

The Nevada Association of School Administrators (NASA)
Leadership Institute
March 2019 – June 2019

Overview:

The Nevada Association of School Administrators (NASA) Leadership Institute will support those who are interested in improving student achievement at scale through providing effective district and school leadership. The program is designed to assist leaders to develop a comprehensive range of leadership capabilities and build on existing skills, knowledge, and experiences and make connections from their current practice.

The Institute is designed to:

- Disseminate research-based knowledge related to effective educational leadership behaviors and skills;
- Develop, support, and maintain ongoing activities, programs, training and networking opportunities;
- Supplement leadership training provided by school districts and regional training programs for administrators;
- Provide additional training for educational administrators.

The Nevada Association of School Administrators Leadership Institute utilizes executive coaching and organizational development to help ensure the success of executive leadership team members by providing experienced, trusted, knowledgeable, and confidential facilitators.

Throughout the program, participants will attend sessions with national experts, read and reflect on current research and literature and receive coaching and modeling from national experts.

Session Format:

Program participants will engage in four sessions of two days each lasting six hours a day (Day 1: 10:00 to 5:00 and Day 2: 8:00 to 3:00) of face-to-face professional learning including:

- Discussion groups
- Case studies
- Scenarios
- Utilizing a consultancy protocol to address a problem of practice
- Presentations
- Leadership panels and discussions
- Assignments and reading outside of the Institute sessions

Program sessions and topics:

Session 1 March 2019: Leadership

- Leadership and Peak Performing Leaders
- Level 5 Leadership
- Belief Systems
- Leadership Matters
- Leading from the middle
- Great School District Leaders
- Leader's strengths
- Leadership Stories
- The importance of executive presence
- Time management for busy leaders
- Maintaining Work/Life Balance

Session 2 April 2019: Leading at Scale

- Sharing Leadership Stories
- Creating an aligned system to increase student achievement at scale
- Developing your theory of action for increasing student achievement
- Developing Peak performing teams
- Creating an environment of psychological safety
- Understanding preferences in group work
- Developing An Effective Leadership Team
- Your Role In Central Office Transformation
- Principal Support And Supervision
- Developing A Communications Portfolio

Session 3 May 2019: Instructional Leadership

- Sharing Leadership Stories
- Understanding the Instructional Core the PELP Coherence Framework
- Creating a learning organization, effective professional learning communities
- A balanced accountability system
- Effective and appropriate use of data
- Teacher effectiveness and accountability
- Reciprocal Accountability
- Setting lead measures
- Learning is Both Social and Emotional

Session 4 June 2019: Your Leadership Journey And Governance

- Sharing Leadership Stories
- The value of mentoring and executive coaching
- Your responsibility: owning your personal growth and development
- Effective Governance Teams
- Effective Board Communication
- Political mapping and coalition-building skills
- Effective Change Management

- **McREL Balanced Leadership, delivered by Dr. Marjorie Conner as a preliminary overview for next year's high level professional development**

Facilitators:

Co-lead Facilitator Dr. Peter Gorman

Co-lead Facilitator Dr. Jim Hager

Associate Facilitator Dr. Robert Avossa

Associate Facilitator Jonathan Raymond

Associate Facilitator Dr. Marjorie Conner (session 4)

All facilitators leading the Institute are experts from around the country who have a proven track record of success in leading complex school districts. The facilitators will:

- Provide strategic advice to increase student achievement, close achievement gaps and increase the graduation rate
- Provide technical advice to implement effective strategies
- Provide political advice to navigate the cultural, political and relationship issues that may impact achievement of a district's strategic plan
- Develop the internal capacity of the organization to address challenges
- Assist with personal strategies to help the executive leader organize their work to maintain balance in this often stressful role
- Help the executive leader think through difficult issues and decisions, anticipate problem areas and provide alternate strategies or perspectives on issues
- Serve as sounding board for new ideas, goal setting and initiative development
- Provide constructive feedback on their skills, behaviors and actions
- Help individuals see their current role in the context of their life and career
- Work with executive leadership team members help them develop and more effectively support the superintendent and chief of schools

Facilitator Biographies

Dr. Peter Gorman

Dr. Peter Gorman, President and Chief Executive Officer of Peter Gorman Leadership Associates LLC, has been recognized nationally as an education leader and for developing outstanding leadership teams. He has more than three decades of experience in education and also has worked as a senior executive in a Fortune 500 company. He is also the Managing Director of Academies for Atlantic Research Partners where he works with Atlantic's National Superintendents Academy delivering intensive instruction on the academic, political, legal and logistical complexities—and the demanding realities—confronting school leaders today.

His career began as a second-grade teacher in Orlando, Florida. He worked as a teacher, principal, and district-level administrator in Orange, Seminole and Osceola counties in Florida before becoming superintendent of schools in Tustin, California. In 2006, he became superintendent of Charlotte-Mecklenburg Schools in North Carolina. Under his leadership, the district won the 2011 Broad Prize in Urban Education, which recognizes increases in student achievement and closing of achievement gaps. Fifteen members of the Charlotte Mecklenburg Leadership Team during his tenure have been appointed as superintendents nationally. The book "Within Reach, Leadership Lessons in School Reform" chronicles his time with Charlotte-Mecklenburg Schools and four other books reviewed aspects of his tenure along with numerous articles, research studies, and case studies.

In his role as Executive Vice President of Education Services for Amplify, a division of News Corp, he led nearly 100 team members in the Government Relations, Marketing and Sales areas.

Dr. Gorman graduated from Michigan State University with a bachelor's degree in elementary education. He also holds a master's in business administration from Rollins College in Winter Park, Florida, and a master's and doctorate in education leadership from the University of Central Florida.

Dr. Jim Hager

Dr. Jim Hager began his teaching career in 1964 as a science teacher in an all-girls boarding school. He quickly progressed through the administrative chairs as principal, Director of Secondary Education, Deputy Superintendent, and twenty years as a Superintendent of Schools. Following his successful tenure as a school superintendent, Jim spent seven years as Professor-in-Residence at the University of Nevada, Las Vegas (UNLV) in the College of Education's Department of Educational Leadership. Jim Co-Directed the Center for Education Policy Studies and the Superintendents' Institute. He also coordinated the Executive Leadership Doctoral Program. His areas of expertise included policy, politics, and governance, organizational development, school improvement, the principalship, and the superintendency.

Jim has held a Graduate Faculty appointment at the University of Washington and taught graduate classes at the University of Washington/Tacoma. Jim serves as an Executive Coach/Advisor. He has held executive positions in a number of private sector companies.

Jim was honored in 2004 by receiving a number of prestigious awards for his leadership as Superintendent. He was named State Superintendent of the Year by both the Nevada State Superintendent's and the Nevada School Board's Associations. He was one of four finalists for AASA's National Superintendent of the Year and was named Plato Learning Corporation's Educator of the Year. He also received various local awards including Educator of the Year by the Reno

Chapter of the NAACP, the Saludos Hisanos Educator of Distinction Award, as well as the prestigious Equal Life Chances Award from the Urban League of Metropolitan Seattle. Jim has been named to many boards and committees. Two of note is an appointment by former Nevada Governor Kenny Guinn to the Juvenile Justice Commission and the second by the U.S. Secretary of Education to serve on a Western Regional Advisory Committee on technology. In 2007 he was inducted into the Nevada Education Hall of Fame for his state leadership in education.

Dr. Hager received his Bachelor of Science Degree in Science from St. Benedict's College in Atchison, Kansas; a Master of Science Degree in Educational Administration from Kansas State University, Manhattan, Kansas; and a Doctor of Philosophy Degree in Educational Administration and Curriculum from the University of Iowa, Iowa City, Iowa.

Dr. Robert Avossa

Dr. Robert Avossa joined LRP Media Group in March of 2018 as Senior Vice President - after 25 years in public education. Robert's portfolio includes: District Administration (DA) magazine and DA Leadership Institute, DA National Superintendent Academy, DA National CIO Academy, CIO Summits, University Business (UB) magazine and conference - UBTECH, Future of Education Technology Conference (FETC), National Special Education Institute, School Attorney's, and all the books, trainings, eLearning, and newsletters that are produced for educators at LRP Media Group.

Robert Avossa was School Superintendent of Palm Beach County 2015-2018. The District is the 10th in the country with a student enrollment of approximately 200,000 students. The annual budget exceeds \$2.6 billion and the District is the largest employer in Palm Beach County with over 21,000 employees. Prior to joining Palm Beach County Schools, Avossa served as Superintendent of the Fulton County for 4 years (2011)-2015. Avossa was responsible for 96,000 students, 101 schools, 14,000 employees, and a \$1.4 billion dollar budget. Under Avossa's 7 years at the helm, both Palm Beach and Fulton County Schools achieved dramatic academic gains, earning each District the highest graduation rate in both Florida and Georgia's large school systems respectively.

Avossa served 5 years as an executive leader for Charlotte-Mecklenburg Schools in North Carolina - 10 years as a teacher and principal in Florida.

Jonathan Raymond

Jonathan P. Raymond is an author, storyteller and education practice and policy advisor. Former president of the Stuart Foundation, he brings insights from many years of experience in education, first as the Chief Accountability Officer of the

Charlotte-Mecklenburg School system in North Carolina, and then as Superintendent of the Sacramento City Unified School District (SCUSD).

In 2009, on one his first days on the job, Raymond recalls a parent imploring him to “please take risks for kids.” He had just come on board as Superintendent of Sacramento City Unified School District, in the 1% of largest school districts in the country and one of the most impoverished and ethnically diverse. During his 4.5-year tenure, those were words he vowed to live by.

An outsider to education by trade (formerly a labor law attorney and non-profit leader) but a passionate advocate for equity and system-wide change, Raymond implemented bold initiatives to transform the school district around a vision that focused on supporting the whole child. Highlights included transforming some of the district’s poorest performing schools in the neediest neighborhoods to some of the highest performing, raising graduation rates, expanding early education, summer learning programs, dual-language programs, college and career pathways, and introducing salad bars and healthier meals, and social and emotional learning to the curriculum. His journey in Sacramento was about changing the culture in the neediest schools and throughout the school district to one of excellence and demonstrating, in a time of great financial stress, that we can do something dramatic and bold when kids' futures are at stake.

Jonathan was a Fellow at the Broad Superintendents Academy and he completed the Executive Management Program at Harvard Business School. He holds a JD from the George Mason Law School in Arlington, VA and holds an MA from the Fletcher School of Law and Diplomacy at Tufts University, where he also earned his BA.

Dr. Marjorie Conner

Dr. Marjorie Conner, President and Chief Executive Officer of MMC Consulting, Inc., has been recognized as an education leader in Nevada for over 40 years. She has served as a teacher, curriculum writer and professional development specialist; assistant principal; principal; Area Superintendent; and Assistant Region Superintendent in Clark County School District. She has worked as an educational consultant in leadership, school improvement, and building relationships with the Nevada State Department of Education, with school districts including CCSD, RPDP, and with individual school leaders.

Her career began as a teacher in New Raymer, Colorado, and in Clark County, Nevada. She served CCSD as an administrator until 2003. Under her leadership as an Assistant Region Superintendent, the PLC process was brought to the most at-risk schools to improve collaboration, data usage, and a means to improve student outcomes. She received her doctorate in Educational Leadership from the University of Nevada, Las Vegas and has taught at Nova University, University of Phoenix, and UNLV. Most recently, she has worked with the Instruction Unit of CCSD to provide direct support to central office leaders and to at-risk schools and their leadership teams.

Fee Structure:

Consulting fees, the development and delivery of content, travel to and lodging at The Nevada Association of School Administrators (NASA) Leadership Institute total \$60,000. Each facilitator will contract individually with the Nevada Association of School Administrators.

Session Dates:

March 25-26

April 11-12

May 13-14

June 7-8