

# Illinois Cohesive Leadership System

WHAT

- New Principal Mentoring
- New Superintendent Mentoring
- Ongoing Evaluation

- Teacher Leader Endorsement
- NBCT Focused Program for Principal Preparation
- Rigorous & Relevant Preparation Programs

- Ongoing Evaluation
- Certificate Renewal through Professional Development
- Voluntary Master Principal Endorsement
- Use of Data for Continuous Improvement
- Trained as Mentors

Experienced

- Redesigned Illinois Administrators Academy (IAA)
- Time Studies (SAMS)
- Incentives for leading high needs schools
- Annual working conditions survey

Novice

- Leadership coaches
- Team-based leadership training

Aspiring

- District/University Partnerships
- Purposeful recruitment & leadership pipelines
- Rigorous selection

Leader Career Continuum

HOW

## FOUNDATIONS:

- Illinois Professional School Leader Standards
- Highly Effective Principal Definition
- Outcome-Based Standards for Preparation Programs

## Illinois Cohesive Leadership System

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Illinois has worked in a grass-roots fashion to establish several policies, enacted through legislation, which lay the groundwork for its Cohesive Leadership System. Public Act 094-1039 passed the Illinois General Assembly in spring 2006 with unanimous support, something that is rarely done in a complex and political state like Illinois.

Key provisions of the legislation included: 1) a statewide mandatory mentoring program for all new principals; 2) mandatory evaluation of all principals in the state; 3) a statewide program for principals to become master principals; 4) a task force to make recommendations for improving the professional development structure for administrators through the Illinois Administrators Academy; 5) an expedited certification for the principalship for National Board Certified Teachers (NBCTs); and, 6) a state-recognized teacher leadership endorsement. Illinois' leadership initiatives are rooted in its state professional leader standards and designed to build on existing leadership policies.

**Illinois' Cohesive Leadership System (CLS) looks at the entire leader career continuum, from aspiring to novice to experienced leaders. The CLS will build on this earlier work by focusing on the following four elements:**

- **Outcomes-based standards**, defining clear expectations for skills and behaviors and including a state definition of Highly Effective Principal (HEP), using national resources as guides in principal training, continuous development, and evaluation;
- **Strengthened leadership training** with greater mechanisms of accountability for all 30 of the state's principal preparation programs;
- **Team-based leadership training** for union leaders, superintendents and school board members, building skills and creating capacity for shared leadership among groups that impact the work of school leaders; and coordinated training for secondary school leaders in the Chicago Public Schools and Springfield School District, based on the New York City Leadership Academy and Chicago's work with the Gates-funded Transformation High Schools; and,
- **Building a system of conditions that supports distributed leadership capacity-building within schools**, rooted in outcomes-based standards monitored through a statewide data infrastructure, creating the capacity for data-driven state and local policies, including an adaptation of a time study concept in Chicago Public Schools and Springfield School District, and state and district incentives to place highly effective principals in schools with the most challenging conditions.

The governance model for Illinois' leadership initiatives is led by an Executive Committee, the decision-making body, which includes membership from the Governor's Office, legislators from each of the four caucuses, the State Superintendent, Executive Director of the Board of Higher Education, state teacher's union, state principals' association, Chicago Public Schools, the business roundtable, and Large Unit District Association. An Illinois leadership consortium meets every three months and is open to anyone interested in participating.

More information about Illinois' leadership initiatives can be found by visiting the following web site: <http://www.coe.ilstu.edu/eafdept/centerfordpolicy/initiatives/il-saelp.shtml> or by contacting Erika Hunt at [elhunt@ilstu.edu](mailto:elhunt@ilstu.edu).