

**Vision:** ELEVATE seeks to improve LEA and school systems in order to significantly increase and sustain quality outcomes for all Arizona Students.

**Mission:** ELEVATE develops and empowers LEA and school leaders to focus on equity, improving teaching and learning that results in rapid and significant gains in student achievement

**ELEVATE Theory of Action**

**If** we develop equity-focused leaders' skills and competencies to facilitate systemic change by creating and sustaining

a high quality, cohesive instructional infrastructure

a strong culture of learning and high expectations for all

a strategic, evidence-based talent management system

**Then** student achievement significantly improves, and student subgroup achievement gaps are reduced

**Read what your colleagues think about ELEVATE**

"I just have to say that I learned so much at the ELEVATE training these last 3 days. My team was fully engaged and focused on increasing student achievement in our high school that is in school improvement. Our plan incoming together, thanks to the amazing opportunities and resources the training has provided."



"This was such an amazing experience. I feel that I really got to know my colleagues more and that we did work that our school has been needing for very long time. We have asked for this opportunity for many years and am very thankful that I was invited to participate."



## Contact Information

### Arizona Department of Education Support and Innovation

SchoolImprovementInbox@azed.gov



(602) 542-2291

(602) 364-0379



For more ELEVATE information visit our website at:

<http://www.azed.gov/improvement/elevate/>



An evidence-based, executive leadership program developed and presented by the Support and Innovation Unit of the Arizona Department of Education in collaboration with WestEd. ELEVATE centers on equity-focused leadership and develops the knowledge, competencies and skills necessary for systematic and systemic change by strengthening the culture of learning and high expectations for all, instructional infrastructure and talent management at the systems level within LEAs and schools.





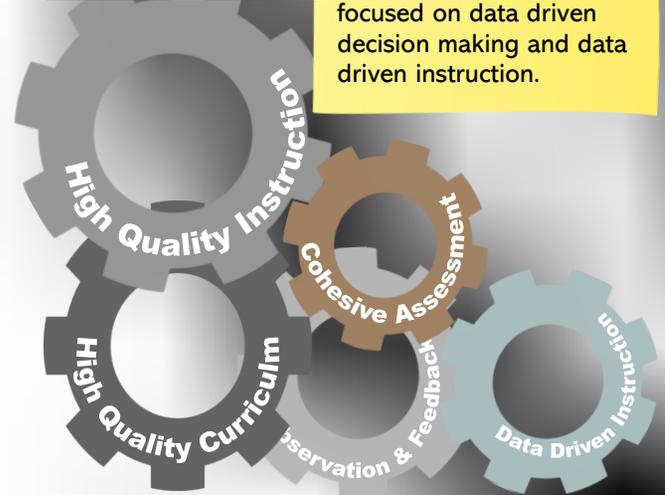
**Talent Management**  
 Develop a comprehensive system to support an environment or effective recruitment, on-going support, and retention.



**Culture**  
 Cultivate a strong culture where high expectations for all learners are evident and embraced by school



**Instructional Infrastructure**  
 Implement high quality curriculum and instruction, including an observation and feedback system and a cohesive assessment system focused on data driven decision making and data driven instruction.



# Equity-Focused Leadership

## What to Expect

### Systemic Turnaround and Improvement

**All ELEVATE participants can expect exciting learning opportunities that include**

**Culture, Instructional Infrastructure and Talent Management Continua**  
 Initial Diagnostic to determine current state

#### Strengths-based

StrengthsFinder® with participating principals and LEA Leadership to support strength-based teams

#### Professional Learning

The professional learning begins with the November LEA Boot Camp. Four professional interactive learning convenings are held each year in the Phoenix area, typically in January/February, May, August, and October. Site leadership teams (School Principal plus a 3 or 4 person school leadership team) and an LEA leadership team (Superintendent plus key LEA leaders, including principal supervisors and special education director) must participate in all convenings.

#### Ongoing Mentoring

ELEVATE mentors provide school leaders onsite mentoring a minimum of twice each month. ADE Support and Innovation Program Specialists work with schools to complement and enhance the



## Program



### Short-term goals

- Develop equitable instructional infrastructure that includes high-quality curriculum and instruction, observation and feedback, and a cohesive assessment system focused on data driven instruction
- Improve culture of equity, learning and high expectations for all
- Establish effective talent management systems

### Long-term goals

- Improve equity-focused leadership competencies
- Improve teacher practices
- Achieve significant gains in student achievement
- Reduce achievement gaps between student subgroups
- Sustain highly effective equitable LEA and school systems

### Participating School Results

- ⇒ **43%** showed proficiency gains between 10% and 25% on AzMERIT ELA and Math
- ⇒ **54%** showed proficiency gains between 5% and 9% on AzMERIT ELA and Math

### How can ELEVATE be funded?

Systemic Leadership Grants are available for LEAs with CSI and/or TSI

