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- Nicole Francis, Support Staff/Newsletter Editor

## About the Arkansas Leadership Academy

The Arkansas Leadership Academy is a nationally recognized statewide partnership of 15 universities; 9 professional associations; 15 educational cooperatives; the Arkansas Departments of Education, Higher Education, and Career Education; the Arkansas Educational Television Network; Tyson Foods, Inc.; Wal\*Mart Stores, Inc.; 2 superintendent representatives; the Office of the Governor; and the State Board of Education, a total of 49 Partners.

The Academy, through the use of research and best practices, designs creative and innovative approaches to establish learning communities in public schools by developing human resources and modeling and advocating collaboration, support, shared decision making, team learning, risk taking, and problem solving. Partners commit to changing their organizations to support system improvement.

### Academy Beliefs:

- People support what they help to create.
- Diversity is embraced and valued.
- To change others, change yourself.
- The greatest leaders are known by the number of leaders they create.

Connecting People, Ideas, Perspectives, and Experiences.



A collaborative partnership  
housed at the  
University of Arkansas.



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# Academy Action



## Upcoming Institutes

### Master Principal Institute

- P3S1—Sep. 14-17, 2010
- P2S1—Oct. 12-15, 2010
- P1S2A—Nov. 9-11, 2010
- P1S2B—Nov. 29-Dec. 1, 2010

### Assistant Principal Institute

- Session 1—Nov. 17-19, 2010

### Superintendent Institute

- Session 1—Sep. 14-16, 2010
- Session 2—Dec. 2-3, 2010

### Teacher Leader Institute

- Forum 20, Session 1—  
Sep. 19-22, 2010
- Forum 19, Session 2—  
Oct. 24-26, 2010
- Forum 20, Session 2—  
Nov. 14-16, 2010

### Team Leadership Institute

- Year 2, Session 1—  
Nov. 3-4, 2010
- Year 1, Session 1—  
Jan. 18-21, 2010

### Facilitator Training

- September 23-24, 2010

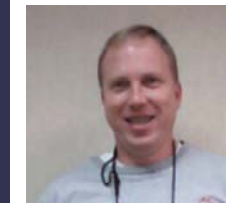
Learn more about application  
deadlines and upcoming  
Academy Institutes at

www.arkansasleadershipacademy.org

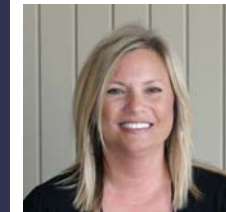
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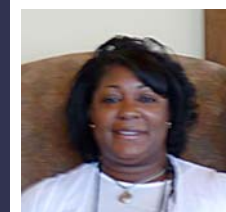
## Principals' Back-to-School Plans Showcase MPI Learning



"The knowledge that I have gained from the Academy has changed the way I conduct staff development. I always think about ways that we can engage the teachers in learning to model what they should do for their students. One of the things we always start with is looking at our current reality, mission statement, and shared core beliefs. I use many of the tools from the Academy tool kit." **Mark Rash**, Phase 3 Graduate (Sheridan School District)



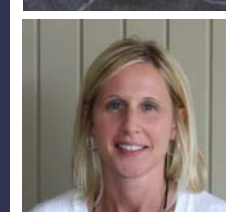
"Through my experiences from the Master Principal Institute, I have become increasingly aware of the importance of a shared vision to the life of a school. A shared vision serves as an inner compass to keep everyone focused on a common goal. This year, because of the fabulous professional development activities that were shared and modeled through Phase I, I've become a much more purposeful planner in preparing PD activities and helping us articulate a shared vision." **Sharla Osbourn**, Phase 2 (Rogers School District)



"I was very fortunate to have gone through Phase I before starting my position as principal, and it has really helped me prepare. At our staff retreat, I used several Academy facilitation tools to help us set norms, build relationships, come to consensus, develop a plan for including all 8 sectors of stakeholders, talk about change, and reflect on our work." **Willie Murdock**, Phase 1 (Lee County School District)



"What I have learned from the Academy has driven what we have done to prepare for school this year. We have jigsawed articles on communication-building, used Pair and Share to determine the eight sectors, held a round table discussion with district parents, reported out ideas and concerns with All on the Wall, and used the Fishbone to determine factors that affect our students' yearly growth." **Shawn Carter**, Phase 3 (Pocahontas School District)



"The Academy has had a huge impact on my leadership style and the culture of my school. We have built a solid foundation to begin our school year by using Academy tools to revisit and revise our mission, vision, and core beliefs; center our staff retreat around collaborative relationships and teaching and learning; generate a plan for parental involvement; and increase our knowledge about the needs of 21st-century learners." **Tracy Webb**, Phase 2 (Highland School District)

## From the Academy Team

A new school year is the educator's time of new beginnings, renewed optimism, and new resolutions for the classroom, school, district, and state. As school leaders, we are responsible for the learning of the students and adults in our care. A recent Wallace Foundation report, "Learning from Leadership: Investigating the Links to Improved Student Learning" (July 2010), found that "leadership makes its mark largely by strengthening a school's 'professional community' - an environment where teachers work together to improve classroom instruction." It further states, "although the principal remains the central source of leadership in schools, he or she is far from the only source. Indeed, the highest performing schools operate by a 'collective leadership' that involves many interested players - including parents and teachers - in decision-making."

At the Arkansas Leadership Academy, one of our core beliefs is "The greatest leaders are known by the number of leaders they create." Whose leadership capacity are you helping to build in your school or district? Our teachers, principals, superintendents, and community members need the encouragement, support, and guidance of strong mentors who will build the next generation of leaders for education in our state. You have an important work to do for your students and teachers, and we are here to help with this tremendous opportunity for leadership growth and development. Please call on us, and we will be delighted to assist you in this endeavor. Have a wonderful beginning to a great school year!

Debbie Davis, Director



Alison Gleason, a teacher at Fairview Elementary School in Fort Smith, shares her experience as a Teacher Learning Coach for the Academy's Teacher Leader Institute. Listen in:  
**What is your role as a TLC?** My role as a TLC is to facilitate discussions as teachers work together on specific topics or projects. More importantly, however, it is to ask those probing questions that stretch our thinking so that we gain a better understanding of a situation or topic. This helps us see the big picture beyond the classroom.  
**Why did you want to work with the**

**Teacher Leader Institute as a TLC?** While attending the Institute as a participant, it wasn't until the third session that it finally began to come together for me. I was being reaffirmed in my beliefs. I knew this was a community I wanted to be an active part of, and I wanted to continue to meet teachers and help them on their journeys to self-discovery and empowerment. They are the foot soldiers of education.  
**How has the Teacher Institute and being a TLC influenced or changed your work as a class-**

## Teacher Learning Coach Tells All

**room teacher?** Before the Institute, I was not a true change agent. My principal Peggy Walter (Master Principal) mentored me and offered me the opportunity of teacher leadership. When I came to the Teacher Institute, I met wonderful teachers throughout the state and realized I wasn't alone in my frustrations. I began to take charge, ask more questions, and become a true advocate for teaching and learning. In the classroom, I focused on community to get to know the learners. I was more comfortable monitoring and adjusting during a lesson, and differentiation was no longer intimidating.  
**How do you see the Teacher Leader Institute making an impact on Arkansas schools?** The bottom line is that it is empowering teachers to do what is best for kids, not just follow a program. It's about believing in yourself, your school community, and your students. We are educating the future; we have a job to do.



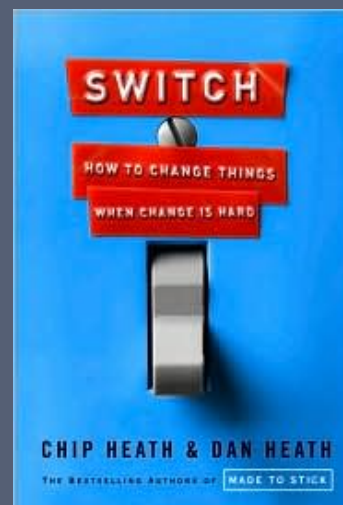
"I was involved in an action research project two years ago as part of the Academy's Superintendent Institute. I implemented the results of the project into my district and began to see movement in the right direction. When the opportunity opened with the School Support Team to take what I learned statewide, I jumped at the chance. I have always been impressed with the work the of the Academy and am very pleased to be a member of the team." **Delena Gammill** joins the Academy team from the Ozark Mountain School District superintendency, where she had served since 2006. With 21 years in education, Delena has worked as a teacher, coach, principal, assistant superintendent, superintendent, and public school administrative advisor. She also received her doctorate in Educational Administration from the University of Arkansas at Little Rock.

## Meet the New Capacity Building Leaders



"I believe the work of the Arkansas Leadership Academy and its impact on educational leadership in Arkansas is one of the most important influences on improving teaching and learning and student achievement. The model, the belief system, the structure of working with leaders is just as important as teaching the content areas. I hope to be able to encourage educators in this endeavor who have devoted their lives and careers to educating students and help those who have stepped up to the leadership role to develop their leadership capacity."  
**Joe Fisher** joins the Academy team from the Bethel Middle School principalship in Bryant, where he served since 2006. Prior to that, Joe served as a teacher, assistant principal, principal, and ASU instructor, completing 17 years in education. He also received his Specialist in Educational Leadership degree from Arkansas Tech University.

## Switch: New Resource



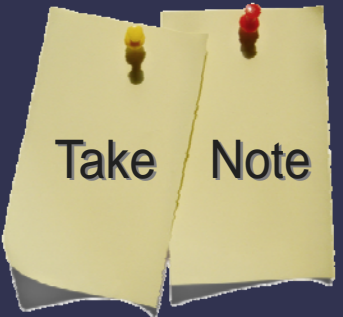
In their new book called *Switch: How to Change Things When Change is Hard* (Broadway, 2010), Chip Heath and Dan Heath take a look at what makes change hard and how people can successfully make difficult changes. Heath and Heath pare down decades of scientific research in a simple fashion to show how the mind really works: people have separate "systems" in their brains—a rational system and an emotion system. The rational system is a thoughtful, logical planner, while the emotional system is impulsive and instinctual. When these two systems are in alignment, change can come quickly and easily; when they're not, however, change can be

tough. How is it possible to align these two systems? Heath and Heath rely on psychologist Jonathan Haidt's analogy to capture this phenomenon: our emotional side is an Elephant and our rational side is its Rider. In regards to making a change, whichever side wins (emotional or rational) depends on who is control (the Elephant or its Rider) and whether or not they agree. Both have their own issues however. Heath and Heath explain that in order for behavior to change in any situation, three things must be done:  
➔ **Direct the Rider** - (what looks like resistance is often a lack of clarity, so provide crystal-clear direction)  
➔ **Motivate the Elephant** - (what looks like laziness is

often exhaustion, so engage the emotional side rather than force it into cooperation)

➔ **Shape the Path** - (what looks like a people problem is often a situation problem; when you shape the path (the situation), you make change more likely no matter what is happening with the Rider and the Elephant)

Using compelling stories and examples in an easy-to-read narrative, Heath and Heath use this framework to show you how anyone can change behavior and keep the switch going, even if you don't have significant power or resources behind you. What will you switch?



\* In August, the Academy's Partner Executive Committee met in Little Rock for its quarterly meeting to discuss institute updates, School Support Program progress, superintendent focus group results, national board certification for principals, and research data. The Executive Committee makes decisions regarding the Academy and offers Partner organizations' services to meet Academy needs in serving the state.

\* Visit the Academy's newly redesigned website to read more about the Academy's institutes and programs, stay up-to-date on events and announcements, and refer to Academy resources. Remember to "like" us on Facebook too to be a part of the Academy's newsfeed!

