



## **Leading for Learning: Sybil Yastrow Superintendent's Grant Program Description**

The superintendent who is awarded the Leading for Learning: Sybil Yastrow Superintendent's Grant will, in collaboration with a district leadership team, lead his or her district to develop a culture of high-performing professional learning communities to achieve Learning Forward's purpose.

This three-year, \$40,000 district/Learning Forward Foundation partnership grant for superintendents was established in honor of the many years of Sybil Yastrow's leadership in NSDC, now Learning Forward, and the Learning Forward Foundation. While the grant award covers half of the consultant expenses, the foundation expects the awardee to contribute the other half and cover travel and related expenses.

### **Learning Forward Foundation Support**

During the three years of the grant, Coaching For Results will work as a coach and "thinking partner" to the superintendent and leadership team for the purpose of improving their ability to achieve the goals of the grant in coordination with their organization's most important priorities. Priority is given in this work to organizations that are committed to higher levels of learning for all students through high-quality professional learning and teamwork within schools.

The grant from the Learning Forward Foundation will fund one half of the consultant fee for Coaching For Results for the three-year duration of the project. The grantee's financial commitment will cover the other half of the costs.

For more than eight years, Coaching School Results has been at the forefront of bringing leadership coaching and training to educators. The organization is now the premier provider of education coaching and training.

## Year-by-Year Process

### Year One:

- Coaching For Results staff will provide a four-day onsite learning experience, Powerful Coaching, before the beginning of the school year to initiate the work of the grant. The superintendent and the individuals with the highest leverage in the district for teaching and learning will be part of the leadership team and active participants in all of the experiences. Additional members of the team will ideally include all of the building principals and other members of the district's present leadership team. The cohort group will have a maximum of 30 participants who will be identified by the superintendent.
- One-day follow up for additional lab practice for all participants.
- Monthly communications among the Coaching for Results team and the superintendent
- Monthly communication between the Coaching for Results team and the member of the leadership team who is responsible for the facilitation of the work.
- Individual coaching for representative members of the cohort.

### Year Two

- Coaching For Results thinking partners will provide a level two, four-day learning experience, Powerful Coaching. The dates of the seminar will be determined by Coaching for Results and the district superintendent.
- One day follow-up for additional lab practice.
- Monthly communications between thinking partners and the superintendent.

## Related resources

Learning Forward purpose: Every educator engages in effective learning every day so every student achieves.

Standards for Professional Learning  
Learning Forward, 2011. Oxford, OH:  
Author.

See the Standards online at  
[www.learningforward.org/standards](http://www.learningforward.org/standards) and buy the hard copy at  
[www.learningforwardstore.org](http://www.learningforwardstore.org).

*RESULTS Coaching: The New Essential for School Leaders*

Kathryn Kee, Karen Anderson, Vicky Dearing, Edna Harris, & Frances Shuster, 2010. Thousand Oaks, CA: Corwin Press & Learning Forward.

Learn more at  
[www.learningforwardstore.org](http://www.learningforwardstore.org).

*Leading for Results: Transforming Teaching, Learning, and Relationships in Schools*, 2nd Edition

Dennis Sparks, 2007. Thousand Oaks, CA: Corwin Press & NSDC.

Learn more at  
[www.learningforwardstore.org](http://www.learningforwardstore.org).

The final 2%: What it takes to create profound change in leaders  
Dennis Sparks, *JSD*, Spring 2005.

See full *JSD* article at  
[www.learningforward.org/news/articleDetails.cfm?articleID=221](http://www.learningforward.org/news/articleDetails.cfm?articleID=221).

- Monthly communication between Coaching For Results and the member of the leadership team who is responsible for the facilitation of the work.
- Individual coaching for representative members of the cohort.

### **Year Three**

One day follow-up for additional practice and planning for institutionalizing coach leader and thinking partner identity.

### **District Support**

The district's responsibilities include:

- To provide a partnership contribution of \$20,000 plus travel and related expenses for the three-year duration of the grant. Learning Forward Foundation will contribute \$20,000 over the three years of the grant.
- To make arrangements for the Powerful Coaching learning experience for the superintendent and the leadership team;
- To provide individual copies of the book *Results Coaching: The New Essential for School Leaders* to members of the leadership team;
- To participate in a summative evaluation based on evidence collected throughout the grant and participate in discussions with the Learning Forward Foundation evaluation committee at the conclusion of the grant;
- To submit photos, updates, and information as requested by the Learning Forward Foundation;
- To have an organizational membership in Learning Forward;
- To submit a proposal to present at least one of the Learning Forward conferences; and
- To attend the Learning Forward conferences during the three years of the grant.

### **Superintendent's Responsibilities:**

- To engage as an active learner and member of the leadership team.
- To attend all sessions of the Powerful Coaching seminar and follow-up days with full presence.
- To commit to ten telephone sessions per year with thinking partner (coach).
- To develop a portfolio, digital or hard copy, accompanied by evidence that informs the Learning Forward Foundation about the changes that are developing in the district executive leadership and subsequently, across the district's educators.
- To attend Learning Forward conferences during the term of the grant.
- To present at the Learning Forward conference with representatives of the leadership team the process the district went through as a result of the work of the grant.

## **Eligible Applicants**

- Superintendents who believe the core responsibility of their work is to ensure that all students in all classrooms experience quality learning every day.
- Superintendents who view leadership development and cultural change as essential to producing lasting gains in teaching and learning.
- Superintendents who are leaders of districts that already have an understanding and commitment to relevant and job embedded professional learning.
- Superintendents who believe leaders make a difference.
- Superintendents who believe school cultures ultimately determine whether new ideas or practices will be used to benefit children.
- Superintendents who believe leaders change the culture by first changing themselves.
- Superintendents who believe in the power and importance of teamwork—including the leadership team—to promote learning, sound decision making, and continuous improvement in teaching and learning.
- Superintendents who believe in the transformative power of coaching to impact the culture of the district.

Priority will be given to superintendents who have had or are presently involved in an NSDC or Learning Forward initiative - i.e., Academy, Learning School Alliance, 12 under 12, or have had at least a three-year Custom-Designed Services contract with Learning Forward.

## **Selection Process**

At least three professional educators, designated by the Board of Trustees of the Learning Forward Foundation, will score each application using a rubric of criteria specific to the application process. Each applicant will receive a summarized score from the rubric that will be used in determining the grant recipient.

Final applicants will be interviewed to assess their willingness and commitment for this learning.

## **Reporting Timelines**

The superintendent will work with the Coaching for Results thinking partner to evaluate the effectiveness of the grant throughout the three years of the grant. Detailed requirements will be provided at the time the recipient is approved and as part of the yearly letter of agreement.

## **Participant Outcomes**

The superintendent and the members of the cohort group will possess a deep understanding that successful innovations depend on the capacity of system leaders to create cultures of clarity, integrity, trust, and interpersonal accountability that energize and sustain the continuous improvement of teaching and learning.

## **Anticipated Results**

The superintendent awarded this grant will lead with greater clarity and purpose in ways that build trust in the community and develop greater shared vision among students, staff, parents, board members, and community.

## **Evaluation Process**

At the completion of the Powerful Coaching seminar and conversations in September 2012 the superintendent will describe his or her perception of the present culture of the district. This will be used as baseline data.

The superintendent in consultation with Coaching for Results will establish the cycle of self assessment.

Additional measures of evaluation may be determined by the Learning Forward Foundation, the superintendent, and the Coaching for Results thinking partner.

## **Leading for Learning: Sybil Yastrow Superintendent's Grant Contact:**

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