

# VIRGINIA BEACH CITY PUBLIC SCHOOLS CHARTING THE COURSE

# **Dispositions of Leadership**

## VBCPS Coaching Framework for Excellence in Teaching and Learning

**Shared Leadership-** engages the school community in a strategic manner to share in learning, thinking and decision making; enables and empowers others to act; creates a culture of shared ownership between students, teachers and the school community.

Course Code	Start Date	End Date	Course Title	Hours
Course Code	Start Date	End Date	Course Title	Hours
HLTH - AED, CPR, First Aid	9/19/18	9/19/18	First Aid: American Heart Association Certification	4
, - ,				
HLTH - AED, CPR, First Aid	10/16/18	10/16/18	First Aid: American Heart Association Certification	4
HLTH - AED, CPR, First Aid	11/26/18	11/26/18	First Aid: American Heart Association Certification	4
HLTH - AED, CPR, First Aid	12/12/18	12/12/18	First Aid: American Heart Association Certification	4



HLTH - AED, CPR, First Aid	1/15/19	1/15/19	First Aid: American Heart Association Certification	4
HLTH - AED, CPR, First Aid	2/11/19	2/11/19	First Aid: American Heart Association Certification	4
HLTH - AED, CPR, First Aid	3/13/19	3/13/19	First Aid: American Heart Association Certification	4
HLTH - AED, CPR, First Aid	4/23/19	4/23/19	First Aid: American Heart Association Certification	4
HLTH - AED, CPR, First Aid	5/13/19	5/13/19	First Aid: American Heart Association Certification	4
LEAD - Leadership Development	7/10/18	7/11/18	Teacher Leader Series: Professional Learning Communities Facilitation Institute	10
LEAD - Leadership Development	7/17/18	7/18/18	Teacher Leader Series: Professional Learning Communities Facilitation Institute	10
LEAD - Leadership Development	8/7/18	8/8/18	Teacher Leader Series: Professional Learning Communities Facilitation Institute	10
NURS - Nursing Staff	9/17/18	9/17/18	BLS for Clinic Staff	4
NURS - Nursing Staff	10/17/18	10/17/18	BLS for Clinic Staff	4



NURS - Nursing Staff	11/27/18	11/27/18	BLS for Clinic Staff	4
TVOICE - TVUISING Staff	11/2//10	11/27/10	BES for Chine Staff	
NURS - Nursing Staff	12/10/18	12/10/18	BLS for Clinic Staff	4
NURS - Nursing Staff	1/16/19	1/16/19	BLS for Clinic Staff	4
NURS - Nursing Staff	2/13/19	2/13/19	BLS for Clinic Staff	4
NURS - Nursing Staff	3/12/19	3/12/19	BLS for Clinic Staff	4
NURS - Nursing Staff	4/22/19	4/22/19	BLS for Clinic Staff	4
NURS - Nursing Staff	5/15/19	5/15/19	BLS for Nursing Staff	4
PROF - Other Professional			VDCDS Landarship Anadamy (Bort 1	
Learning	6/26/18	6/26/18	VBCPS Leadership Academy (Part 1, Session 1)	6
DDOE Other Professional			VDCDS Landarship Academy (Bert 1	
PROF - Other Professional Learning	6/27/18	6/27/18	VBCPS Leadership Academy (Part 1, Session 2)	6
PROF - Other Professional			VDCDS Landarship Academy (Bert 2	
Learning	7/30/18	7/30/18	VBCPS Leadership Academy (Part 2, Session 1)	6



PROF - Other Professional			VBCPS Leadership Academy (Part 2,	
Learning	7/31/18	7/31/18	Session 2)	6

- Berry, B. (Feb. 20, 2017). Bold Teacher Leadership for Equity and Excellence in Public Education: Lessons for Administrators. Center for Teaching Quality. Retrieved from <a href="https://www.teachingquality.org/content/blogs/barnett-berry/bold-teacher-leadership-equity-and-excellen-ce-public-education-lessons">https://www.teachingquality.org/content/blogs/barnett-berry/bold-teacher-leadership-equity-and-excellen-ce-public-education-lessons</a>
- Glickman, C.D., Gordon, S.P., & Ross-Gordon, J.M. (2014). *SuperVision and instructional leadership: A developmental approach*, 9<sup>th</sup> ed. Boston: Pearson Education, Inc.
- Hauserman, C.P. & Stick, S.L. (2013). The leadership teachers want from principals: Transformational. *Canadian Journal of Education*, 36(3), 184-203.
- Teague, G.M. & Anfara, V.A. (2012). What research says: Professional learning communities create sustainable change through collaboration. *Middle School Journal*, 44(2), 58-64.
- Sergiovanni, T.J. & Green, R.L. (2015). *The Principalship: A reflective practice perspective, 7<sup>th</sup> ed.* Boston: Pearson.
- Senge, P., Cambron-McCabe, N., Lucas, T., Smith, B., Dutton, & J., Kleiner, A. (2012). *Schools that Learn*. Crown Publishing Group.
- Kouzes, J. & Posner, B. (2012). *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations, 5th Edition.* San Francisco: Jossey-Bass.
- Deal, T. & Peterson, K.D. (2016). Shaping School Culture: Pitfalls, Paradoxes, and Promises, 3rd ed. San Francisco: Jossey-Bass.
- Bierly, C., Doyle, B. & Smith, A. (Jan. 14, 2016). How Distributed Leadership Can Create More High-Performing Schools. *Bain and Company*. Retrieved from <a href="http://www.bain.com/publications/articles/transforming-schools.aspx">http://www.bain.com/publications/articles/transforming-schools.aspx</a>
- Kafele, B.K. (2015). Parental and Community Engagement. The Principal 50: *Critical Leadership Questions for Inspiring Schoolwide Excellence*. Alexandria, VA: ASCD, 71-76. Retrieved from
  - http://go.galegroup.com/ps/retrieve.do?resultListType=RELATED\_DOCUMENT&searchType=BasicSe archForm&userGroupName=virg3514&inPS=true&contentSegment=&prodId=GVRL&isETOC=true&docId=GALE|CX6364700017 (Virtual Reference Library)



**Change Leadership-** successfully leads change within the school, has begun work toward focusing teacher practices on creating a personalized learning environment for students; encourages and motivates individuals, not just the process; encourages an environment in which failing-forward is embraced.

Course Code	Start Date	End Date	Course Title	Hours
ENGL - English or			ESSENTIAL: Back to School	
Language Arts	8/13/18	8/13/18	Literacy Leader MEeting	3
ESL - English as a Second Language	7/30/18	7/30/18	ESSENTIAL: Title III Compliance and ESL Proram Workshop for High School ESL Administrative Contacts	3
ESL - English as a Second Language	8/9/18	8/9/18	ESSENTIAL: Title III Compliance and ESL Program Workshop for High School ESL Administrative Contacts	3
GUID - Guidance Services	9/17/18	12/10/18	The Adventure of Understanding Racial and Cultural Differences	9
INST - Instructional Strategies	9/12/18	4/24/19	Literacy Academy: Student-Centered Instructional Coacing Moves that Support Literacy, Math, and Instructional Technology	8
ITEC - Instructional Technology	8/2/18	8/2/18	Matt Miller Keynote: Dith That Textbook	1
ITS - Instructional Technology Specialists	6/20/18	6/21/18	Digital Learning Summer Summit: Instructional Technology Specialists' June Sessions	18



ITS - Intructional Technology Specialists	8/13/18	8/14/18	Digital Learning Summer Summit: Instructional Technology Specialists' August Sessions	18
ITS - Instructional Technology Specialists	9/28/18	9/28/18	ITS Professional Learning Series: September	3
ITS - Instructional Technology Specialists	11/2/18	11/2/18	ITS Professional Learning Series: November	3
ITS - Instrctional Technology Specialists	12/7/18	12/7/18	Secondary ITS Professional Learning Series: December	3
ITS - Instructional Technology Specialists	12/7/18	12/7/18	Elementary ITS Professional Learning Series: December	3
ITS - Instructional Technology Specialists	1/4/19		ITS Professional Learning Series: January	3
ITS - Instructional Technology Specialists	2/1/19	2/1/19	ITS Professional Learning Series: February	3
ITS - Instructional Technology Specialists	3/1/19	3/1/19	Secondary ITS Professional Learning Series: March	3
ITS - Instructional Technology Specialists	3/1/19	3/1/19	Elementary ITS Professional Learning Series: March	3
ITS - Instructional Technology Specialists	4/5/19	4/5/19	ITS Professional Learning Series: April	3
ITS - Instructional Technology Specialists	5/3/19	5/3/19	ITS Professional Learning Series: May	3



ITS -Instructional	(7/10	6/7/10	ITS Professional Learning Series:	
Technology Specialists	6/7/19	6/7/19	June	3
ITS - Instructional Technology Specialists	6/18/19	6/18/19	ITS Professional Learning Series: June	7
LEAD - Leadership Development	7/9/18	7/12/18	Crucial Conversations for School-Based Administrators	16
OPEC - Office of Programs for Exceptional Children	8/7/18	8/7/18	Assistant Principal Training- All Zones (Essential)	3
OPEC - Office of Programs for Exceptional Children	8/16/18	8/16/18	August Make Up Assistant Principal Training- All Zones (Essential)	3
OPEC - Office of Programs for Exceptional Children	11/14/18	11/14/18	Assistant Principal Training- All Zones (Essential)	3
OPEC - Office of Programs for Exceptional Children	11/15/18	11/15/18	November Make Up Assistant Principal Training- All Zones (Essential)	3
OPEC - Office of Programs for Exceptional Children	1/16/19	1/16/19	Assistant Principal Training- All Zones (Essential)	3
OPEC - Office of Programs for Exceptional Children	1/17/19	1/17/19	January Make Up Assistant Principal Training- All Zones (Essential)	3
OPEC - Office of Programs for Exceptional Children	4/10/19	4/10/19	Assistant Principal Training- All Zones (Essential)	3
OPEC - Office of Programs for Exceptional Children	4/11/19	4/11/19	April Make Up Assistant Principal Training- All Zones (Essential)	3



PROF - Other			VBCPS Leadership Academy (Part	
Professional Learning	6/26/18	6/26/18	1, Session 1)	6
PROF - Other Professional Learning	6/27/18	6/27/18	VBCPS Leadership Academy (Part 1, Session 2)	6
PROF - Other Professional Learning	7/30/18	7/30/18	VBCPS Leadership Academy (Part 2, Session 1)	6
PROF - Other Professional Learning	7/31/18	7/31/18	VBCPS Leadership Academy (Part 2, Session 2)	6
PSYC - Psychological Services	6/19/18	6/19/18	PBIS Cohort 3 Implementation Training	6
PSYC - Psychological Services	6/20/18	6/21/18	PBIS Cohort 4A Implementation Training	12
PSYC - Psychological Services	6/25/18	6/27/18	PBIS Cohort 4B Implementation Training	12
PSYC - Psychological Services	8/6/18	8/9/18	PBIS Cohort 2- Advacned Tiers Training	12
PSYC - Psychological Services	10/2/18	10/2/18	PBIS Implementation Training Cohort 3A	3
PSYC - Psychological Services	10/2/18	10/2/18	PBIS Implementation Training Cohort 3B	3



- Sergiovanni, T.J. & Green, R.L. (2015). *The Principalship: A reflective practice perspective, 7<sup>th</sup> ed.* Boston: Pearson.
- Glickman, C.D., Gordon, S.P., & Ross-Gordon, J.M. (2014). *SuperVision and instructional leadership: A developmental approach*, 9<sup>th</sup> ed. Boston: Pearson Education, Inc.
- Shieh, R.S. (2012). The impact of technology-enabled active learning (TEAL) implementation on student learning and teachers' teaching in a high school context. *Computers & Education*, 59(2), 206-214.
- Anfara, V.J. & Mertens, S.B. (2012). Capacity building is a key to the radical transformation of middle grades schools. *Middle School Journal*, 43(3), 58-64.
- Fullan, M. (2007). Leading in a Culture of Change. San Francisco: Jossey-Bass.
- DuFour, R. & Fullan, M. (2013). *Cultures Built to Last: Systemic PLCs at Work*. Bloomington, IN: Solution Tree Press.
- Fullan, M. (2011). Change Leader: Learning To Do what Matters Most. San Francisco: Jossey-Bass.
- Maxwell, J. (2007). Failing Forward: Turning the Stakes into Stepping Stones for Success. Nashville, TN: Thomas Nelson, Inc.

**Innovative Leadership-** challenges process; inspires a shared vision, embraces change to drive improvement; provides staff frequent recognition and support for good ideas; understands and promotes the idea that iteration is the key to innovation.

Course Code	Start Date	End Date	Course Title	Hours
DIST - Distance Learning	10/5/18	10/5/18	Adjunct! Interning as a Facilitator to Transform!	50
ITEC - Instructional Technology	8/2/18	8/2/18	Matt Miller Keynote: Ditch That Textbook	1
ITS - Instructional Technology Specialists	6/20/18	6/21/18	Digital Learning Summer Summit ITS June Sessions	18
ITS - Instructional Technology Specialists	8/13/18	8/14/18	Digital Learning Summer Summit ITS August Sessions	18
ITS - Instructional Technology Specialists	9/28/18	9/28/18	ITS Professional Learning Series: September	3
ITS - Instructional	11/2/18	11/2/18	ITS Professional Learning Series:	3



		November	
12/7/18	12/7/18	Secondary ITS Professional Learning Series: December	3
12/7/18	12/7/18	Elementary TS Professional Learning Series: December	3
1/4/19	1/4/19	ITS Professional Learning Series: January	3
2/1/19	2/1/19	ITS Professional Learning Series: February	3
3/1/19	3/1/19	Secondary ITS Professional Learning Series: March	3
3/1/19	3/1/19	Elementary ITS Professional Learning Series: March	3
4/5/19	4/5/19	ITS Professional Learning Series: April	3
5/3/19	5/3/19	ITS Professional Learning Series: May	3
6/7/19	6/7/19	ITS Professional Learning Series: June	3
6/18/19	6/18/19	ITS Professional Learning Series: June	3
6/26/18	6/26/18	VBCPS Leadership Academy (Part 1, Session 1)	6
6/27/18	6/27/18	VBCPS Leadership Academy (Part 1, Session 2)	6
7/30/18	7/30/18	VBCPS Leadership Academy (Part 2, Session 1)	6
7/31/18	7/31/18	VBCPS Leadership Academy (Part 2, Session 2)	6
	12/7/18 1/4/19 2/1/19 3/1/19 3/1/19 4/5/19 5/3/19 6/7/19 6/18/19 6/26/18 6/27/18	12/7/18       12/7/18         1/4/19       1/4/19         2/1/19       2/1/19         3/1/19       3/1/19         3/1/19       3/1/19         4/5/19       4/5/19         5/3/19       5/3/19         6/7/19       6/7/19         6/18/19       6/18/19         6/26/18       6/26/18         6/27/18       6/27/18         7/30/18       7/30/18	Secondary ITS Professional Learning Series: December  Elementary TS Professional Learning Series: December  ITS Professional Learning Series: January  ITS Professional Learning Series:  2/1/19  2/1/19  Secondary ITS Professional Learning Series: February Secondary ITS Professional Learning Series: March  Elementary ITS Professional Learning Series: March  ITS Professional Learning Series: March  ITS Professional Learning Series: March  ITS Professional Learning Series: April  5/3/19  5/3/19  ITS Professional Learning Series: May  ITS Professional Learning Series: June  6/18/19  6/18/19  ITS Professional Learning Series: June  VBCPS Leadership Academy (Part 1, Session 1)  VBCPS Leadership Academy (Part 1, Session 2)  VBCPS Leadership Academy (Part 2, Session 1)  VBCPS Leadership Academy (Part 2, Session 1)  VBCPS Leadership Academy (Part 2, Session 1)

Hauserman, C.P. & Stick, S.L. (2013). The leadership teachers want from principals: Transformational. *Canadian Journal of Education*, 36(3), 184-203.

Teague, G.M. & Anfara, V.A. (2012). What research says: Professional learning communities create sustainable change through collaboration. *Middle School Journal*, 44(2), 58-64.



**Learning Leadership**- frequently models the use of technology and/or learns alongside faculty, exhibits willingness to be a learning partner with staff; sets an example and a commitment through daily acts that create progress and momentum.

Course Code	Start Date	<b>End Date</b>	Course Title	Hours
AMDN - Administrators	10/19/18	10/19/18	ESSENTIAL: Student Response Team Refresher	2
AVID - Advancement Via Individual Determination	8/8/18	8/8/18	AVID K-12 Site Team Planning for 2018-2019	4
AVID - Advancement Via Individual Determination	10/4/18	10/4/18	AVID Elective Teacher Professional Learning Community 1st Quarter	1
AVID - Advancement Via Individual Determination	10/24/18	10/25/18	AVID 101: New Secondary Teachers, Counselors, and Administrators Learning About AVID	2
AVID - Advancement Via Individual Determination	11/8/18	11/8/18	AVID Elective Teacher Professional Learning Community 2nd Quarter	1



AVID - Advancement Via Individual Determination	11/29/18	11/29/18	AVID K-12 School Counselors Supporting AVID College Readiness Systems	2
AVID - Advancement Via Individual Determination	2/7/19	2/7/19	AVID Elective Teacher Professional Learning Community 3rd Quarter	1
AVID - Advancement Via Individual Determination	3/15/19	3/15/19	AVID Leadership Training: Preparing for the 2018-2019 AVID Certification (CCI)	6
AVID - Advancement Via Individual Determination	4/4/19	4/4/19	AVID Elective Teacher Professional Learning Community 4th Quarter	1
ESL - English as a Second Language	7/30/18	7/30/18	ESSENTIAL: Title III Compliance and ESL Program Workshop for High School ESL Administrative Contacts	3
ESL - English as a Second Language	8/1/18	8/1/18	ESSENTIAL: Title III Compliance and ESL Program Workshop for Middle School ESL Administrative Contacts	3
ESL - English as a Second Language	8/2/18	8/2/18	ESSENTIAL: Title III Compliance and ESL Program Workshop for Elementary School ESL Administrative Contacts	3



ESL - English as a Second Language	8/9/18	8/9/18	ESSENTIAL: Title III Compliance and ESL Program Workshop for High School ESL Administrative Contacts	3
ESL - English as a Second Language	9/19/18	9/19/18	ESSENTIAL: Title III Compliance and ESL Program Workshop for Middle School ESL Administrative Contacts	3
ESL - English as a Second Language	9/20/18	9/20/18	ESSENTIAL: Title III Compliance and ESL Program Workshop for Elementary School ESL Administrative Contacts	3
GEMS - Gifted Education	8/16/18	8/16/18	Jumping Into the Role, Part 2: Teaching the Gifted	4
INST - Instructional Strategies	8/9/18	3/4/19	Transformational Learning Lead Quarterly Planning Sessions for Fifth Grade Teachers	12
INST - Isntructional Strategies	8/9/18	3/5/19	Transformational Learning Lead Quarterly Planning Sessions for Second Grade Teachers	12
INST - Instructional Strategies	8/9/18	3/6/19	Transformational Learning Lead Quarterly Planning Sessions for First Grade Teachers	12



INST - Instructional Strategies	8/9/18	3/4/19	Transformational Learning Lead Quarterly Planning Sessions for Fourth Grade Teachers	12
INST - Instructional Strategies	8/9/18	3/6/19	Transformational Learning Lead Quarterly Planning Sessions for Kindergarten Teachers	12
INST - Instructional Strategies	8/9/18	3/5/19	Transformational Learning Lead Quarterly Planning Sessions for Third Grade Teachers	12
INST - Instructional Strategies	9/12/18	4/4/19	Literacy Academy: Student-Centered Instructional Coaching Moves that Support Literacy, Math, and Instructional Technology	8
LEAD - Leadership Development	6/20/18	6/20/18	LEAD VB Aspiring Administrators Program: Nuts and Bolts of School Management, Knowledge, Service, and Ethics	4
LEAD - Leadership Development	7/9/18	7/12/18	Crucial Conversations for School-based Administrators	16
PIA - Planning Innovation and Accountability	9/20/18	9/20/18	VAAP and VSEP Training for APs Overseeing Special Education Session 1	2



PIA - Planning Innovation and Accountability	9/21/18	9/21/18	VAAP and VSEP Training for APs Overseeing Special Education Session 2	2
PROF - Other Professional Learning	6/26/18	6/26/18	VBCPS Leadership Academy (Part 1, Session 1)	6
PROF- Other Professional Learning	6/27/18	6/27/18	VBCPS Leadership Academy (Part 1, Session 2)	6
PROF - Other Professional Learning	7/30/18	7/30/18	VBCPS Leadership Academy (Part 2, Session 1)	6
PROF - Other Professional Learning	7/31/18	7/31/18	VBCPS Leadership Academy (Part 2, Session 2)	6
TOCL - Teacher Orientation & Continuous Learning	6/28/18		2018-2019 Lead Mentor Training	2
TOCL - Teacher Orientation				
& Continuous Learning	7/31/18	7/31/18	2018-2019 Lead Mentor Training	2



TOCL - Teacher Orientation & Continuous Learning	8/2/18	8/2/18	2018-2019 Lead Mentor Training	2
TOCL - Teacher Orientation & Continuous Learning	8/9/18	8/9/18	2018-2019 Lead Mentor Training MAKEUP	2

- Hauserman, C.P. & Stick, S.L. (2013). The leadership teachers want from principals: Transformational. *Canadian Journal of Education*, 36(3), 184-203.
- Glatthorn, A.A. & Jailall, J.M. (2009). *The principal as curriculum leader: Shaping what is taught and tested.*Thousand Oaks: Corwin Press
- Kouzes, J.M. & Posner, B.Z. (2016). *Learning Leadership: The Five Fundamentals of Becoming an Exemplary Leader.* San Francisco: The Leadership Challenge: A Wiley Brand.
- DuFour, R. & Marzano, R.J. (2011). Leaders of Learning: How District, School, and Classroom Leaders Improve Student Achievement. Bloomington, IN: Solution Tree Press.
- Anfara, V.J. & Mertens, S.B. (2012). Capacity building is a key to the radical transformation of middle grades schools. *Middle School Journal*, 43(3), 58-64.
- Sterrett, W. (2011). *Insights into Action*. Alexandria, VA: ASCD. (This is in the VBCPS Virtual Reference Library).
- ISTE Standards for Teachers.(2008). International Society for Technology in Education. http://www.iste.org/standards/iste-standards/standards-for-teachers

