

**Leading Student Achievement:
Our Principal Purpose**

**Diriger la réussite des élèves :
notre ligne directrice**

August 2007

**Dr. Kenneth Leithwood Presents
Taking the Project to the Next Level**

DVD & Facilitator's Guide

*A partnership between
the Literacy and Numeracy Secretariat and
the Provincial Principals' Associations
(ADFO, CPCO and OPC)*



**The Literacy and Numeracy Secretariat
Le Secrétariat de la littératie et de la numératie**



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Taking the Project to the Next Level DVD

On this DVD you will find ...

- Segmented Video of Dr. Kenneth Leithwood's *Taking the Project to the Next Level* Presentation
- WMV Version of Dr. Kenneth Leithwood's *Taking the Project to the Next Level* Presentation
- *Taking the Project to the Next Level* Facilitator's Guide
- *Taking the Project to the Next Level* (Leithwood, 2007)
- Technical Appendix to *Taking the Project to the Next Level* (Leithwood, 2007)
- PowerPoint Slides
- Leithwood (2007) Reflection Templates
- Facilitator's Guide Activity Chart Templates

This DVD is playable on a regular DVD player or in the DVD drive of your computer. The DVD will not work in the CD-ROM drive of your computer. Additional Resources need to be accessed from your computer and instructions for doing this, are located in Appendix 1. The video is also provided in a WMV format to enable you to use the video segments in other presentations. Instructions on how to insert a video segment into a PowerPoint presentation are included in this guide Appendix 2.

Taking the Project to the Next Level – August 2007

Dr. Kenneth Leithwood is a Professor of Educational Leadership at the Ontario Institute for Studies in Education, of the University of Toronto. Dr. Leithwood leads the research component of the LSA project, assessing the effectiveness of the project in meeting its mandate and setting directions and providing priorities for each year.

In this address, Dr. Leithwood explains the concept of “project,” focusing particular attention on the assessment component. He then outlines the objectives to guide the LSA initiatives during 2007–2008 and presents the new priorities for the project within this time frame. He concludes by providing a synthesis of the core practices of successful leaders.

Resources: The following resource materials can be accessed on the DVD or online at <http://www.curriculum.org/LSA/>:

1. *Taking the Project to the Next Level*: This paper written by Dr. Leithwood is the basis of his presentation. In it, he outlines the objectives for the LSA project in 2007–2008 and explains in detail the five school conditions which comprise the focus for improvement within this time period.
2. Dr. Leithwood refers to the Technical Appendix to *Taking the Project to the Next Level* (Leithwood, 2007) throughout his presentation.
3. The PowerPoint slides used by Dr. Leithwood at the LSA August 2007 Symposium are aids to highlight the main points of his presentation.
4. The reflection templates distributed at the conclusion of Dr. Leithwood’s presentation are a means of directing discussion regarding the objectives for the LSA project as well as the school conditions that positively impact student learning.
5. The templates for all the charts used in the activities throughout the facilitator’s guide have been provided so that you can easily print copies for your group.

Contact: For additional information or clarification, contact Dr. Leithwood at kleithwood@oise.utoronto.ca

For additional copies of the DVDs and facilitator’s guides, contact Curriculum Services Canada at 1-800-837-3048.

Segments:

- 1...Introduction: The Concept of ‘Project’
- 2...Objectives to Guide LSA Initiatives over the Next Year
- 3...Key School Conditions Which Have Important Impact on Student Achievement
- 4...Core Practices of Successful Leaders
- 5...Conclusion

1...Introduction: The Concept of 'Project'

(Length: 9 minutes)

Synopsis:

Leithwood gives a detailed explanation of the components of projects.

Look for the following:

- The components of a project
- The key factor determining the success level of educational projects
- The challenge facing the LSA project
- The assessment component of the LSA project in 2007–2008

After viewing Segment 1:

- Why is the assessment component of the LSA project such an important part of the process?

2...Objectives to Guide LSA Initiatives over the Next Year

(Length: 14 minutes)

Synopsis:

Leithwood outlines the three major objectives to guide LSA initiatives in 2007–2008 and then adds a fourth. He also highlights two existing priorities that warrant ongoing attention in the LSA project.

Look for the following:

- The three objectives recommended by the results of previous evaluation of the LSA project
- The fourth objective arising from the challenge of continuing the momentum of increasing literacy and numeracy achievement in schools
- The two existing priorities that warrant ongoing attention in the LSA project
- The characteristics which identify a mature PLC
- The definition of “focused instruction”

After viewing Segment 2:

- Replay this segment in order to complete the next two tasks (or explain the tasks prior to the initial viewing with instructions to take notes).

Task 1: Complete the chart while viewing Dr. Leithwood's presentation *Objectives to Guide LSA Initiatives over the Next Year*.

Three Objectives to Guide LSA Objectives in 2007–2008
1.
2.
3.
An additional fourth objective:

Task 2: The most critical classroom learning condition is the quality of instruction provided to students. A very recent study has found significant positive effects of what the researchers have labelled a “focused” approach toward instruction. List characteristics of this method of instruction.

Characteristics of “Focused Instruction”

3...Key School Conditions Which Have Important Impact on Student Achievement

(Length: 18 minutes)

Synopsis:

Leithwood points out that in addition to classroom instruction, there are five school-level conditions that have powerful direct effects on student learning. These conditions are properties of the group and are “soft” rather than “hard” in nature. He provides an explanation for each of these conditions.

Look for the following:

- Academic press
- School disciplinary climate
- Collective teacher efficacy

- Teacher trust in colleagues, parents, and students
- Time for learning

After viewing Segment 3:

- What concrete actions might you and your colleagues take to improve the five key school conditions in your schools?
- In what areas will you and you colleagues need the most support? What form might this support take?

Five Conditions

Condition	Action for Improvement	Support Needed
Academic press		
Disciplinary climate		
Collective teacher efficacy		
Teacher trust in colleagues, students, and parents		
Time for learning		

4...Core Practices of Successful Leaders

(Length: 10 minutes)

Synopsis:

Leithwood describes a number of leadership practices that are demonstrated by successful leaders. These practices cross contexts. In other words, though the manner in which the practices are enacted may change, the practices themselves remain constant.

Look for the following:

- Setting directions
- Developing people
- Redesigning the organization
- Managing the instructional program

After viewing Segment 4:

Review each of the leadership practices, defining each and showing its connection both to developing the five school-level conditions that are the priority for 2007–2008 and to meeting the three objectives of the LSA project designated for this time period.

Leadership Practice	Definition	Connection to School-Level Conditions and LSA Objectives
Setting directions		
Developing people		
Redesigning the organization		
Managing the instructional program		

Digging deeper:

Refer to Table 1, “A Synthesis of Instructional Leadership Practices,” included at the end of Leithwood’s paper *Taking the Project to the Next Level*.

5...Conclusion

(Length: 2 minutes)

Synopsis:

Leithwood concludes by noting that this presentation has provided the direction for the coming year, and he instructs participants to spend time thinking about the issues. He refers to a template to direct discussion on the objectives for 2007–2008 as well as the five school-level conditions which are to be the focus for improvement within that time frame.

Look for the following:

- There are specific directions for the LSA project in 2007–2008.
- These directions are to be carefully considered by all participants in the project and priorities are to be established based on the objectives and the five school-level conditions.

After viewing Segment 5:

- At this point, distribute Dr. Leithwood’s paper *Taking the Project to the Next Level*, (<http://www.curriculum.org/LSA/home/shtml>) and organize the participants into groups of five to discuss the portion of the article titled “New Priorities for the

LSA Project: School Conditions with Powerful Direct Effects on Student Learning.”

Task 1: Each person in the group selects a school condition to study.

Person 1 – Academic press

Person 2 – School disciplinary climate

Person 3 – Collective teacher efficacy

Person 4 – Teacher trust in colleagues, students, and parents

Person 5 – Time for learning

Task 2: Each person reads the section on his/her chosen school condition and makes the appropriate notes in the chart provided. (Provide a time frame for this assignment.)

Task 3: Each person presents to the group an explanation of his/her chosen condition and outlines the leadership practices that promote the development of this condition in a school. Group members add this information to their charts. (Provide a time frame for this sharing activity.)

School Conditions with Powerful Direct Effects on Student Learning

Condition	Definition	Leadership Practices
Academic press		
School disciplinary climate		
Collective teacher efficacy		
Teacher trust in colleagues, students, and parents		
Time for learning		

- Once this activity has been completed, each principal needs to determine the current level of development of these conditions in his/her school, along with what leadership practices would be most effective to further develop each condition in his/her school context, and the priority each condition will have within the school in the coming months. Have principals work in partners and use the following table as a guide for their analytical discussion. (Establish a time frame for this discussion, taking into consideration that this task requires in-depth analysis.)

Condition	Level of Development 1 – Low; 5 – High	Leadership Practice as First Step to Development	Priority Level
Academic press			
Disciplinary climate			
Collective teacher efficacy			
Teacher trust in colleagues, students, and parents			
Time for learning			

Appendix 1 – Accessing the Additional Resources

How to Access the Additional Resources on the DVD

To access the multi-media resources in Windows... insert the DVD into the DVD drive of your computer. An options box will open; select “Open folder to view files.” If a new window does not open, go to “My Computer” which can be accessed from the “Start” menu. Right click on the DVD drive, and select “Open.” Folders and files can be opened from the DVD or copied to your desktop and opened from there.

To access the multi-media resources in Mac OS X... insert the DVD into the DVD drive of your computer. Then exit from the DVD player (typically the player opens automatically when a DVD is inserted into the drive). Select the DVD icon. Folders and files can be opened from the DVD or copied to the desktop and opened from there.

For instructions on copying folders and files to your desktop, see Appendix 3.

NOTE: In order to watch the WMV version of the video material, use Windows Media Player. Most PCs will have Windows Media Player installed already. If you do not have Windows Media Player on your computer, it can be downloaded at:
<http://www.microsoft.com/windows/windowsmedia/download/AllDownloads.aspx>

Appendix 2 – Inserting Video into PowerPoint

How to Insert a Video Segment into a PowerPoint Presentation

On this DVD you will find WMV versions of all segments of the webcast. To insert a video segment into a PowerPoint follow the directions below:

1. Open PowerPoint.
2. Create a new PowerPoint presentation.
OR
Open an existing PowerPoint presentation to which you wish to add video.
3. Insert a DVD into the DVD drive of your computer.
4. If a new window pops up and asks you how you would like to view the files on the disc, choose “Open folder to view files.”
OR
If a new window does not open, go to My Computer which can be accessed from the Start menu. Once the My Computer window has opened, double-click on the icon shaped like a disc, which will likely be labeled D or E.
5. Save the video segment that you would like to insert into a PowerPoint into the same folder that the PowerPoint presentation is saved in on your computer. Instructions on how to save video files on your computer are available in Appendix 3.

NOTE: Video files that have been saved onto your computer can be cropped and edited into smaller clips using Movie Maker (free on PCs) or iMovie (free on Macintosh).

6. While displaying the slide that you would like to insert the video, click on Insert in the PowerPoint menu bar.
7. Under Insert, select Movies and Sounds.
8. Click on Movie from File.
9. A window will pop up which will ask you to find the video file that you would like to add.
10. Find and select the video file that you saved earlier in step 5.
11. Once you choose the video file you need, another window will pop up and ask if you want your movie to play automatically when you enter the slide or to play when it is clicked. Choose your preference.
12. You will notice that the starting image of your movie is now displayed on the slide.

Appendix 3 – How to Save Files to Your Computer

The PDF files and WMV video files can all be copied and saved to your computer using either of the following methods for copying and pasting files.

Method 1

1. Right-click on the file and choose Copy.
2. Right-click within any folder that you would like to save it in, and choose Paste.

Method 2

1. Left-click on the file you would like to save, so that the file is highlighted.
2. Simultaneously press Ctrl and C (for Macintosh users, Command + C) to copy the file.
3. Left-click within any folder that you would like to save the file in, and simultaneously press “Ctrl” and “V” (for Macintosh users “Command” and “V”) to paste the file there.

For Macintosh users, the “Command” key is the key with the following symbols:



NOTE: All video files you would like to insert into your PowerPoint presentation must be saved in the folder containing the PowerPoint file.

If you save a PowerPoint presentation to another location (i.e., a memory stick, CD, etc.) you must also save the video in the same location in order for the video to play. This means that if you transfer the presentation to another computer, you must transfer the video files with it. Otherwise the video will not link to the PowerPoint presentation.