

THE OFFICE OF EDUCATOR QUALITY



*Missouri's*  
**Leadership Development  
System**

December 5, 2016

Missouri Department  
of Elementary and Secondary Education

# The Transformational Principal is...



These 5 categories, or domains, summarize the main roles a principal must assume, often times simultaneously, to effectively lead a school that is focused on instruction. Each domain is described through a particular set of competencies.



The **Principal as the Instructional Leader** ensures a guaranteed and viable curriculum.

**Leadership Competency #4**—Engages and supports staff to vertically and horizontally align curriculum to state/district standards (PSEL 4a,b;6d; 9i;10a,e)

Aspiring Leader	Emerging Leader	Developing Leader	Transformational Leader
Understands standards as they apply to horizontal and vertical alignment of local curricula and content areas.	Examines and becomes familiar with the existing curriculum and learning standards.	Facilitates staff discussions to ensure curriculum is comprehensive, rigorous, aligned, and engaging and supports continuity and fidelity across all grades and content areas.	Ensures staff regularly collaborates to continuously monitor and adjust the vertical and horizontal alignment of the curriculum to improve student learning.
The <b>Distinguished Transformational Leader</b> coaches, trains and/or mentors others in how to ensure a guaranteed and viable curriculum.			

The **Principal as the Instructional Leader** ensures a guaranteed and viable curriculum.

**Leadership Competency #5**—Supports staff use of a variety of research-based practices appropriate to the intended content. (PSEL2b; 4b,c,d,e; 10a,f)

Aspiring Leader	Emerging Leader	Developing Leader	Transformational Leader
Understands a variety of research-based instructional practices and how to appropriately match learning content	Identifies existing instructional practices and reinforces those that are appropriate to the learning content	Builds teacher capacity with a variety of instructional practices appropriate to the learning content	Facilitates opportunities for collaboration and modeling of instructional practices appropriate to the learning content
<b>Leadership Competency #6</b> —Observes classroom instruction and provides meaningful and timely feedback on teacher practice and student response. (PSEL2b; 4b,d;6a,e,f;10c,e,f)			
Understands and engages in meaningful feedback related to effective teacher practice	Observes classroom instruction and provides meaningful and timely feedback to build teacher practice and student response	Observes classroom instruction and provides meaningful and timely feedback to intentionally meet individual teacher strengths and areas for growth	Develops a systemic process for the continuous improvement of all teachers' instructional practice

There are approximately 2,200 principals and 1,300 assistant principals currently serving in Missouri schools. In addition, there is an estimated 1,100 that earn an administrator certificate each year. These active and future principals likely have mastery or partial mastery of some of the competencies at the various levels while still needing new learning and additional support to develop mastery in others. This training and support will be necessary in order to achieve the goal of having a transformational principal in every school.

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## Crosswalk: Learning Experiences – MLDS Competencies – PSEL

### Learning Experience

### MLDS Competencies

### Professional Standards for Educational Leaders (PSEL)



#### Critical Firsts

Managerial 10	safe and functional school	2a; 5a,c; 8g; 9e; 10h
Managerial 11	routines, procedures, schedules	3d,e; 5a,c,e; 9a,e,f,h,j; 10a
Managerial 13	clear expectations and guidelines	2a,d,f; 4a; 7a,c; 9b,h; 10a,f
Relational 19	resources support student well-being	2c,e,f; 3a,b,c,d,f,h; 5b; 8e,g,i; 10a
Relational 20	positive relationships with students	2e; 3a,b,d; 5b,d,e)
Relational 21	positive relationships with staff	2a,e,f; 7e; 9j
Relational 24	positive relationships with families	2d; 3a,h; 5d,f; 8a,b,c,d,g; 10a
Relational 25	positive relationships with community	3f; 5d,f; 8a,b,c,d,f,g,j; 10c
Innovative 27	engages in professional networks	6i; 10g
Innovative 30	applies time management practices	6i



#### Recognizing and Developing Excellent Instruction

Visionary 3	examines data to evaluate mission	1d,e; 4a; 6e; 9a; 10a,b,g
Instructional 4	examines existing curriculum	4a,b; 6d; 9i; 10a,e
Instructional 5	identifies existing instructional practices	2b; 4b,c,d,e; 6d,e; 10a,f
Instructional 6	conducts observations and gives feedback	2b; 4b,d; 6a,e,f; 10c,e,f
Instructional 7	assesses use of assessments	4a,b,f; 6d
Instructional 8	assess teacher use of data	2c; 3a; 4b,g; 6e; 7g; 9g; 10a,c,e,g,h
Instructional 9	uses data for professional learning	6a,c,d,f,h; 7a,f,g,h; 10a,e,f,g
Managerial 12	analyzes personnel strengths & weaknesses	6a,b; 9b; 10a
Innovative 26	gathers knowledge, skills and best practices	4c,e; 6f; 10a,c,f,i
Innovative 31	acts to promote student learning	2a; 3g,h; 7f; 8h; 9f; 10d,i
Innovative 32	considers change promoting student learning	2b; 3f; 7f; 8j; 9f; 10d,e,i



#### Understanding Self and Others

Visionary 1	examines existing core values and culture	1a,b,d,e; 5f; 7c; 10c
Visionary 2	examines communication of vision/mission	1c,d,f,g; 5f; 8c,h; 9l
Visionary 3	examines data to evaluate mission	1d,e; 4a; 6e; 9a; 10a,b,g
Instructional 9	uses data for professional learning	6a,c,d,f,h; 7a,f,g,h; 10a,e,f,g
Managerial 11	routines, procedures, schedules	3d,e; 5a,c,e; 9a,e,f,h,j; 10a
Relational 18	analyzes diversity of the school	1c; 2d,e; 3a,b,c,e,f; 4a; 5b; 7b,d; 10a,c
Relational 20	positive relationships with students	2e; 3a,b,d; 5b,d,e)
Relational 21	positive relationships with staff	2a,e,f; 7e; 9j
Relational 22	analyzes culture of support/respect	2b,d,e,f; 3g,h; 6h; 7a,b,c,d,e,g; 9k; 10a,d,f
Relational 23	Identifies potential teacher leaders	6g; 7b,d,h; 10a,e,j
Relational 24	positive relationships with families	2d; 3a,h; 5d,f; 8a,b,c,d,g; 10a
Relational 25	positive relationships with community	3f; 5d,f; 8a,b,c,d,f,g,j; 10c
Innovative 27	engages in professional networks	6i; 10g
Innovative 28	reflects on leadership experiences	2b; 6i; 10c,g,h
Innovative 29	receptive to feedback	6i; 10c,g,h
Innovative 30	applies time management practices	6i



## Crosswalk: Learning Experiences – MLDS Competencies – PSEL

### Learning Experience

### MLDS Competencies

### Professional Standards for Educational Leaders (PSEL)



#### A Primer on Decision Making

Visionary 1	examines existing core values and culture	1a,b,d,e; 5f; 7c; 10c
Visionary 3	examines data to evaluate mission	1d,e; 4a; 6e; 9a; 10a,b,g
Instructional 9	uses data for professional learning	6a,c,d,f,h; 7a,f,g,h; 10a,e,f,g
Managerial 10	safe and functional school	2a; 5a,c; 8g; 9e; 10h
Managerial 11	routines, procedures, schedules	3d,e; 5a,c,e; 9a,e,f,h,j; 10a
Managerial 12	analyze personnel strengths and needs	6a,b; 9b; 10a
Managerial 14	Use data to determine interventions/support	6a,b,c,h; 9k; 10f
Relational 18	analyzes diversity of the school	1c; 2d,e; 3a,b,c,e,f; 4a; 5b; 7b,d; 10a,c
Relational 19	resources support student well-being	2c,e,f; 3a,b,c,d,f,h; 5b; 8e,g,i; 10a
Innovative 26	gathers knowledge, skills and best practices	4c,e; 6f; 10a,c,f,i
Innovative 28	reflects on leadership experiences	2b; 6i; 10c,g,h
Innovative 31	acts to promote student learning	2a; 3g,h; 7f; 8h; 9f; 10d,i
Innovative 32	Considers change promoting student learning	2b; 3f; 7f; 8j; 9f; 10d,e,i



#### Reading and Shaping School Culture

Visionary 1	examines existing core values and culture	1a,b,d,e; 5f; 7c; 10c
Visionary 2	examines communication of vision/mission	1c,d,f,g; 5f; 8c,h; 9i
Visionary 3	examines data to evaluate mission	1d,e; 4a; 6e; 9a; 10a,b,g
Instructional 5	identifies existing instructional practices	2b; 4b,c,d,e; 6d,e; 10a,f
Instructional 9	uses data for professional learning	6a,c,d,f,h; 7a,f,g,h; 10a,e,f,g
Managerial 12	analyzes personnel strengths & weaknesses	6a,b; 9b; 10a
Managerial 14	Use data to determine interventions/support	6a,b,c,h; 9k; 10f
Relational 20	positive relationships with students	2e; 3a,b,d; 5b,d,e)
Relational 21	positive relationships with staff	2a,e,f; 7e; 9j
Relational 22	analyzes culture of support/respect	2b,d,e,f; 3g,h; 6h; 7a,b,c,d,e,g; 9k; 10a,d,f
Innovative 31	acts to promote student learning	2a; 3g,h; 7f; 8h; 9f; 10d,i
Innovative 32	Considers change promoting student learning	2b; 3f; 7f; 8j; 9f; 10d,e,i



#### Making Time for Instructional Leadership

Visionary 3	examines data to evaluate mission	1d,e; 4a; 6e; 9a; 10a,b,g
Instructional 9	uses data for professional learning	6a,c,d,f,h; 7a,f,g,h; 10a,e,f,g
Managerial 11	routines, procedures, schedules	3d,e; 5a,c,e; 9a,e,f,h,j; 10a
Managerial 12	analyzes personnel strengths & weaknesses	6a,b; 9b; 10a
Managerial 14	Use data to determine interventions/support	6a,b,c,h; 9k; 10f
Innovative 28	reflects on leadership experiences	2b; 6i; 10c,g,h
Innovative 30	applies time management practices	6i
Innovative 31	acts to promote student learning	2a; 3g,h; 7f; 8h; 9f; 10d,i
Innovative 32	Considers change promoting student learning	2b; 3f; 7f; 8j; 9f; 10d,e,i



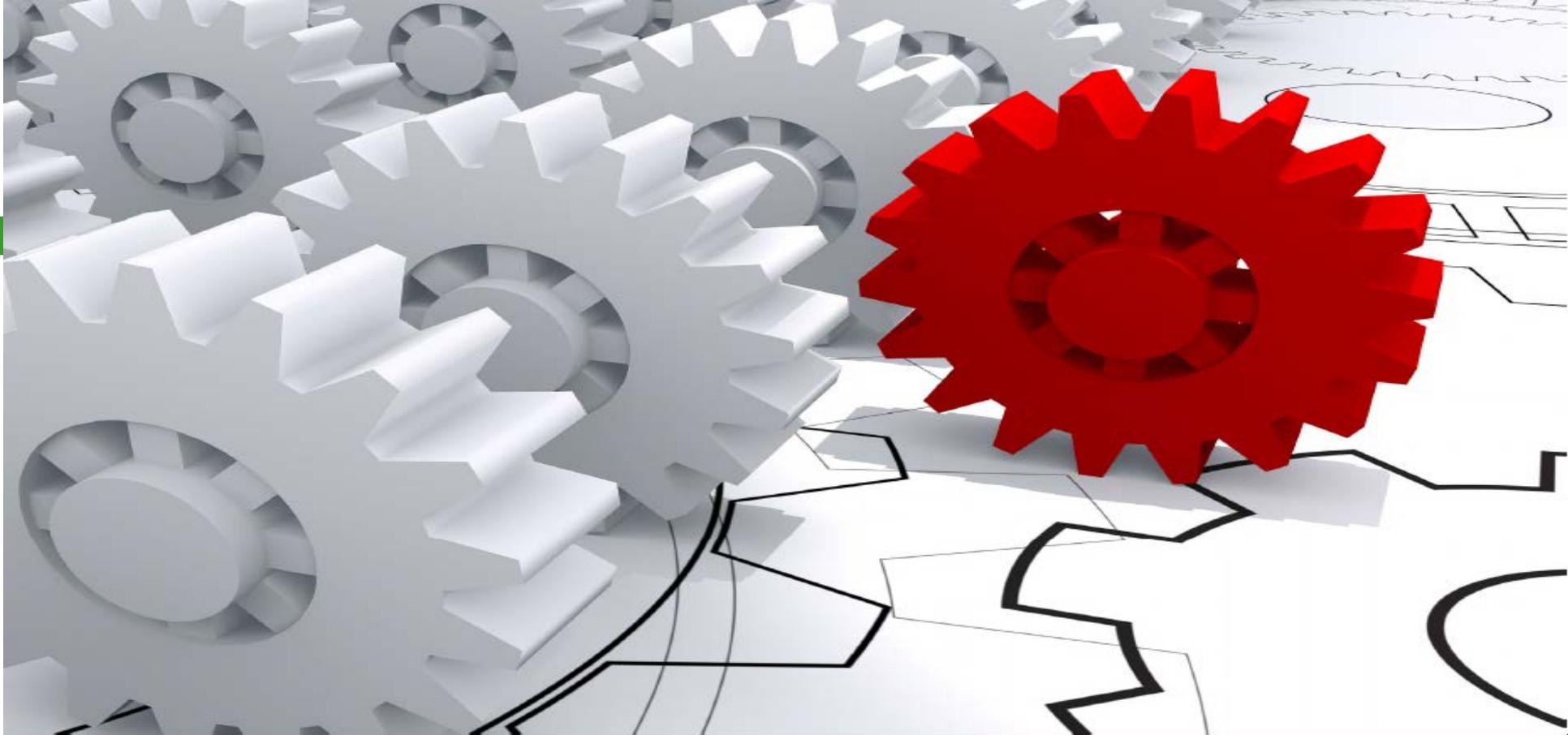
# Missouri Leadership Development System (MLDS)

## 2-Year Implementation Calendar

LE 1 Critical Firsts | 
 LE 2 Excellent Instruction | 
 LE 3 Understand Self & Others | 
 LE 4 Decision Making | 
 LE 5 Shaping School Culture | 
 LE 6 Making Time

2016	July	Engagement Platform <b>Regional Meeting</b>	<span style="background-color: #2e3192; color: white; padding: 2px;">LE 1</span>	<span style="background-color: #2e3192; color: white; padding: 2px;">LE 2</span>	<span style="background-color: #0070c0; color: white; padding: 2px;">LE 3</span>	<span style="background-color: #e67e22; color: white; padding: 2px;">LE 6</span>			
	Aug.	Engagement Platform <b>Online Event</b> / Connect/Extend Regional Meeting	<span style="background-color: #2e3192; color: white; padding: 2px;">LE 1</span>	<span style="background-color: #2e3192; color: white; padding: 2px;">LE 2</span>	<span style="background-color: #0070c0; color: white; padding: 2px;">LE 3</span>	<span style="background-color: #e67e22; color: white; padding: 2px;">LE 6</span>			
	Sept.	Engagement Platform <b>Learning Lab</b>	<span style="background-color: #2e3192; color: white; padding: 2px;">LE 2</span>						
	Oct.	Engagement Platform <b>Mentor/Coach</b> / Connect/Extend Regional Meeting Connect/Extend Learning Lab	<span style="background-color: #2e3192; color: white; padding: 2px;">LE 2</span>	<span style="background-color: #2e3192; color: white; padding: 2px;">LE 1</span>	<span style="background-color: #2e3192; color: white; padding: 2px;">LE 2</span>	<span style="background-color: #0070c0; color: white; padding: 2px;">LE 3</span>	<span style="background-color: #e67e22; color: white; padding: 2px;">LE 6</span>		
	Nov.	Engagement Platform <b>Regional Meeting</b>	<span style="background-color: #c00000; color: white; padding: 2px;">LE 4</span>	<span style="background-color: #e67e22; color: white; padding: 2px;">LE 6</span>					
	Dec.	Engagement Platform <b>Mentor/Coach</b> / Connect/Extend Regional Meeting	<span style="background-color: #2e3192; color: white; padding: 2px;">LE 1</span>	<span style="background-color: #2e3192; color: white; padding: 2px;">LE 2</span>	<span style="background-color: #0070c0; color: white; padding: 2px;">LE 3</span>	<span style="background-color: #e67e22; color: white; padding: 2px;">LE 6</span>			
	2017	Jan.							
		Feb.	Engagement Platform <b>Regional Meeting</b>	<span style="background-color: #2e3192; color: white; padding: 2px;">LE 2</span>	<span style="background-color: #0070c0; color: white; padding: 2px;">LE 3</span>	<span style="background-color: #c00000; color: white; padding: 2px;">LE 4</span>	<span style="background-color: #0070c0; color: white; padding: 2px;">LE 5</span>	<span style="background-color: #e67e22; color: white; padding: 2px;">LE 6</span>	
		Mar.	Engagement Platform <b>Learning Lab</b> Engagement Platform <b>Online Event</b> / Connect/Extend Regional Meeting	<span style="background-color: #2e3192; color: white; padding: 2px;">LE 2</span>	<span style="background-color: #2e3192; color: white; padding: 2px;">LE 2</span>	<span style="background-color: #0070c0; color: white; padding: 2px;">LE 3</span>	<span style="background-color: #c00000; color: white; padding: 2px;">LE 4</span>	<span style="background-color: #0070c0; color: white; padding: 2px;">LE 5</span>	<span style="background-color: #e67e22; color: white; padding: 2px;">LE 6</span>
		April							
		May	Engagement Platform <b>Mentor/Coach</b> / Connect/Extend Regional Meeting Connect/Extend Learning Lab	<span style="background-color: #2e3192; color: white; padding: 2px;">LE 2</span>	<span style="background-color: #2e3192; color: white; padding: 2px;">LE 2</span>	<span style="background-color: #0070c0; color: white; padding: 2px;">LE 3</span>	<span style="background-color: #c00000; color: white; padding: 2px;">LE 4</span>	<span style="background-color: #0070c0; color: white; padding: 2px;">LE 5</span>	<span style="background-color: #e67e22; color: white; padding: 2px;">LE 6</span>
		June							
July		Engagement Platform <b>Regional Meeting</b>	<span style="background-color: #0070c0; color: white; padding: 2px;">LE 5</span>	<span style="background-color: #e67e22; color: white; padding: 2px;">LE 6</span>					
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Oct.		Engagement Platform <b>Mentor/Coach</b> / Connect/Extend Regional Meeting Connect/Extend Learning Lab	<span style="background-color: #2e3192; color: white; padding: 2px;">LE 2</span>	<span style="background-color: #0070c0; color: white; padding: 2px;">LE 5</span>	<span style="background-color: #e67e22; color: white; padding: 2px;">LE 6</span>				
Nov.									
Dec.		Engagement Platform <b>Mentor/Coach</b> / Connect/Extend Learning Lab	<span style="background-color: #2e3192; color: white; padding: 2px;">LE 2</span>						
Jan.									
Feb.	Engagement Platform <b>Regional Meeting</b>	<span style="background-color: #2e3192; color: white; padding: 2px;">LE 2</span>	<span style="background-color: #0070c0; color: white; padding: 2px;">LE 3</span>	<span style="background-color: #0070c0; color: white; padding: 2px;">LE 5</span>	<span style="background-color: #e67e22; color: white; padding: 2px;">LE 6</span>				
Mar.	Engagement Platform <b>Online Event</b> / Connect/Extend Regional Meeting Engagement Platform <b>Learning Lab</b>	<span style="background-color: #2e3192; color: white; padding: 2px;">LE 2</span>	<span style="background-color: #0070c0; color: white; padding: 2px;">LE 3</span>	<span style="background-color: #c00000; color: white; padding: 2px;">LE 4</span>	<span style="background-color: #0070c0; color: white; padding: 2px;">LE 5</span>	<span style="background-color: #e67e22; color: white; padding: 2px;">LE 6</span>			
April									
May									
June	Engagement Platform <b>Mentor/Coach</b> / Connect/Extend Regional Meeting	<span style="background-color: #2e3192; color: white; padding: 2px;">LE 2</span>	<span style="background-color: #0070c0; color: white; padding: 2px;">LE 3</span>	<span style="background-color: #c00000; color: white; padding: 2px;">LE 4</span>	<span style="background-color: #0070c0; color: white; padding: 2px;">LE 5</span>	<span style="background-color: #e67e22; color: white; padding: 2px;">LE 6</span>			





# Emerging Level Facilitator GUIDE

Questions?



# For more Information:

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