

UC BERKELEY

PRINCIPAL LEADERSHIP INSTITUTE

Annual
Update
2013



14 YEARS ● 459 GRADUATES ● 98% WORKING IN EDUCATION

Welcome!

We are pleased to introduce the inaugural issue of the UC Berkeley Principal Leadership Institute Annual Update. The Update will be used to connect you to new information about our programs, efforts, and activities, as well as to highlight accomplishments of our alumni and staff. We look forward to your input and contributions to future issues!

PLI and LSP for the 21st Century

As the educational landscape continues to evolve, so do our programs. The current PLI curriculum has been updated to include the Common Core, Next Generation Science Standards, California English Language Development standards, 21st Century teaching and learning standards, and more. Cohort 14 is using electronic collaboration tools, social media environments, and will be participating in a hybrid online course as a part of their PLI learning experience.

The Leadership Support Program (LSP), our Tier 2 Induction program, continues to serve our PLI grads and other novice leaders, helping them to develop and hone their skills as they move from theory to practice. This fall, we will support over 75 participants in LSP1 and LSP2. For the first time, those in LSP will have the option to earn units, a benefit of our new alliance with UC Berkeley Extension.

LSP is also piloting a hybrid online program (LSP Online) in partnership with UCLA PLI, as well as developing new online components for its traditional brick and mortar program. We are excited to

Cohort 14 students Yvette Garcia, Sanjay Makhijani, Shannon Williams-Zou, and Stephanie Khaziran engage in hands-on learning about the Next Generation Science Standards



collaborate with colleagues from our sister program at UCLA and to welcome their alumni into the LSP family.

With growing numbers in LSP, we have added new staff to support the work. Viet Nguyen (PLI Cohort 5) is now with us full-time as the LSP Coordinator. We also welcome Bitia Nazarian (PLI Cohort 5), Kristin Bijur (former PLI coach), Kristin Tavernetti (PLI Cohort 6), and Greg Ko (PLI Cohort 2) as LSP facilitators. In addition, Laurie Roberts (Cohort 9) joins us to provide tech support. We are very excited to welcome so many PLI alumni to our team!

Cover Image: Cohort 11's Sharon Baltazar hard at work

Leadership Connection Online

In response to alumni requests for more programs to support their work and development as school leaders, PLI is now offering Leadership Connection Online (LCO). Starting this fall after a two-year pilot program, LCO connects participants with a group of 4-5 PLI alumni and a trained facilitator to: 1) examine leadership dilemmas participants face in their work and 2) support participants in developing expertise in school/teacher leadership. Participants meet online in real time once per month for 7-months during the academic year, using video conferencing.

LCO offers:

- **connection to a network of school leaders in the Bay Area and beyond who share your commitment to social justice**
- **access to a trained facilitator who is an experienced school leader and who can support your growth as a leader**
- **a supportive environment for discussing leadership dilemmas**
- **the opportunity to develop your expertise in a focus area jointly chosen by your group**
- **a meeting schedule and platform that allows you to collaborate with other leaders without having to travel to the Cal campus**

For more information about LCO or to sign up to participate, email LCO Coordinator Kristin Alvarez at kesmit@berkeley.edu or visit our website at <http://principals.berkeley.edu/lco.html>.



Above: Cohort 14 students Doreen Bracamontes and Alex Horowitz meeting Kenneth Behring

Principal Leadership Institute's Scholarship Fund Gets a Boost

The Principal Leadership Institute's alumni and friends showed their generosity and commitment to educational equity by helping raise more than \$71,000 for the PLI Endowed Scholarship Fund. The support was the result of the Celebration of Leadership event held March 1 and hosted by long-time PLI supporters Mr. and Mrs. Kenneth Behring at the Blackhawk Auto Museum. The Behrings hosted the event as well as matched the individual donations of \$35,925 dollar-for-dollar, bringing the total raised to \$71,850.

In addition, in November 2013, Mr. Behring committed to donating \$500,000 in scholarships for PLI students over the next five years. We are honored and grateful to receive Mr. Behring's ongoing support.

The PLI Endowed Scholarship Fund makes it possible for aspiring school leaders to become well grounded in tackling the challenges of bringing positive change to urban schools. Opportunities are still available to support the PLI Endowed Scholarship Fund. Giving today means

contributions could be doubled and in some cases tripled or quintupled (!) through current matching programs.

Gifts from current students and recent graduates are eligible for two campus matching programs:

- **The New Alumni Challenge matches gifts from graduates of the classes of 2009 to 2013 dollar-for-dollar; and PLI students graduating in the 2013-14 academic year will be matched 2:1!**
- **The Chancellor's Challenge will match all gifts from current faculty, staff and students to the PLI Endowed Scholarship Fund dollar-for-dollar.**

Both the New Alumni Challenge and the Chancellor's Challenge have been extended to Dec. 31, 2013.

Make a secure gift online: <https://givetocal.berkeley.edu/egiving/index.cfm?Fund=FW6277000> or contact Teresa McGuire, Director of Development and External Relations at (510) 643-9784 or tmcguire@berkeley.edu.

Alumni Spotlight

Hillcrest Elementary School: Collaboration for Success

PLI alumni have led a systematic revival at Hillcrest Elementary School in the Excelsior District of San Francisco. In 2013, the Coalition of Community Schools at the Institute for Educational Leadership named Hillcrest a National Community Schools awardee.



The accomplishments of Hillcrest's students and staff were sparked by ten years of PLI leadership from 2003 to today, including Mary Lou Cranna (PLI Cohort 3), Richard Zapien (PLI Cohort 3), Matt Hartford (PLI Cohort 7), and Bonnie Lo (PLI Cohort 9). Currently, Richard Zapien serves as the principal of Hillcrest and Katerina (Rina) Palomares (PLI Cohort 3) serves as assistant principal, with a shout out to Stefanie Eldred, the Community School Coordinator.

Hillcrest serves 460 students in grades K-5. 90% qualify for free or reduced-price lunch, 65% are English Language Learners, and 16% have special needs. The diverse student body and parent community is 43% Latino, 25% Chinese, 9% African American, 6% Filipino, and 12% Other Non-White. Reform efforts at Hillcrest have been focused on literacy with the Reading and Writing Project of Columbia University, strong partnerships for after-school programs, and new ways of dealing with student discipline.



Richard Zapien and members of the Hillcrest Elementary team

Current Hillcrest teachers report feeling that nearly all of the students are well behaved, while only 20% believed that to be the case when they first started teaching at the school. From 2010 to 2012, the school had an 11% increase (76 points) in API on California Standardized Test scores across all grades. Parent participation in teacher conferences in that same time period increased to 90% from just over 50% in 2005. A parent-run food bank now serves nearly 80 families a week and the number of parent-teacher conferences increased. Nearly half of Hillcrest students participate in after-school or summer school programs, based on a seamless relationship between the after-school, summer, and school day programs. The school has achieved these results by leveraging more than \$1.3 million through partnerships and grants, accounting for 30% of its operating revenue.

PLI kudos and bravos to all of the PLI alumni that have contributed to Hillcrest's success!

For more information about Hillcrest, visit: <http://www.communityschools.org/assets/1/AssetManager/Hillcrest%20Booklet.pdf> or email Richard Zapien at zapienr@sfusd.edu.

Alumni Spotlight

Burbank Elementary School: Respeto, Amor, and Animo

Walk into Burbank Elementary School in Hayward and you can feel what Norton Grubb and Lynda Tredway wrote about in *Leading from the Inside Out*. Burbank is a poster school for taking on the monumental task of leading a SIG school to dramatic changes in three years. Quantitative and qualitative evidence tell a story of a school committed to equity, excellence and rigor. By relying on the collective expertise of its teachers and building the relational trust between teachers and the school community, the school moved its API from 645 in 2008 to 841 in 2012. Further, Burbank earned a nomination for the National Blue Ribbon School Award in 2013.

Led by Principal Irma Torres-Fitzsimmons with the able co-leadership of PLI alumni Assistant Principal and Grants Manager Judith Alcala-Reveles (Cohort 7), Assistant Principal and “data king” Peter Wilson (Cohort 9) and Literacy Coordinator Angelica Alamillo-Perez (Cohort 1), in 2012 Burbank was the highest performing school in Hayward Unified School District, as well as the Alameda County ELL School Site of the Year.

In addition, qualitative evidence reveals the underlying story behind Burbank Elementary School’s success. Burbank fulfills all of the criteria for “exemplary” on Richard Elmore’s (2011) rubric for school improvement. Administrators share leadership with coaches, teachers, parents, and staff. A clear team structure (including vertical and horizontal teams with grade level team leaders and support from coaches and administrators) exemplifies how the school supports adults’ capacity for change. Teams make commitments to specific, targeted, and differentiated support to students. Administrators and coaches model key strategies, provide useful feedback to teachers, and empower teachers to have conversations about practice. Teachers routinely engage in professional learning facilitated by members of the staff, and they have developed a data analysis process that relies on formative student data to make instructional decisions iteratively.

The shared belief in the value of bi-literacy guides Burbank’s decisions. As stated in their Blue Ribbon School Award application: “What makes Burbank distinctive is our collective resolve to act on our principles and ambitions for equity and excellence. We mirror our constituents’ values and provide a window to our children’s futures by fostering the knowledge, skills, and dispositions required for success in 21st century America. Recognizing and attending to the whole child is at the center of a support system that subscribes to these fundamental values: respeto, amor, and animo (respect, love and encouragement). Our strong and shared commitment is anchored in a community of adults who work together for the common good.”

Congratulations to Judith Alcala-Reveles (now in the Hayward district office), Peter Wilson, Angelica Alamillo-Perez, and the whole Burbank Elementary team. Your example of reform gives us all hope and direction.

For more information about Burbank Elementary, contact Peter Wilson at pwilson@husd.k12.ca.us.

Show your PLI pride and start your holiday shopping!

Check out the PLI Online Store, featuring PLI apparel and merchandise, including hooded sweatshirts, long-sleeve t-shirts, hats, and more to keep you cozy this winter. All proceeds from the store will go toward supporting PLI. The store will be open through December 31st, so place your orders now!

All orders will be shipped directly to your home. Click [HERE](#) to start shopping!

The PLI Store will reopen for a limited time with new merchandise in the summer of 2014 for all our new students’ and graduates’ needs. Have thoughts on what you might like to see in the store next summer? Drop us a line at pli@berkeley.edu.

Staff Updates

Emerging Leader Award

Rebecca Cheung, PLI's academic coordinator, has just been named a Phil Delta Kappa Emerging Leader for 2013-2014. Cheung earned this distinction for her work to increase the number of school leaders in California who are committed to delivering an excellent 21st-century education to the state's most historically underserved students.

"California urgently needs school leaders who can meet the challenges of working in urban schools," Cheung said. "I take responsibility for recruiting, preparing, and inducting talented teachers to become school leaders who are committed to underserved students in the San Francisco Bay area."

Cheung is also dedicated to making the Principal Leadership Institute a model of high quality leader induction that equips leaders with the 21st-century skills necessary to deliver a relevant curriculum to students who are growing up in a high-tech, globalized world. "Future leaders must personally experience 21st-century teaching and learning, such as hybrid online courses, social media, e-portfolio and student assessment so that they can better understand, develop and support these environments in schools," Cheung said. "In the next few years, I plan to fully integrate these strategies into the PLI curriculum."

PDK International, the education association that has recognized Cheung as an up-and-coming leader in the K-12 profession, will host

PLI Academic Coordinator Rebecca Cheung (center), Daphannie Stephens, and Mr. Behring enjoying the Celebration of Leadership



Cheung and 25 other education change agents at a weekend networking event this December. The PDK Emerging Leaders will gather in Washington, D.C., meet with federal education policymakers, and share best practices with each other.

For more information on PDK's 2013-2014 Class of Emerging Leaders, go to www.pdkemergingleaders.org.

Good Luck, Daphannie

After five years with PLI, Daphannie Stephens (PLI Cohort 6) is leaving UC Berkeley to take on new challenges. In October, she started her new position coordinating coaching in multiple states for ConnectED: The California Center for College and Career. ConnectED is an organization that focuses on improving high schools through the "linked learning" strategy.

During her tenure with PLI, Daphannie shepherded several significant projects, including the development and implementation of a strategic plan for the Leadership Connection and the publication of the Leadership Connection Rubric in both print and

interactive web-based format. She co-authored a working paper on leadership evaluation, taught classes for several PLI cohorts, managed relationships with school districts who contracted for coaching, and coordinated several large-scale fundraising events.

We truly appreciate Daphannie's substantial contributions to the development of the organization and we wish her the best in her new position!

Do you know a great candidate for PLI?

Encourage them to apply. The 2014-2015 PLI application deadline is December 13, 2013.

Leading from the Inside Out

Since departing from PLI in early 2013, Lynda Tredway has remained engaged in the work of “leading from the inside out” in school districts, universities, and a nonprofit organization. She is in the Bay Area regularly to support Oakland principals and the Leadership Task Force in the design and use of a rubric for professional learning and evaluation, under the direction of Kyla Johnson-Trammel (PLI Cohort 3), Associate Superintendent for Curriculum, Instruction, and Leadership, and well-supported by Janette Hernandez. Many additional PLI alumni have been engaged in this work, including: Cheryl Lana, Ron Smith, Carin Geathers, Monica Guzman, Monica Moreno-Bowie, Eyana Spencer, Michael Hatcher, Edith Jordan, Sondra Aguilera, and Jerome Gourdine.

As part of the project, she is co-authoring a chapter for the *Handbook on Urban School Leadership* with Jessica Rigby (Postdoctoral Fellow, Vanderbilt University) and Christopher Thomas (Assistant Professor, University of San Francisco) documenting the work. The chapter analyzes the video scripts of 10 principals in Oakland with an eye toward how the equity dimension on the Oakland rubric is showing up in their daily work.

Continuing the work of facilitating conversations on equity, she is working with the Northeast Leadership Academy (NELA) at North Carolina State University. Through NELA and a national group called the Community Learning Exchange (CLE), she was on the host team of a learning exchange in October with the theme of SANKOFA: How do we look back to go forward? What does racial healing look like in

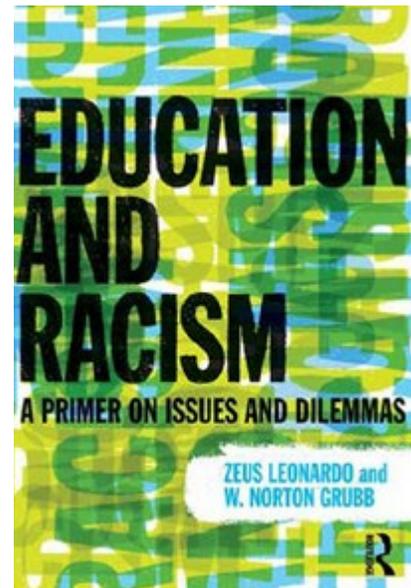
schools and communities. As a part of her work with the CLE, she is co-authoring a chapter on “Meaningful Conversation” in a book of signature pedagogies of the CLE.

Finally, in collaboration with Kwesi Rollins, she has launched a national project at the Institute for Educational Leadership called Leaders for Today and Tomorrow (LT2)/ Los Líders part Hoy y Mañana. The LT2 project is designed to coalesce university programs and school districts dedicated to democratic education for the public good and the intentional preparation, professional learning, and evaluation of school leaders that honors the complexities of the leaders’ work in our most vulnerable communities and schools. PLI and the Oakland leadership initiative are anchor projects in the LT2.

But the most important news of all—her daughter, Ayanna, is getting married to her longtime friend, Jeph Lazarus, in her home in December. She is over the moon!

Brill Moves to San Lorenzo

PLI Instructor Fred Brill has accepted the position of superintendent for San Lorenzo Unified School District. Fred left his post as superintendent of Lafayette School District to take on his new role in San Lorenzo in early October. Of his new position, Brill said, “I’m really excited to help and support a diverse K-12 district that has a lot of initiatives focused on improving achievement for ALL students.” In his new position, Fred is looking forward to working with PLI graduates who are principals in San Lorenzo Unified. In addition to his work in San Lorenzo, Fred will continue to serve as an instructor with PLI.



A New Book and a New Project

PLI Faculty Coordinator Norton Grubb has been busy this year, despite his retirement after 28 years at UC Berkeley. His book, *Education and Racism*, co-authored with Zeus Leonardo was released by Routledge in September. The book covers various dimensions of institutional racism, including tracking and segregation, the effects of high stakes testing and accountability, and resources—a favorite topic of Norton’s.

Norton is now contemplating a project on what works in high schools, reviewing the somewhat meager research on that level. He would love to hear from any PLI alumni currently working in high schools about specific practices that have worked for them and/or their school sites, so please reach out to him at wngrubb@berkeley.edu.

Though he has “officially” retired, Norton continues to support the work of PLI, collaborate closely with Rebecca on the development of the program, and advocate on behalf of PLI to the greater UC Berkeley community.

Are you looking for new professional reading? Do you want to keep up with the latest additions to the PLI curriculum?

Look no further! Here are a few suggestions for you:

Creating the opportunity to learn: Moving from research to practice to close the achievement gap

by A. Wade Boykin and Pedro Noguera

Understanding white privilege: Creating pathways to authentic relationships across race

by Frances E. Kendall

What every principal needs to know to create equitable and excellent schools

edited by George Theoharis and Jeffrey S. Brooks

Datawise: A step by step guide to using assessment results to improve teaching and learning

edited by Kathryn Parker Boudett, Elizabeth A. City, and Richard J. Murnane

Inquiry: A districtwide approach to staff and student learning

by Nancy Fichtman Dana, Carol Thomas, and Sylvia Boynton



Cohort 12's Dan MacDonald, Sama Hromnick, Jen Sethasang, and Isabelle McDaniel enjoying the Celebration of Leadership

Share your accomplishments, accolades, and stories with us

for inclusion in future Annual Updates and dispersion via our LinkedIn group and Facebook pages. Email us at pli@berkeley.edu. We'd love to hear from you!

Be on the lookout for the 2013 PLI Alumni Survey

, landing in your inbox in the coming days. Your responses let us know how we can better serve you as alumni, so please take a few minutes to respond. Our goal is 100% participation!

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Graduate School
of Education

Principal Leadership Institute
3653 Tolman Hall #1670
Berkeley, CA 94720-1670
510-643-7458

<http://principals.berkeley.edu>

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