

## Outline

### **Bridging the Gap between Primary and Middle grades; Improving Literacy Achievement in Grades 3-6**

#### **Morning Breakout Session – “How District Administrators and Literacy Leaders can Support Change”.**

- Personal Story at Milton shows the data from 2005-06

- Unstable leadership over time
- Outsider status, not a Vermonter
- Highest 20% income per capita, lowest 20% spending per student
- 25 years of consistent rejection of budget by voters on first try
- Perceived inability to change direction
- Largest school in VT
- Fourth year on AYP with little perceived hope of changing direction
- Strong union presence with history of grievances
- A strong desire for wanting to change and a strong desire for leadership
- 12-15% difference in every grade in proficiency compared to VT
- MOLD

-To change the direction requires an understanding of the culture, not necessarily an agreement with it (Deal, Dufours, Senge)

- Why is change necessary? (AYP, economics, political, etc.) [problem-**purpose**-how to]
- What drives the direction it has gone in the past? (wait it out, hold firm and then watch them fold, equity) What are the factors that will drive it in the future? (truth to hope, Apollo 13-community)
- Can you identify the key beliefs, behaviors, and attitudes that drive the culture? (it's about the poor kids, not enough resources, lack of family support, poor administration, it's who you know, not what you know, etc.)
- Can you see a path to balance and move from formal leadership to informal leadership? (Terrance Deal)
- What is your personal technical conceptual understanding of the change process and what is your personal history to lead it? (Marzano)

-To change the direction requires an understanding on what needs to change and why based on data (Marzano, Schmoker, Reeves, Hoy)

- Can you quantify the reality in objective terms? (Ability to read graphs, ability to manipulate the variables, ability to talk “data”, ability to understand investigative inquiry).
- Can you interpret correctly the realities that exist and pinpoint what needs to change to impact the greatest change, in the shortest amount of time, that will sustain and maintain the greatest results over time?
- Can you establish credibility by “walking the talk”? (Ability to develop data bases that drive instruction conversations, ability to lead data sessions, ability to develop SMART goals, ability to teach others how to do it)
- Do you know more than enough to be dangerous? (Bridging project, consistency, staff development, structures)

- To change the direction requires an understanding on what grounds your own beliefs

- It's not about you but about them
- "The fierce urgency of now" (Martin Luther King)
- First order change vs second order change (Marzano)
- 21<sup>st</sup> century skills (Partnership for 21<sup>st</sup> Century Skills) vs 20<sup>th</sup> century thinking and structures
- Giving yourself permission to lead and risk
- You cannot control how others perceive you, so stop trying

- To change direction means you focus on the 80% who are ready, not the 20% who are not

- Who are your leaders?
- Empower the silent majority
- Move forward anyway
- Conflict is a life experience, not a life threatening one

- Show the data from 2006-07