

## Washington State Leadership Academy

### 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 solve complex issues related to teaching and learning.
- c) Heightening education leaders' awareness and ability to self-assess the personal characteristics and practices that lead to high performing organizations.
- d) Helping individuals and teams implement leader behaviors that will lead to more effective systems.

- 1. Number of staff associated with this program/service (indicate where applicable):** The Washington Leadership Academy is an independent program with direct oversight of the Sponsor Associations, WASA and AWSP. It is operated through a management contract with WASA and AWSP. "Staffing" includes a variety of scenarios that include a director and a communications and technology specialist have been contracted to work specifically for the Academy. Coaches and instructors are contracted to work through the Academy with regions, school districts, and schools. Carrying out the work associated with various day-to-day aspects of the program, including bookkeeping/budgeting and organizing/carrying out meetings, workshops, etc. is provided by WASA/AWSP staff. The in- house staff at WASA/AWSP is not included in any these numbers.

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
# of Leadership Academy staff:	3	3	2	2	2	2	2	2
# of coaches /instructors	39	43	35	22	29	20	20	25
# of contractors (BERC Group):	1	1	0	0	1	1	0	0

### Funding:

State Appropriation 2015-17	\$ 1,620,000
State Appropriation 2013-15	\$ 1,620,000
State Appropriation 2011-13	\$ 1,620,000
State Appropriation 2009-11	\$ 810,000

Other funding sources: Gates 2007-08	\$50,000
Gates 2008-09	\$ 700,000
School District Fees 2008-09	\$ 150,000

<b>Gates 2009-10</b>	\$ 700,000
<b>Gates 2010-11</b>	\$ 700,000
<b>Gates 2011-12</b>	\$ 0.00
<b>School District Fees 2011-12</b>	\$ 121,081
<b>Gates 2012-13</b>	\$ 0.00
<b>School District Fees 2012-13</b>	\$ 46,965
<b>School District Fees 2013-14</b>	\$ 57,850
<b>School District Fees 2014-15</b>	\$ 76,500
<b>School District Fees 2015-16</b>	\$ 48,000
<b>School District Fees 2016-17</b>	\$ 61,200

2. **Are federal or other funds contingent on state funding?** Gates funds for WSLA were start-up; therefore, Gates funds have completed. Currently WSLA has no private funding; however, we do receive funds for providing the professional development to all evaluators of principals and assistant principals in the State of Washington. Although WSLA funds are not contingent upon receiving these additional funds, WSLA funds are necessary in order to provide the management of this state-wide initiative. We do continue to charge all participating districts \$3,000, a portion of which goes to ESDs for providing space.
3. **Is continued funding needed in the next biennium?** Yes. Approximately 50 percent of the districts in the State have not yet had an opportunity to participate in WSLA. A new partnership with OSPI to assist districts address the disproportionality data and equity is beginning a pilot of 6-8 districts in 2016-2017, and will begin a focus on equity.
4. **When will the project be completed?** This program will become an integral and ongoing part of the public school system in Washington State.
5. **First year funded:** 2007-08
6. **State funding since inception:**

Fiscal Year	Amount
FY17	\$810,000
FY16	\$810,000
FY15	\$810,000
FY14	\$810,000
FY 13	\$810,000
FY 12	\$810,000
FY 11	\$810,000
FY 10	\$1 million –Requested \$450,000 received
FY 09	\$1 million -Requested
FY 08	\$1 million
FY 07	\$300,000

7. If applicable, the number of beneficiaries (e.g., schools, students, districts) since inception:

Fiscal Year	# of districts/ # of administrators
FY17	25/194
FY16	20/128
FY15	22/164
FY 14	22/170
FY 13	19/125* *Number is smaller than other years due to late date WSLA received funding
FY 12	26/247
FY 11	34/321
FY 10	35/222
FY 08	20/122
FY 07	Start-Up

- 8. Average of funding per beneficiary, 2007-09 school years:** Because this was the first year of the program--parts of the start-up costs, beginning implementation and initial program components overlapped between the first and second year of the biennium. With the initial pilot cohort starting in September 2008, the bulk of the costs will be incurred in the second year of the biennium---once again overlapping the end of the 2007-09 biennium and extending and expanding into the 2009-11 biennium. The Leadership Academy is a trainer-of-trainers program. Instructors and coaches for the program receive training, and in turn provide training to the administrator participants who then incorporate the best practices in their school districts. The pilot program (2008-09) served 122 administrators in 20 school districts whose total student population is 55,149. In addition to start-up, travel and workshop costs, internal staffing for the Leadership Academy is \$255,000 for a full year. Eighteen coaches and six instructors, receiving between \$600-650 a day for varying assignments, cost \$525,000 a year. Combining state, school district and private funding for 2007-09, the start-up year and pilot program averaged a cost benefit of \$18,032 per administrator participant. The cost benefit per student in the districts served is \$39.89. For 2009-11, the cost benefit per administrator would be \$16,666 and \$19.97 per student in districts served.

Today the estimated cost to the state per district team of administrative participants varies between \$16,000.00 and \$22,000.00 per year, based on number of districts participating in a given year. For these dollars, administrative teams receive four (4) full-day Regional Trainings and one (1) full day Training with all participants across the state. In addition, each district receives 15 full days of leadership coaching in their districts. All trainings, as well as coaching, are focused on the leadership needed to improve student learning.

- 9. Programmatic changes since inception:** The start-up year included multiple levels of meetings and advisory and work groups to design the program's format, curriculum, instruction, and initial evaluation format and business plan. Statewide and regional training of the first cohort group began in September 2008.

Currently, WSLA assists individual district teams made up of superintendents, principals, central office administrators, and teacher leaders in implementing a Problem of Practice around the integration of required student achievement State Initiatives. Teams also learn effective/research-based strategies for developing and implementing a Theory of Action designed to increase learning for all staff and all students in their districts.

Regional training for district leadership teams supports collaborative work. Experienced Instructors share statewide common curriculum of pedagogy and content focused on assessing and strengthening leadership skills to impact academic achievement through modeling and real practice. WSLA Coaches assist in implementing learned, research-based practices with each participating district team in their school and district facilities. Some teams have begun to include teacher leaders, either because the districts are small or because they wish to tap this opportunity to build capacity in their teacher leaders.

Advisory and Design Teams were established to update the focus and curriculum of WSLA. In addition, a marketing plan using social media and new communication tools were implemented to attract new districts for the 2016-2017 program.

- 10. Evaluations of program/major findings:** The WSLA Sponsors (AWSP and WASA) met with Duane Baker of the BERC group and it was decided the evaluation of the WSLA Program would not be conducted until the redesign is fully implemented, 2017-2018. During the 2016-2017 year, the Sponsors and BERC will work to redesign the program evaluation to reflect the redesign.
- 11. Future opportunities:** Best administrative practices will be embedded into school districts and schools across the state. Students will directly benefit as administrative best practices for improving student learning become a part of the public school system's culture, management and leadership and do not have to be re-invented by every single administrator in every single school and district. 122 administrators (twenty-one superintendents and 101 central office administrators and principals) began the first two-year cohort training in September 2008. Each year thereafter, additional cohorts have come into the program.

**Redesign:** The Advisory Team has completed their work to set the direction for the Design team to update the WSLA curriculum with current research and best practices. The updated curriculum will be fully implemented by 2017-2018. In addition, ESD 101 will be running a Year 3 Pilot, as per request of participants and the Advisory Team.

**12. Statutory and/or Budget language:**

**Budget Proviso:** 2EHB 2376 Sec. 510 (7) - \$810,000 of the general fund--state appropriation for fiscal year 2016 and \$810,000 of the general fund--state appropriation for fiscal year 2017 are provided solely for the development of a leadership academy for school principals and administrators. The Office of Superintendent of Public Instruction shall contract with an independent organization to design, field test, and implement 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 Office of Superintendent of Public Instruction, the Professional Educator Standards Board, and others as the independent organization shall identify.

- 13. Other relevant information:** The Leadership Academy Board of Directors has been established under a memorandum of understanding signed by representatives of the ten organizations, associations and agencies referenced in the legislation above. It is co-chaired by the executive directors of WASA and AWSP. The Academy operates under a management contract with the Washington Association of School Administrators and the Association of Washington School Principals. Leadership Academy staff includes the following: Sharon Bower, Director; Janice Watson Leadership Learning Specialist; and Peter Daniels, Communication and Technology Specialist.

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