-type: none">- Unit 1: The Educational Challenge- Unit 2: Principal as Strategic Thinker- Unit 3: Elements of Standards-Aligned Instructional Systems
Course 2: Focusing on Teaching and Learning <ul style="list-style-type: none">- Unit 4: Foundations of Effective Learning- Unit 5: Leadership in the Instructional Core – Part 1- Unit 6: Leadership in the Instructional Core – Part 2- Unit 7: Coaching for High Quality Teaching
Course 3: Sustaining Transformation through Capacity and Commitment <ul style="list-style-type: none">- Unit 8: Promoting the Learning Organization- Unit 9: Teams for Instructional Leadership- Unit 10: Ethical Leadership for Equity- Unit 11: Driving and Sustaining Transformation- Unit 12: Final Case Simulation and Presentations

To learn more about how NISL's leadership programs are proving effective, click [here](#) to explore key results and case studies.

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[Delivery Structure](#)

In person sessions take place over a 12-14 month period beginning each summer in regional locations and districts across the state. Participants will have assigned reading and application activities between sessions. The in-person sessions are bridged by professional readings, site-based activities, and online learning. One unit is delivered each month in back-to-back days, with some months skipped due to holidays and/or testing periods.

III. Participant Offerings

The Louisiana Principal Fellowship Program is designed to be delivered to cohorts of leaders across a district or the state. Most often the target audience includes principals or aspiring leaders, but may also include teacher leaders, other members of school leadership teams or district staff.

Louisiana Principal Fellowship Program: [Train School Leaders](#)

School and district culture can be transformed by providing training to entire school leadership teams including aspiring leaders, assistant principals and principals, as well as district staff.

For current principals, the Louisiana Principal Fellowship will build upon their administrative skills and experience, providing a framework for organizing the many facets of their role and providing a “call to action” to continually drive achievement higher. The Executive Development Program deepens their knowledge, skills and confidence as strategic thinkers and instructional leaders. Even veteran principals report that participating in the training is incredibly powerful in helping them chart a path toward higher performance in their daily practice.

For aspiring leaders, the training covers every aspect of what it takes—and what it means—to lead a school to higher performance. This preparation is invaluable in positioning them to move successfully into leadership posts.

Certified Facilitator Program: Train-the-Trainer

Some districts may identify leaders who they see as redelivering the program in future years. This is possible with the completion of the process of becoming certified facilitators. Selected leaders go through the full Executive Development Program, plus two intensive days of facilitation training. NISL Master Facilitators certify the trainers once they have demonstrated that they can deliver the program effectively, and with fidelity, on their own.

APPENDIX A: Program Costs*

Participation: Louisiana Regional Cohort Delivery Model

Districts & charter schools may choose to participate as part of a regional cohort made of up of 25 participants following a designated calendar and supported by NISL and the LDE.

Louisiana Hybrid Facilitation Model	Fellowship Participation Fee*	Facilitator Training Fee*
Course 1: NISL Facilitators Collaborate with Louisiana Certified Facilitators Course 2: NISL Facilitators Collaborate with Louisiana Certified Facilitators Course 3: Louisiana Certified Facilitators	\$8,500	\$12,000

*Costs listed apply to the program components only (does not include travel, stipends, etc.) and based on 25 participants per cohort.

For more information on this delivery model, contact compass@la.gov.

APPENDIX B: 2017-2018 Information

2017-2018 Principal Support Grant Application (available February 28)

2017-2018 Tentative Schedule

The information below is provided to give a tentative set of dates across the 12-14 month program. There will be approximately four locations throughout Louisiana and participants will gather during the date ranges outlined below. Specific dates within each range and for each cohort will be determined by the Department late spring.

LOUISIANA PRINCIPAL FELLOWSHIP PROGRAM: <u>TENTATIVE SCHEDULE 2017-2018</u>	
<i>Each unit of study consists of 2 consecutive days. Participants will attend a total of 24 days as outlined below.</i>	
SUMMER 2017: Units 1	August 2017
	September 2017
FALL 2017: Units 2 - 4	October 2017
	November 2017
WINTER 2017: Units 5 - 7	December 2017
	January 2018
	February 2018
SPRING 2018: Units 8 and 9	March 2018
	April 2018
SUMMER 2018: Units 10- 12	June 2018
	July 2018

APPENDIX C: NISL Professional Book List

The following list includes a sampling of the professional books currently accessed throughout the NISL Executive Development Program (EDP) and the Louisiana Principal Fellowship program. The cost of these books and other materials is included in the participation fees and all items will be secured on behalf of each participant.

- *Leading for Equity*, Childress and Doyle, 2009
- *Accelerate*, Kotter, 2014
- *Blended Coaching : Skills and Strategies to Support Principal Development*, Bloom ed., 2005
- *Smart Leaders, Smarter Teams*, Schwartz, 2013