



# Program Overview: Cohort 9

## Fogarty EDvance

### School Improvement Program

*As of October 2021*

*Please note further changes and addition of dates may still be made*

# How does the School Improvement Program work?

## 1. WE GIVE SCHOOLS SUPPORT



Best practice research & tools



Professional mentors



Peer support



Rich school-data sets

A three year leadership development program...

...for schools in challenging communities...

...to improve educational outcomes for students.

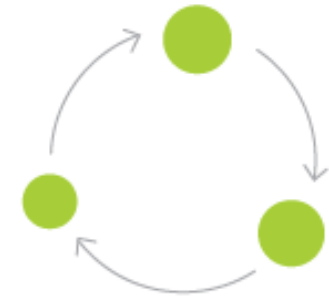
## 2. HELP LEADERS TURN THEORY INTO ACTION

### Building Culture & Leadership

Through changes in personal leadership, school teams develop skills and strategies to influence school culture and performance

### Enhanced Strategic Planning

Schools design, implement and evaluate ambitious yet realistic school improvement plans



## 3. MAKE A REAL DIFFERENCE

Schools make measurable improvements to student outcomes



**Emeritus Professor Bill Loudon** – Bill is Emeritus Professor of Education at the University of Western Australia, he was Senior Deputy Vice-Chancellor at UWA, UWA Dean of Education and ECU Dean of Education. Professor Loudon is a board member of Brightwater Care Group and has been a member or chaired numerous education taskforces including: Chairing the Western Australian Government's Literacy and Numeracy Review Taskforce; member of the National Inquiry into the Teaching of Literacy; Chair of Curriculum Council of Western Australia; foundation board member of the Australian Curriculum Assessment and Reporting Authority; foundation Deputy Chair of the Australian Institute for Teaching and School Leadership; and Trustee of the Fogarty Foundation. In 2014 Bill was appointed as a Member of the Order of Australia for services to education.



**Dr Renu Burr** - Renu is Director of Burr Consulting. With over 30 years' experience in business and academic leadership, Renu has worked in executive leadership, human resources management and consultant and advisory roles where she has supported management and executive teams to improve business and leadership effectiveness in the private and public sectors in Australia and overseas. Renu is a highly skilled executive coach and facilitator. She has led and managed numerous change and cultural transformation programs and associated leadership development interventions. She holds a doctorate in Human Resource Management and has been a member of the faculty in the Business School at the University of Western Australia since 1991, teaching in the MBA and other post-graduate programs. Her research interests lie in the areas of leadership effectiveness, strategic HRM and organisational transformation.



**Priyanjali Arora, Organisational Science, McKinsey & Company**

Priyanjali (Priya) is an OHI expert and is based out of Melbourne. Priya draws on more than 8 years of consulting experience focused on helping clients pursue successful transformational change. Her breadth of experience covers working closely with many clients in Asia Pacific and Middle East. More broadly, Priya works across sectors, such as banking, mining, energy, public sector, and healthcare to develop comprehensive transformation programs that shift strategy, boost operational performance, and improve organizational health. Prior to joining McKinsey, Priya worked with a top Indian private bank as a wealth manager. Outside of work, Priya volunteers with an organization dedicated to spreading the love of reading in remote communities of India.

## Key Objectives:

- Understand the school improvement literature and the implications for your school
- Build a rich data set about your school's performance and experience of the key stakeholders
- Set your school's change agenda by building a robust strategic plan, and create conditions for strong strategic and operational alignment
- Develop processes of accountability to support the delivery of your change agenda
- Design a focussed approach to building your personal leadership capacity to deliver your school's change agenda

## Course Structure:

- 8 days of course work. All course work is mandatory
- You bring the right team to each workshop day: min. 2 people
  - Always the principal with at least one other person (curriculum leader/s) for team continuity
  - Additional staff can attend if negotiated in advance of the day
  - You can rotate some of your team members, or work with a set combination, as you see most beneficial
- Mentoring support will include 3 sessions per Term for first 8 months, with 2-3 sessions in Terms 3 and 4

## Year 1 - Key Deliverables\*:

### Term 1

- Program Pre-work & readings – Week 1
- Launch: Data Collection OHI - Weeks 3-7
- Launch: Data Collection TTFM – Weeks 3-8

### Term 2

- OHI Reflection – Week 4
- TTFM Reflection – Week 4
- Strategic Directions Placemat Draft - Week 1
- Strategic Directions Placemat - Milestones I – Week 7
- Leadership Development Task – Term 3, Week 2

### Term 3

- Strategic Directions with Milestones II – Week 1

### Term 4

- Change Story – Week 1
- Milestones Timeline II: Status Update – Week 4
- Strategic Directions Document: KPIs draft – Week 7
- Strategic Directions with KPIs final – Week 9
- Leadership Development Task – Week 9

\* please note all due dates are approximate timings at this stage

Year 1	Term 1	Term 2	Term 3	Term 4
Workshops	<p><b>Workshop 1a:</b> 2 days (14 &amp; 15 February 2022)</p> <ul style="list-style-type: none"> <li>Dempster: <i>Leading for Learning Framework</i></li> <li>Data collection tools</li> <li>School Transformation Framework continued</li> <li>Introduction to Marzano's Hierarchy of School Needs</li> <li>Norms of collaboration</li> </ul>	<p><b>Workshop 2a:</b> 1 day (5 May 2022)</p> <ul style="list-style-type: none"> <li>Cohort OHI &amp; TTFM themes</li> <li>McKinsey Frames 2 and 3: Changing Mindsets</li> <li>Understanding impact in your plan</li> <li>Milestones I Planning</li> </ul>	<p><b>Workshop 3:</b> 1 day (August 2022)</p> <ul style="list-style-type: none"> <li>Clear Conversations</li> <li>Promise Based Management</li> <li>Change story</li> <li>Collaborative review / sharing of Strategic Directions plans</li> <li>Plan Review process</li> </ul>	<p><b>Workshop 4:</b> 1 day (October 2022)</p> <ul style="list-style-type: none"> <li>Review key learnings for Year 1 of program</li> <li>SDD Masterclass</li> <li>KPIs review</li> <li>Understanding success – creating our 'toolkit'</li> <li>Deliver school 'Change story'</li> <li>Year 2 set-up</li> </ul>
	<p><b>Workshop 1b:</b> 2 days (21 &amp; 22 March 2022)</p> <ul style="list-style-type: none"> <li>McKinsey: Organisational Health - introducing the OHI</li> <li>Marzano's Hierarchy of School Need: Level One</li> <li>Performance Placemat &amp; Strategic direction overview</li> <li>Leading teaching &amp; learning</li> <li>Evidence-based high impact instruction</li> <li>5 A's for Leading Instruction</li> <li>Measuring effective teaching</li> </ul>	<p><b>+ Optional school visit #1:</b> (6 May 2022)</p> <ul style="list-style-type: none"> <li>High impact instruction</li> </ul>	<p><b>+ Optional school visit #2:</b> (August 2022)</p> <ul style="list-style-type: none"> <li>High impact instruction</li> </ul>	
Instructional Advisor & Engaging with Experts Model		<p><b>Workshop 2b:</b> 1 day (June 2022)</p> <ul style="list-style-type: none"> <li>McKinsey Frame 4: Implementation dip &amp; Influence Leaders</li> <li>Milestones II Planning</li> <li>Effective Meetings</li> <li>Leading Instruction</li> </ul>		OPTIONAL: EOI and Pre-work for Instructional Adviser/Expert
Data Collection	<p>OHI Survey Wk 3 – 7</p> <p>TTFM Survey Wk 3 – 8</p>			
Deliverables	<p>Program Pre-work by Wk 1</p>	<p>SDD Placemat Draft Wk 1</p> <p>OHI &amp; TTFM reflection Wk 4</p> <p>SDD MSTL I Wk 7</p>	<p>SDD MSTL II Wk 1</p> <p>Leadership Development Task Wk 2</p>	<p>Change Story Wk 1</p> <p>SDD Status Update Wk 4</p> <p>SDD KPI's (Draft) Wk 7</p> <p>SDD Doc Final Wk 9</p> <p>Leadership Development Task Wk 9</p>
Mentoring				

## Key Objectives:

- Implement your program of change
- Cascade change agenda through to classroom practice
- Work with instructional advisers and access to experts to support effective classroom teaching
- Evaluate the impact of your change agenda
- Develop new leadership practices with your team and broader staff
- Infuse energy into working with your leadership team

## Course Structure:

- 4 days of course work. All course work is mandatory.
- Optional: Instructional Adviser partnership, Secondary Teacher Leader Program, and Engagement with Experts to support the implementation of change in your school. Work completed at a mutually agreed schedule with the adviser and your mentor (within some guidelines)
- 2 mentoring sessions per term (plus mentor support during the adviser/expert engagement activities)

## Year 2 - Key Deliverables:

### Term 1

- Status Update – Week 4\*
- Launch data collection: OHI & TTFM – Weeks 0-3
- OHI tool data reflection – Week 8
- *Optional: IA Meeting Summary – Week 9*
- TTFM tool data reflection – Week 10

### Term 2

- Status Update – Week 4
- Extended Strategic Directions Document:
  - Draft – Week 7
  - Final – Week 9
- Leadership Development Task – Term 3, Week 2
- *Optional: IA Meeting Summary – Week 9*



### Term 3

- SDD Status Update – Week 4
- *Optional: IA Meeting Summary – Week 9*

### Term 4

- Capturing Our School’s Progress Stories – Week 2
- Change Story – Week 2
- Status Update – Week 4
- Leadership Development Task – Week 9
- *Optional: IA Meeting Final Summary & Evaluation – Week 7*

*\* please note all due dates are approximate timings at this stage*

Year 2	Term 1	Term 2	Term 3	Term 4
Workshops	<b>Workshop 5: 1 Day</b> <ul style="list-style-type: none"> <li>Review McKinsey Frames 1 - 4</li> <li>Yr 2 data debrief TTFM &amp; OHI cohort results themes</li> <li>KPIs collaborative review</li> <li>Catalysing changes in teaching practice</li> </ul>	<b>Workshop 6: 1 Day</b> <ul style="list-style-type: none"> <li>Diagnostic tool &amp; strategies for leading ongoing change</li> <li>Progress review and set-up for next 12 months SDD</li> <li>Creating the next phase of the SDD</li> </ul>	<b>Workshop 7: 1 Day</b> <ul style="list-style-type: none"> <li>Five sources of energy for teams leading change</li> <li>McKinsey Frame 5: Sustain</li> <li>Refine SDD – review plans according to hurdle criteria</li> <li>Collaborative review of strategic plans</li> <li>Understanding impact by end of year 2</li> </ul>	<b>Workshop 8: 1 Day</b> <ul style="list-style-type: none"> <li>Progress Review, including KPIs</li> <li>Deliver revised Change stories &amp; share COSPs</li> <li>Reflecting on success – further building of the ‘tool kit’</li> <li>Year 3 set-up</li> </ul>
Data Collection	OHI Pulse Check Wk 0-3 TTFM Wk 0-3			
Instructional Advisor & Engaging with Experts Model	Optional: Instructional Adviser pairing – Meeting #1 Optional: Expert PL Offerings TBA	Optional: Instructional Adviser pairing – Meeting #2 Optional: Expert PL Offerings TBA Optional: Secondary Teacher Leaders Program	Optional: Instructional Adviser pairing – Meeting #3 Optional: Expert PL Offerings TBA Optional: Secondary Teacher Leaders Program	Optional: Instructional Adviser pairing – Meeting #4 Optional: Expert PL Offerings TBA Optional: Secondary Teacher Leaders Program
Deliverables	SDD Status Update Wk 4 OHI Reflection Wk 8 IA Meeting summary Wk 9 TTFM Reflection Wk 10	SDD Status Update Wk 4 Extended SDD Doc: Draft – Wk 7; Final - Wk 9 IA Meeting summary Wk 9	Leadership Development Task Wk 2 SDD Status Update Wk 4 IA Meeting summary Wk 9	Change Story & COSPs Wk 3 SDD Status Update Wk 4 IA Meeting - final summary & evaluation - Wk 7 Leadership Development Task Wk 9
Mentoring	 	 	 	 

### Key Objectives:

- Reconstructing your experience and the implementation of your change agenda
- Understanding the next horizon of school improvement – a guaranteed and viable curriculum
- Understanding what has worked well, what hasn't worked well - evaluating impact
- Setting the course for 'where to from here' by designing the next phase of a strategic plan post-program

### Course Structure:

- 4 days of course work. All course work is mandatory.
- 1-2 mentoring sessions per term

### Year 3 - Key Deliverables:

<p><b>Term 1</b></p> <ul style="list-style-type: none"> <li>• Status Update – Week 4*</li> <li>• Launch data collection: OHI &amp; TTFM – Weeks 0-3</li> <li>• OHI tool data reflection – Week 8</li> <li>• TTFM tool reflection – Week 10</li> <li>• Leadership Development Task – Term 2, Week 3</li> </ul>	<p><b>Term 2</b></p> <ul style="list-style-type: none"> <li>• Status Update – Week 4</li> <li>• New 3-year Extended Strategic Directions Document:               <ul style="list-style-type: none"> <li>• Draft Placemat - Week 8</li> </ul> </li> </ul>
<p><b>Term 3</b></p> <ul style="list-style-type: none"> <li>• Status Update –Week 4</li> <li>• Strategic Directions Document:               <ul style="list-style-type: none"> <li>• Draft Milestones I &amp; II – Week 5</li> </ul> </li> <li>• Leadership Development Task – Term 4, Week 3</li> </ul>	<p><b>Term 4</b></p> <ul style="list-style-type: none"> <li>• Strategic Directions Document               <ul style="list-style-type: none"> <li>• Draft all 4 pages including KPIs – Week 2</li> <li>• Final version for program exit criteria – Week 4</li> </ul> </li> <li>• Change Story – Week 2</li> <li>• Capturing Our School's Progress Stories – Week 2</li> </ul>

*\* please note all due dates are approximate timings at this stage*



Year 3	Term 1	Term 2	Term 3	Term 4
Workshops	<b>Workshop 9: 1 Day</b> <ul style="list-style-type: none"> <li>McKinsey Review of 5 Frames</li> <li>TTFM &amp; OHI Results and Cohort themes</li> <li>Building energy into the change agenda</li> <li>Reviewing the effectiveness of our meetings</li> <li>KPIs tracking review</li> </ul>	<b>Workshop 10: 1 day</b> <ul style="list-style-type: none"> <li>What is a guaranteed &amp; viable curriculum (Part A)</li> <li>Developing SDD for next 3-year phase beyond the EDvance program</li> <li>Understanding data</li> </ul>	<b>Workshop 11: 1 day</b> <ul style="list-style-type: none"> <li>What is a guaranteed &amp; viable curriculum (Part B)</li> <li>Collaborative Review of revised 3-year plans</li> <li>Options post-program (alumni)</li> </ul>	<b>Workshop 12: 1 day</b> <ul style="list-style-type: none"> <li>Progress Review, including KPIs, TTFM and OHI data</li> <li>Capturing Our School's Progress Stories: 'COSPs'</li> <li>Program wrap-up &amp; celebration!</li> </ul>
Data Collection	OHI Wk 0-3 TTFM Wk 0-3			
Engaging with Experts	Optional: Expert PL Offerings TBA	Optional: Expert PL Offerings TBA	Optional: Expert PL Offerings TBA	
Deliverables	SDD Status Update Wk 4 OHI Reflection Wk 8 TTFM Reflection Wk 10	SDD Status Update Wk 4 New 3-yr SDD Doc: - Placemat Draft – Wk 3; - MSTL I & II - Wk 8 Leadership Development Task Wk 3	Extended SD Doc draft Milestones Timeline I & II Wk 4 SDD Status Update Wk 8	Change Story & COSPs Wk 2 Extended SD Doc draft KPIs Wk 2 Extended SD Doc final Wk 4 Leadership Development Task Wk 5
Mentoring	