



**School Support
& Improvement**

Cohort 7 Application

TALENT MANAGEMENT: Develop a comprehensive system to support an environment of effective recruitment, retention, and people development.

CULTURE: Cultivate a strong culture where high expectations for all learners are evident and embraced by the school and community.

INSTRUCTIONAL INFRASTRUCTURE: Implement high quality curriculum and instruction including an observation and feedback system, a balanced, cohesive assessment system focused on data driven instruction and data driven decision making.

ELEVATE Cohort 7 Application

*For questions and assistance with applications: Christina Aldrich (602) 364-2202 or Devon Isherwood (602)-364-0379
Email applications to: Christina Aldrich christina.aldrich@azed.gov*

Applications	<i>Applications are accepted and reviewed throughout the year. Applications due by May 1, 2023</i>
Grant Funding	<i>FY23 Systemic Leadership Grant opens March 1, 2023 and closes May 30, 2023.</i>
Convening Dates	<p>Boot Camp: LEA and Principals Only Aug 21-22, 2023</p> <p>#1: September 25-27, 2023</p> <p>#2: November 13-15, 2023 (Virtual)</p> <p>#3: January 29-31, 2024</p> <p>#4: March 18-20, 2024 (Virtual)</p> <p>#5: May 6-8, 2024 (Virtual)</p> <p>#6: September 23-25, 2024</p> <p>#7: November 18-20, 2024 (Virtual)</p> <p>#8: January 27-29, 2025</p>
<p>Day 1</p> <p><i>Part 1 (approx. 8am-10am) - LEA Team</i></p> <p><i>Part 2 (approx. 10:15am-3:30pm) - LEA and Principals</i></p> <p>Day 2 and 3 LEA and School Teams</p>	

Elevate is an evidence-based, executive leadership program developed and presented by the School Support and Improvement Unit of the Arizona Department of Education in collaboration with WestEd. ELEVATE centers on equity-focused, strength-based 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.

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; and
- a strategic, evidence-based talent management system

Then student achievement significantly improves, and student subgroup achievement gaps are eliminated

1. LEA Information

Provide the following information for the LEA.

LEA Name			
Mailing Address			
Physical Address			
Phone Number			
Superintendent		Phone #	Email
Secondary Contact		Phone #	Email

2. LEA Level Participants (small LEAs, minimum of 2) The LEA Team includes the Superintendent and the principals' supervisor, if other than the Superintendent, as well as other LEA leaders who will have primary responsibility for ensuring implementation and sustainability of the ELEVATE goals. It is recommended that other LEA Leadership Team members include Assistant Superintendents and/or directors of Curriculum and Instruction, Assessment, Student Services, SPED, ELL, and Federal Program Director, if appropriate.

Name	Role	Email	Phone Number
	Superintendent		

3. Please share why your LEA is interested in participating in ELEVATE.

4. Recognition of the need for change and willingness to create and implement a plan of action is essential to any systemic improvement initiative. Briefly describe why your LEA and selected schools are ready and willing to implement systemic changes.

5. Describe the LEA's demographics including size, number of schools and the communities you serve?

6. Describe the teaching and administrative staff; veteran teachers/administrators vs. beginning teachers/administrators, certified vs. noncertified, turnover, etc.

7. What are the LEA's current major initiatives? Please provide a copy of the districts strategic plan and district wide goals. (If applicable)

8. Does your LEA currently partner with any external provider or third-party organizations for purposes such as data systems, talent recruitment, professional development, or mentoring? If so, please briefly describe who and their role.

9. **School Participation**
ELEVATE is about systemic change, therefore when determining schools to participate, please consider:
 - a. Schools identified as Comprehensive or Targeted Support and Improvement (must be included to be eligible for grant funding)
 - b. All schools in smaller or midsized LEAs
 - c. In larger LEAs, schools that strategically fit together; serve like populations or schools in a feeder pattern
 - d. Schools with the capacity and commitment to implement systemic change

Total number of schools in the LEA? _____

Number of schools participating _____

List the participating schools below:

School Name	School Principal(s) Name	Federal Label CSI TSI both neither

*Add more lines as needed

School teams will consist of the principal and 3-4 other team members (Asst. principal, teacher leaders, instructional coach, etc.). Specific names and roles of these team members will be requested prior to first convening.

To help us better understand the needs of the school and assign a mentor for the site principal(s) please answer the following:

School name	Unique needs of school	Desired outcomes to be achieved after completion of Elevate	Any unique programs, strategies and/or practices

LEA and school leadership development is foundational to systemic school improvement. System ownership is critical to sustainable success. The ELEVATE program is committed to working collaboratively with LEA and school teams to improve systems to improve outcomes for all students.

The LEA's commitment is essential in this process.

LEA Commitments

LEA Leaders commits to:

- Making ELEVATE a top LEA priority
- Full team, including Superintendents, attendance at all eight, three-day convenings
- Communicating with internal and external stakeholders the commitment and purpose of participating in ELEVATE
- Participating in two-day LEA Leadership Bootcamp
- Participating in Gallup Strengths Finder to support a strength-based approach to leadership development
- Supporting administration of the Panorama Surveys to gather, analyze and use student and staff voice data
- Attending and actively participating in all eight, three days ELEVATE convenings
- Using the ELEVATE culture of learning and high expectations for all, instructional infrastructure, and talent management continua to guide and monitor growth
- Having an ELEVATE mentor to provide on-site support for the school leader at least twice per month
- Conducting monthly site visits to participating schools and principals to observe implementation of ELEVATE learning and the implementation plans

School Commitments

School Leaders commit to:

- Making ELEVATE a top school priority
- Attending and actively participating in all eight ELEVATE Convenings with the School Leadership Team
- Implementing new learning from the convenings
- Participate in Strengths Finder by Gallup to support a strength-based approach to leadership development

- Administering the Panorama Surveys to gather, analyze and use student and staff voice data
- Using the ELEVATE culture of learning and high expectations for all, instructional infrastructure, and talent management continua to guide and monitor growth
- Creating and implementing implementation (90-day) plans based on the SIAP, including evidence of growth
- Meeting at least twice a month with assigned ELEVATE mentor focusing on ELEVATE learning and implementation plans

Superintendent Signature: _____ Print Name _____ Date _____ or

Charter Holder Signature: _____ Print Name _____ Date _____

Principal signatures

Signature: _____ Print name _____ School _____ Date _____

Signature: _____ Print name _____ School _____ Date _____

Signature: _____ Print name _____ School _____ Date _____

Signature: _____ Print name _____ School _____ Date _____

Signature: _____ Print name _____ School _____ Date _____

Signature: _____ Print name _____ School _____ Date _____

Add lines as needed