Leading Amazing Schools

45-Hour Virtual Institute
September 2024 - April 2025

Course Designer

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Mirko Chardin is Novak Education's Chief Equity and Inclusion Officer and co-author of the best-selling book, *Equity By Design*. Before joining Novak Education, he was the Founding Head of School of the Putnam Avenue Upper School in Cambridge, MA. Mirko's work has involved all areas of school management and student support. His greatest experience and passion revolve around culturally connected teaching and learning, recruiting and retaining educators of color, restorative practice, and school culture.

Description

Creating and leading amazing schools where all students can thrive and reach their fullest potential demands a proactive approach, emphasizing the willingness and courage to prioritize adaptive elements in our efforts. This commitment goes beyond being merely a moral imperative; it stands as the cornerstone of excellence in education. We recognize that fostering inclusive environments is fundamental to providing a foundation where all learners can succeed and contribute meaningfully to society.

By intentionally cultivating flexible and personalized learning settings, we dismantle systemic barriers to success, fostering an environment that promotes student motivation, engagement, and the development of crucial lifelong learning skills. This serves as the bedrock for nurturing a generation of empathetic, resilient, and adaptable individuals poised to navigate an ever-evolving world.

As a leader, your vision, work, and influence play a pivotal role. Building capacity within, motivating, and holding staff accountable by driving both courageous and positive change to benefit learners necessitates visionary and courageous leadership, effective communication, and an unwavering commitment to

continuous improvement. It involves both leading by example as well as creating a culture of shared purpose where every team member feels empowered to contribute to the collective goal of achieving educational excellence.

This institute is dedicated to guiding you through the intricate landscape of effective change leadership, empowering you to identify, scrutinize, and navigate the reflective and strategic realms essential for fostering impactful change in your practice and school.

Live Sessions

Live sessions will be held on Thursdays from 12 pm Eastern - 2 pm Eastern and will include time for teams to network, collaborate, and learn from each other. Sessions will be recorded for individuals who are unable to attend live.

1. September 5, 2024
2. October 3, 2024
3. November 7, 2024
4. December 5, 2024
5. January 9, 2025
6. February 6, 2025
7. March 6, 2025
8. April 3, 2025

Teams
- Teams should be composed building leadership teams of up to 7 individuals across the below roles:
  - principal (required to join)
  - assistant principals
  - other administrators and/or individuals who supervise and evaluate
- Teams will work together as a group to submit a single product for review and feedback by the course facilitator for each module.

Course Material

- Course Texts:
  - *Equity by Design: The Power & Promise of UDL* by Katie Novak and Mirko Chardin
  - *Healing through a Culture of Universally Designed Restorative Practices* by Mirko Chardin, Pam Chu-Sheriff & Edgar Vasquez (releases Fall 2024)
  - All other materials used throughout the course are freely available within each module.

Course Objectives & Learning Outcomes

- Embody visionary leadership that emphasizes emotional intelligence and strategic decision-making to drive positive changes in education.
- Master and apply effective communication, engagement, and planning strategies, focusing on dismantling barriers to create inclusive educational environments where all students can reach their fullest potential
- Foster collaborative leadership and shared responsibility, leveraging collective insights to building amazing schools where all students thrive

Course Modules

MODULE	Topics

1	**Module 1: Understanding Adaptive Leadership**
	
	Objective
	
	- Learn how to embrace adaptive leadership strategies and mindsets necessary to lead amazing schools where all students, regardless of their backgrounds or identities, can thrive
	
	Essential Questions
	
	- What adaptive leadership strategies and mindsets are essential for effectively implementing meaningful change within a school environment?
	
	Module Lessons & Activities
	
	- Attend live session (2.5 hours) with Mirko Chardin
	- Engage in module lessons and explore resources:
	  o **Lesson 1:** Adaptive vs Technical Leadership: When to Lead, When to Manage
	  o **Lesson 2:** Importance of Student-Centered Learning Environments
	  o **Lesson 3:** Strategic Listening
	- Collaborate with your building leadership team and submit a group project: ***Defining your role as leaders: What do you stand for?***
	  o Options for response:
	    ▪ Submit a written reflection
	    ▪ Create a presentation with facilitator notes
	    ▪ Create a video presentation or podcast (7 minutes max)
	    ▪ Design a visual representation or infographic

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Module 2: Development and Communication of a Student-Centered Vision

Objectives

- Develop an action plan that effectively engages stakeholders in the process of developing a student-centered narrative and vision for your school

Essential Questions

- How can we develop a student-centered narrative and vision in our schools that becomes part of our school's DNA?

Module Lessons & Activities

- Attend live session with Mirko Chardin
- Engage in module lessons and explore resources:
- Engage in Module Lessons:
  - **Lesson 1:** No Shame, Blame, or Judgment: Defining Equity & Inclusion
  - **Lesson 2:** Leading Difficult Conversations
  - **Lesson 3:** Developing a Shared Vision & Understanding
- Collaborate with your building leadership team and submit a group project: *Developing a Shared Narrative & Vision for Your School-* Develop a plan of action for how you will attempt to do this work.

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Module 3: Building Cultures of Belonging

Objective

- Develop a plan for building a safe and welcoming adult learning culture that cultivates the mindsets, knowledge, environment, and skills to support inclusive and equitable practices across the school.

Essential Questions

- How can we design and implement a comprehensive plan to foster a safe and inclusive adult learning culture within schools, ensuring the development of mindsets, knowledge, environment, and skills necessary to uphold inclusive and equitable practices throughout the institution?

Module Lessons & Activities

- Attend live session with Mirko Chardin
- Engage in module lessons and explore resources:
  - **Lesson 1:** Creating a Safe & Welcoming Environment for Adults
  - **Lesson 2:** Normalizing and Addressing Bias & Exclusion through Public Practice
  - **Lesson 3:** Promoting Inclusivity through Restorative Practices

	● Collaborate with your building leadership team and submit a group project: *Developing an Adult Learning Culture-* Develop an action plan for how you will begin to build a culture that supports adult learning.

4	## Module 4: Instruction & Professional Development
	
	### Objectives
	
	● Develop a plan for PD, ongoing support and resources to enhance educators' skills, knowledge, and confidence in fostering equity and inclusivity within the classroom.
	● Establish clear accountability measures and evaluation frameworks to assess educators' implementation of equitable strategies.
	
	### Essential Question
	
	● How can we strategically design and implement a professional development plan, along with ongoing support and resources, to empower educators in enhancing their skills, knowledge, and confidence to foster equity and inclusivity?
	
	### Module Lessons & Activities
	
	● Attend live session with Mirko Chardin
	● Engage in module lessons and explore resources:
	    ○ **Lesson 1:** Going Beyond Access in Curriculum Design, Instruction and learning environments
	    ○ **Lesson 2:** Modeling Universally Designed Culturally Responsive Strategies & Practices in Professional Learning
	    ○ **Lesson 3:** Feedback & Fidelity Loops
	● Collaborate with your building leadership team and submit a group project: *Develop a School-Based Professional Learning Plan to help build the capacity of educators.*

	## Module 5: Collaborative Leadership and Team Building ### Objectives ● Explore and develop a plan for implementing collaborative strategies to build cohesive teams of educators. ### Essential Question ● How can collaborative strategies be leveraged to build cohesive teams of educators that advance equity and inclusivity within educational settings? ### Module Lessons & Activities ● Attend live session with Mirko Chardin ● Engage in module lessons and explore resources:

- **Lesson 1:** Collaborative Leadership Models
- **Lesson 2:** The transformative power of personal narrative
- **Lesson 3:** Case studies: Story of Self Day, The Putnam Avenue Upper School
- Collaborate with your building leadership team and submit a group project: *Draft a story of self and engage in a team story of self session*
  - Options for response:
    - Submit written reflections
    - Create a presentation with facilitator notes and after session reflections
    - Create video presentation or podcast (7 minutes max) with after session reflections

Module 6: Embracing a Transparent & Non-weaponized Data-Driven Decision Making Model

Objectives

- Utilize data to inform decision-making processes that prioritize addressing disparities and promoting positive outcomes for all students.

Essential Question

- How can transparent and non-weaponized data-driven decision-making models be effectively applied to improve school culture and student outcomes within educational systems?

Module Lessons & Activities

- Attend live session with Mirko Chardin
- Engage in module lessons and explore resources:
- Engage in module lessons:
  - **Lesson 1:** Collecting and Using Data for School Change
  - **Lesson 2:** Data-Informed Decision Making
  - **Lesson 3:** Communicating Findings to Stakeholders
- Submit Group Project: *Data review, analysis & reflection*
  Identity an appropriate protocol and lead adata, review and analysis session
  - Options for response:
    - Submit written reflections
    - Create a presentation with facilitator notes and after session reflections
    - Create video presentation or podcast (7 minutes max) with after session reflections

Module 7: Overcoming Challenges and Addressing Pushback

Objectives

- Recognize common challenges and sources of pushback encountered when implementing DEIJ initiatives within educational settings.
- Develop proactive approaches for navigating resistance, fostering buy-in, and building consensus among diverse stakeholders to advance school vision and goals.

Essential Question

- How can educational leaders effectively navigate and address pushback while overcoming challenges to advance DEIJ initiatives within their school communities?

Module Lessons & Activities

- Attend live session with Mirko Chardin
- Engage in module lessons and explore resources:
- Engage in module lessons:
    - **Lesson 1:** Overcoming Resistance and Barriers with the Scarf Model
    - **Lesson 2:** Building Resilience through Restorative Practice and Transparency
    - **Lesson 3:** Case Study: The Frank Case
- Submit Group Project: **Participate in the Frank Case simulation role play**
    - Options for response:
        - Submit written reflections
        - Create a presentation with facilitator notes and after session reflections
        - Create video presentation or podcast (7 minutes max) with after session reflections

Module 8: What's Next for Your School?

Objectives

- Reflect on your accomplishments and struggles from this year.
- Develop goals for advancing the work of your vision in your school.

Essential Question

- How can we reflect on our accomplishments and struggles from this year to inform the development of meaningful goals for advancing the work of your vision within our school community?

Module Lessons & Activities

- Attend live session with Mirko Chardin

	- Engage in module lessons and explore resources: - Lesson 1: The Critical Role of Reflection in School Leadership - Lesson 2: Start, Stop, & Continue Protocol - Submit Group Project: **Utilize Back to the Future** *Protocol to identify and address next steps for your team's work and journey* - Options for response: - Submit written reflections - Create a presentation with facilitator notes and after session reflections - Create video presentation or podcast (7 minutes max) with after session reflections