



**International Center for  
Leadership in Education**

RIGOROUS LEARNING FOR ALL STUDENTS



# SERVICES TO BUILD INSTRUCTIONAL AND LEADERSHIP EXCELLENCE

- › Systemwide Improvement
- › Instructional Excellence
- › Model Schools Conference
- › Leadership Development
- › Keynoting
- › Planning & Advisory Services

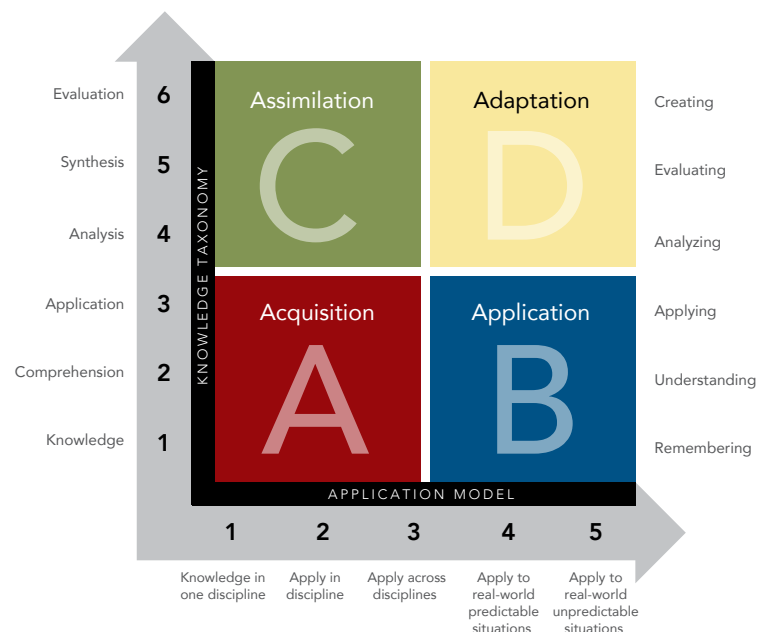
2015–2016

[leadered.com](http://leadered.com)

OUR MISSION is to challenge, inspire, and equip today's educators—both teachers and leaders—to prepare our students for lifelong success. By identifying innovative practices from across the country, we ensure those practices make a positive impact on student learning, by sharing them with educators through our conferences and keynote presentations and helping schools bring them to scale with professional learning opportunities and hands-on consultation. At the heart of all we do is our proven philosophy that the entire system must be aligned around instructional excellence—and rooted in rigor, relevance, and relationships—to ensure every student is prepared for a successful future.

## The Rigor/Relevance Framework®

The Rigor/Relevance Framework is a tool used to examine curriculum, instruction, and assessment along the two dimensions of higher standards and student achievement. It can be used in the development of both instruction and assessment. In addition, teachers can use it to monitor their own progress in adding rigor and relevance to their instruction, and to select appropriate strategies for differentiating instruction and facilitating higher achievement goals.



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# Daggett System for Effective Instruction

All of our work is guided by the Daggett System for Effective Instruction, which ensures that stakeholders at every level of the organization are focused on increasing rigorous learning opportunities by building and supporting instructional excellence.

## Organizational Leadership

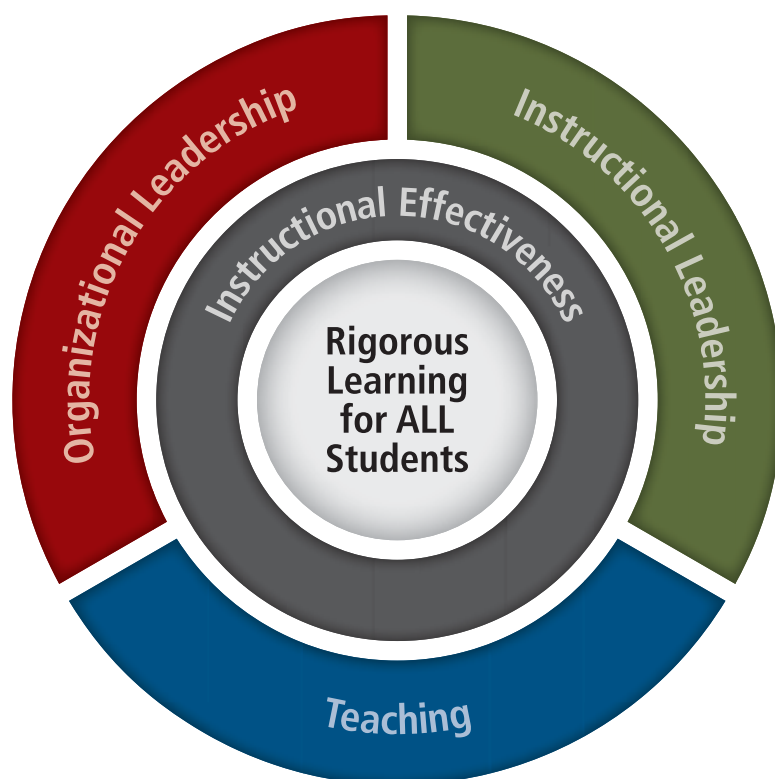
- Create a culture of high academic expectations, positive relationships
- Establish a shared vision and communicate to all constituent groups
- Align organizational structures and systems to the vision
- Build leadership capacity through an empowerment model
- Align teacher/leader selection, support, and evaluation
- Support decision making with relevant data systems

## Instructional Leadership

- Use research and establish the urgent need for change to promote higher academic expectations and positive relationships
- Develop, implement, and monitor standards-aligned curriculum and assessments
- Integrate literacy, math and technology across all disciplines
- Facilitate data-driven decision making to inform instruction
- Provide opportunities for professional learning, collaboration, and growth focused on high quality instruction and increased student learning
- Engage family and community in the learning process

## Teaching

- Build effective instruction based on rigorous and relevant expectations
- Create and implement an effective learner environment that is engaging and aligned to learner needs
- Possess and continue to develop content area knowledge and make it relevant to the learner
- Plan and provide learning experiences using effective research-based strategies that are embedded with best practices including the use of technology
- Use assessment and data to guide and scaffold instruction
- Further content and instructional knowledge through continuous professional learning that is both enriching and collaborative



# Who We Are

## History

The International Center's philosophy originated in the 1970s while its founder, Dr. Daggett, was a classroom teacher. Like most teachers, Daggett worked with students of varying academic abilities. He worked to meet each student at his or her level and to find unique ways to enable each student to shine. His belief: given the right opportunities, all students can learn and achieve.

Driven by this belief—along with his recognition that our education system needed to better prepare students for a technology-driven society—Daggett founded the International Center for Leadership in Education to push educators to think differently about preparing every student for a successful future.

Through keynoting, advising, and consulting, the team at the International Center has partnered with thousands of teachers and leaders in hundreds of districts to focus on building rigor, relevance, and relationships into every classroom. In 1992, the International Center held its first Model Schools Conference, which highlighted innovative practices of the nation's most rapidly improving schools. To this day, thousands of educators converge annually on the conference to hear from practitioners, innovative thinkers, and policy makers about how to impact positive change.



## Our Team

Our team of hundreds of consultants and coaches is led by our practice-area leads.



Dr. Willard R. Daggett  
Founder and  
Chairman



Susan A. Gendron  
President



Eric Sheninger  
Senior Fellow



Dr. Susan Szachowicz  
Senior Fellow



Raymond J. McNulty  
Senior Fellow

# The International Center for Leadership in Education is:



**HUNDREDS OF FORMER SCHOOL, DISTRICT, AND STATE-LEVEL EDUCATION LEADERS** who meet or exceed stringent criteria to represent ICLE as highly qualified education consultants.



**A TEAM OF THE MOST FORWARD-THINKING AND INNOVATIVE THOUGHT LEADERS IN EDUCATION** who share their observations, experiences, and research findings to help advance our nation's education agenda.



**AN EXTRAORDINARY NATIONWIDE NETWORK** of tools, resources, and relationships that help advance school improvement initiatives.

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## Our Core Beliefs



Systems must be aligned at every level to develop, maintain, and enhance effective instruction.



Every school has its own DNA.



Instructional and organizational leadership must support teachers in making instructional excellence a priority.



Students learn best when they are challenged, engaged, and involved.



Relevance makes rigor possible, and relationships foster relevance.



With proper support, all students can learn and achieve to their fullest potential.



The global marketplace is advancing at a faster rate than that of our schools. We must prepare students to succeed in careers we can't even imagine yet.

# Our Approach

## Systemwide Improvement

To improve student achievement, schools need to have a shared vision for teaching and learning, a solid understanding of priorities, and a clearly defined path to accomplish their goals. ICLE's school improvement specialists partner with school leaders to develop and implement a multi-step plan that supports a school's efforts to raise student achievement and reach its continuous improvement goals. The process focuses on:

- Completing a guided needs assessment of the school's strengths and challenges
- Developing a strategic plan, alongside school leaders, aimed at raising student achievement and addressing the challenges identified in the needs assessment
- Providing professional learning for teachers targeted on areas of need including ongoing job-embedded coaching, and online support
- Building leadership capacity through professional learning and coaching



# Systemwide Needs Assessment & Strategic Planning

It's easy to get distracted by the short-term agenda. But the long-term goal remains constant: To prepare every student for a successful future. The first step in addressing transformation of this magnitude is to begin with the end in mind by creating a focused plan.

Our four-phase needs assessment and strategic planning process draws upon best practices and innovative approaches we have observed in successful initiatives all over the country.

**Needs Assessment Report**  
Rexford High School  
Rexford, NY  
January 2012

Grade	ELA Performance		Math Performance		ELA Participation		Math Participation		Graduation Rate
	Proficient	Advanced	Proficient	Advanced	Participation	Participation	Participation	Participation	
9th	42%	12%	38%	10%	85%	82%	88%	85%	88%
10th	45%	15%	40%	12%	88%	85%	90%	88%	90%
11th	48%	18%	42%	15%	90%	88%	92%	90%	92%
12th	50%	20%	45%	18%	92%	90%	94%	92%	94%
<b>Total</b>	<b>46%</b>	<b>16%</b>	<b>41%</b>	<b>13%</b>	<b>89%</b>	<b>87%</b>	<b>91%</b>	<b>89%</b>	<b>91%</b>

**Key Challenges:**

- Address the instructional needs of students with diverse learning abilities in regular classrooms, including students with disabilities, to improve reading and math scores.
- Establish the expectation that best practice instructional strategies are to be used by all staff in all classrooms.
- Use the professional development structures — the cadre of teacher leaders and collaborative team professional development sessions on Monday — to develop and support implementation of rigorous and relevant instructional strategies.
- Ensure teacher access to and use of instructional resources.
- Support teachers in the development of strategies and skills for differentiating instruction to meet the needs of the diverse learning levels in their classrooms.
- Continue to develop a shared vision at Rexford to create a culture of high expectations and a focus on effective instruction.

**Strategies:**

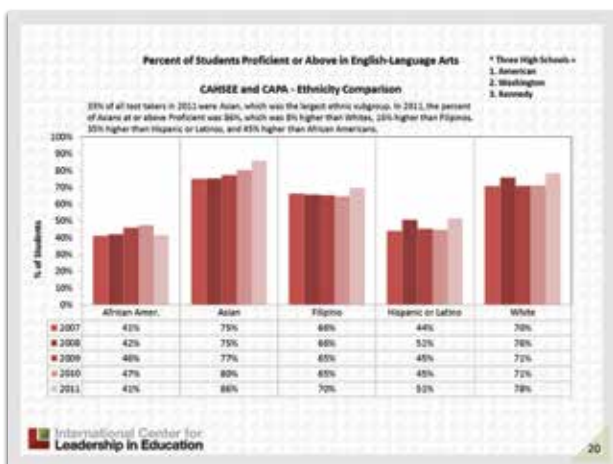
- Establish a culture of high expectations for student success shared by students, teachers, administrators, staff, and parents.
- Institute accountability for student success at all levels.
- Continue to build an environment that focuses on strong teacher-student relationships.
- Encourage greater student participation in school leadership.
- Involve students in the concepts of rigor, relevance, and learner engagement.
- Develop structures that support effective instruction for student success.

**ANALYZE** data, survey results, and classroom observations to identify strengths, gaps, and opportunities

**ALIGN** stakeholders around the need for change and the established priorities to ensure buy-in

**PLAN** for success by identifying concrete action steps aligned to priority areas of need

**MEASURE** progress toward your objectives with clear performance indicators and adjust course as needed



## WE CAN HELP BUILD A FOCUSED PLAN TO:

- Transition to higher standards
- Prepare for new assessments
- Plan for new teacher evaluations
- Support principals in tackling new demands
- Provide rigorous learning opportunities to every student
- Build capacity for leaders to become instructional leaders

AND MUCH MORE!

# Building Instructional Excellence

What goes on between the teacher and student is central to optimal learning. We help you build effective teaching practices through a powerful, high-impact sequence that consists of a blend of face-to-face courses and job-embedded coaching, all focused on building rigorous learning opportunities in every classroom.

## Face-to-Face Courses – Foundations of Effective Instruction

DAY 1: Creating a Rigorous and Relevant Learning Environment

DAY 2: Applying Rigorous and Relevant Instructional Strategies

DAY 3: Unpacking and Designing Next Generation Assessments

DAY 4: Using Data to Inform Instruction

DAY 5: Collaborating for Continuous Professional Learning

These courses enable participants to:

- Understand how rigor, relevance, and relationships support the foundations of effective instruction
- Differentiate by content, process, product, and resource
- Implement effective instructional strategies to raise rigor and relevance
- Establish goals and associated actions for professional growth

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## Job-Embedded Instructional Coaching

A powerful complement to face-to-face courses, job-embedded instructional coaching is a collaborative process in which a coach works shoulder-to-shoulder with each teacher to make rigor and relevance a reality. Coaching is personalized to meet the needs of individual teachers, but typically consists of:

- Personalized support to help teachers implement and monitor instructional strategies and assessments
- Observation and feedback to help build skills to increase student achievement
- Facilitated data analysis to provide strategies and tactics to meet the needs of all students



# Leadership Development

School leaders play a crucial role in improving student outcomes, which is why we take a holistic approach to building the skills and capacity of current and aspiring leaders, to provide rigorous learning opportunities for all students. Through intensive face-to-face courses and job-embedded coaching, we provide leaders with the tools and support they need to drive and sustain positive change.

## Face-to-Face Courses

### Foundations in Rigorous Learning

- DAY 1: Creating a Culture of High Academic Expectations
- DAY 2: Leading Change for Rigorous Learning
- DAY 3: Using Systemwide Data to Support Decision Making

### Sustaining Rigorous Learning

- DAY 1: Creating a Systemwide Approach to Teacher Support
- DAY 2: Collaborating for Instructional Effectiveness
- DAY 3: Communicating to Increase Student Learning
- DAY 4: Establishing a Clear Focus and Taking Action on Data

These courses enable leaders to:

- Apply effective methods for leading a culture focused on rigorous learning
- Communicate clear expectations around student learning and effective practice
- Embrace a formative process for ongoing teacher support around instructional excellence
- Use data to inform decision making and to monitor progress

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## Leadership Coaching

It is vital that the skills first developed in professional development be nurtured over time to sustain their impact. That's why we work shoulder-to-shoulder with the leadership team at each school to make sure every instructional leader is prepared to identify rigorous learning, record data around student learning and instructional practice, and turn this data into actionable, accurate feedback. Our leadership coaching is tailored to specific needs, but often focuses on:

- Communicating clearly to faculty the vision of rigorous learning for all students
- Using data to build accuracy around what rigorous learning looks like in the classroom
- Leveraging research and best practices to ensure continuous improvement
- Building appropriate supports to ensure all students are held to high expectations
- Leading ongoing review of data and benchmarks

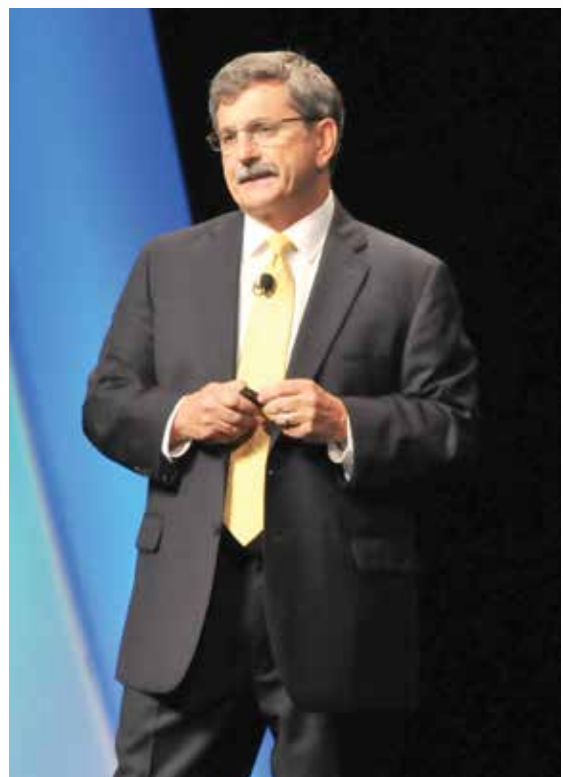
# Events

## 24<sup>th</sup> Annual **Model Schools Conference** June 26 – 29 | Orlando

This intensive four-day event brings together like-minded educators from all over the country—teachers and leaders who are focused on raising the bar on instruction, revolutionizing school leadership, engaging students like never before, and looking around the corner at education innovations we cannot even imagine yet. Attendees will hear from school leaders who are ahead of the curve in implementing positive change; they will share their triumphs, their learnings, and their mistakes so every attendee walks away with concrete ways to adopt similar changes in their own school or district.

The International Center held its first Model Schools Conference in 1992 and to this day continues to identify Model Schools—the nation's most rapidly improving schools—and lead a forum where they can share their innovative practices with thousands of educators at the annual Model Schools Conference.

[www.modelschoolsconference.com](http://www.modelschoolsconference.com)



Save the Date

25<sup>th</sup> Annual  
**Model Schools Conference**  
June 25 – 28, 2017 | Nashville

# Keynoting

Our keynote speakers energize and inspire educators and business leaders nationwide with their focus on positive change and raising the bar on expectations.



One common objective of the International Center's keynote presentations is to build awareness of why, what, where, and how our schools need to change, so that the standards for education can be elevated for all learners.

- WHY involves demonstrating to educators, parents, and community members the need for schools to change because society and the world have changed.
- WHAT describes the content of change built around a common focus on teaching and learning, established data, research, and best practices.
- WHERE involves agreeing upon the goals for forward progress and defining ways to measure their impact on student achievement.
- HOW is the process of actually making changes and determining how to move forward once people embrace the *why*, *what*, and *where*.



Our keynote speakers leave their audiences with a renewed and shared commitment to improving student achievement.



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Contact us today to learn more.

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