

Leadership Academy

Statutory and/or Budget Language

\$810,000 of the general fund—state appropriation for fiscal year 2024 and \$810,000 of the general fund—state appropriation for fiscal year 2025 are provided solely for the development of a leadership academy for school principals and administrators. The superintendent of public instruction shall contract with an independent organization to operate a state-of-the-art education leadership academy that will be accessible throughout the state. Semiannually the independent organization shall report on amounts committed by foundations and others to support the development and implementation of this program. Leadership academy partners shall include the state level organizations for school administrators and principals, the superintendent of public instruction, the professional educator standards board, and others as the independent organization shall identify

Purpose

The 2007 Washington State Legislature created the Washington State Leadership Academy and approved two years of funding for the development and pilot phases. The intent of the legislation was to form a public-private partnership, with funding contingent upon obtaining additional private support to provide an ongoing program of effective leadership training for principals, superintendents and administrators. The program is focused on higher student achievement for every child by:

- a. Engaging school and district administrators in transformative leadership practice.
- b. Building and supporting strong, effective teams to create sustainable systems that focused on equitable learning systems.
- c. Heightening education leaders' awareness and ability to self-assess the personal characteristics and practices that lead to high performing equitable organizations.
- d. Helping individuals and teams implement leadership and collaborative behaviors that will lead to more equitable and effective systems.
- e. Building and supporting strong, effective teams to create sustainable systems that ensure equity and high levels of learning for all.
- f. Heightening education leaders' awareness and ability to self-assess the personal characteristics and practices that lead to high performing equitable organizations.
- g. Identifying breakthrough strategies to elevate opportunities for all students and accelerate learning



Description of Services Provided

- a. Focuses on continual system-wide improvement.
- b. Supports collaboration among school districts.
- c. Includes district-specific support and technical assistance.
- d. Builds each leader's capacity to lead system-wide change.

Criteria for Receiving Services and/or Grants

Districts involved must create a Problem of Practice, based upon current student data and choose effective research-based strategies to develop and implement a Theory of Action designed to increase learning for all staff and students in their district.

Beneficiaries in the 2023-24 School Year

Number of School Districts	60
Number of Schools	98
Number of Students	644,770
Number of Educators	132
Other	6 program staff

Are Federal or Other Funds Contingent on State Funding?

No

State Funding History

Fiscal Year	Amount Funded	Actual Expenditures
2024	\$810,000	\$809,525
2023	\$810,000	\$803,301
2022	\$810,000	\$810,000
2021	\$810,000	\$810,000
2020	\$810,000	\$810,000

Number of Beneficiaries Per Fiscal Year (e.g. School Districts, Schools, Students, Educators, Other)

Fiscal Year	Number of Beneficiaries
2024	60 districts
2023	13
2022	15
2021	23
2020	17

Programmatic Changes Since Inception (If Any)

- Educational Service District (ESD) partners- an ESD lead has been identified and invited to the Next Level Leaders (NLL) sessions as a representative.
- Individuals and teams- people may participate as a team or as individuals. Feedback from both groups has been positive.
- Prioritizing regional participation- there is representation in the program from every ESD region.
- Program advocates have been added to the program to support recruitment and retention
- Individual coaching- an opportunity for individual leadership coaching is available to all members
- Recruitment and retention- a strategic approach to recruiting a diverse membership has been made

Program Evaluation or Evaluation of Major Findings

Our NLL Evaluator collects feedback from each session and compiled data from our virtual and in-person sessions into a comprehensive review annually completed by the program evaluator. Based on member feedback, there have been program adjustments to address the specific leadership topics through communities of practice. See link to the most recent evaluation report at: <https://drive.google.com/file/d/14HialTByONbkxI0vbEckGLEogxrLqPuZ/view?usp=sharing>

Major Challenges Faced by the Program

Equal representation from each region is a challenge especially for our rural regions. Additionally, recruiting and supporting female leaders and leaders of color to the program needs to be prioritized in future cohorts.

Future Opportunities

Next Level Leaders was launched in August 2023 based on a need determined in March 2020, when educational leaders across Washington entered a new dawn of leadership. In this era, leaders must quickly adapt how schools operate, communicate in a timely and transparent manner, unify stakeholders, build a culture of inclusion and belonging, and nurture the talents of the students and the staff we serve. The landscape of school leadership has shifted. Next Level Leaders is a response to that shift. Next Level Leadership is a partnership between AWSP and WASA and will focus on the following four main areas in leadership development:

Professional Learning Network - Establishing a strong network of leaders across the state, regardless of what their position might be, which means creating our culture as a network over those days.

- *What do YOU need?*

- *Who are YOU as a leader?*
- *How can WE be interconnected?* This is such a great opportunity to build synergy!

Leaders as instructional leaders. What are your 3 main priorities as leaders (i.e. Academic plan, strategic place, etc.).

Collective Leader and Teacher Efficacy - How to foster collective efficacy for teachers and collective efficacy as a leadership team based on research and practice.

Other Relevant Information

See the following video for an overview of the program and member experience:

[About 5 — Next Level Leaders \(nll.academy\)](#)

Schools/Districts Receiving Assistance

[Click here to see a list of all OSPI grant recipients in the 2024 Fiscal Year.](#)

Program Contact Information

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