



Cohort 10 Syllabus 2025-2026

Leadership Team:

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"Education either functions as an instrument which is used to facilitate integration of the younger generation into the logic of the present system and bring about conformity or it becomes the practice of freedom, the means by which men and women deal critically and creatively with reality and discover how to participate in the transformation of their world."

—Paulo Freire, *Pedagogy of the Oppressed*

The Perrone-Sizer Institute for Creative Leadership (PSi) develops a network of adaptive leaders who mobilize teams by championing racial justice and equity, integrating artistic and design thinking, and engaging with youth and families to transform schools and community-based organizations.

Named after Vito Perrone and Ted Sizer, the Institute is a leadership certificate program that can also lead to graduate credit and/or completion of the Massachusetts Performance Assessment for Leaders (PAL), a requirement for principal licensure. It is designed for working professionals and teachers, and combines face-to-face, virtual, and immersive experiences in schools and community-based settings to enable participants to hone their leadership skills and practices.

PSi develops leaders from the perspective of 3 Lenses:

1. **Art**—accessing inspiration and utilizing creativity, design thinking, risk taking, and experimentation to solve complex problems; artists persist and consider, refine, and illuminate many different approaches.
2. **Education**—committed to racial justice and equity, and informed and driven by research and data; drawing upon a deep knowledge of child and adolescent development; and applying a profound understanding of theories of learning to prepare students for academic and personal success.
3. **Community-Based Leadership**—employing a culturally competent understanding of the needs of youth and families in a given community to engage effectively in a dynamic collaborative process of community growth, development, networking and organizing.

PSi provides participants opportunities to grow as leaders in Key Roles



...across 7 Leadership Practices:



Anti racism—continually expanding our ability to recognize racism and interrupt it in ourselves, others, policies, and systems; centering voices of the global majority and learning from individuals as well as scholarship for racial justice



Community mobilization—advocating and organizing for systemic change; convening the community around common values, a common mission, and a dynamic strategy



Continuous reflection—seeking the community's expertise and growing in self-knowledge by consciously considering our own experiences, actions, feelings, and responses and our impact on the individuals, groups, and systems in which we engage and lead; broadening this reflection to accurately and continually diagnose the dynamic needs of those individuals, groups, and systems



Creativity—engaging, risking, experimenting, and persisting; using a design thinking approach to address complex challenges



Effective communication—listening and communicating regularly, proactively, clearly, inspirationally to engage hearts and minds for action



Ethics—exhibiting moral courage; practicing sound management and transparency; embracing human imperfection and uncertainty in the service of justice



Responsive & inspired instruction—Practicing a deep commitment to the academic, intellectual, social, emotional, civic, and professional development of youth and adults by consciously building an organic and interwoven learning environment for all members of the community, one that embraces disequilibrium, humility, curiosity, purpose, and joy.



PSi's Theory of Change

If we prepare leaders to continuously apply a creative, adaptive, anti-racist approach to challenges; engage in meaningful and collaborative relationships with each other; center the needs of students and families; and appreciate the value of participating in a broad network for support, then they will have the skills, knowledge, and agency to create equitable schools and community organizations that align with the research on learning and challenge the status quo, resulting in improved academic and social-emotional outcomes for all students.

PSi's Logic Model

Resources/Inputs (What do we have?)	Activities (What do we do?)	Outputs (What happens immediately?)	Outcomes (What are our goals?)
Human Resources - PSi Faculty - Guests/Consultants - PSi Program Manager - Bay Path University Faculty & Administrators 20-15 Cohort Members annually - Partner Schools & Districts - Partner CBOs Organizational Resources - Fiscal Sponsor Financial Resources - Tuition - Consulting Fees for Service - District Fellowships - Donors - Grants Curriculum Management Platform Work & Classroom Space & equipment Network Resources - PSi Alumni - Community Stakeholders - Partners & Advocates - Artists - Thought Partners - MA DESE	One-year creative educational leadership certificate program grounded in lenses of Art, Education, Community-Based Leadership Cohort structure Curriculum with 15 graduate credits from Bay Path University Intensive coaching to complete MA PAL Capstone to develop a project that brings school & community-based resources together to address a challenge for their community of learners holistically District partnerships & fellowship Programs for Alumni Network Consulting & Professional Development for partner districts MTEL Coaching	Participants earn a certificate, & may also choose to gain licensure &/or earn graduate credits/MEd or a CAGS Participants grow across leadership practices. - Anti-racism - Community mobilization - Continuous reflection - Creativity - Effective communication - Ethics - Responsive & inspired instructional leadership Participants have detailed plans for a project bringing school & community-based resources together to holistically address a challenge for their community of learners Participants gain a range of perspectives on leadership & problem solving Participants mobilize teams in more expansive & influential leadership positions Leaders & school leadership teams benefit from consulting & professional development Paraprofessionals obtain teacher licensure	<i>Near term (1-3 years):</i> Leaders continuously apply a creative adaptive approach to challenges Networks support leaders Schools & community-based organizations are engaged in education in meaningful, effective ways Schools' education philosophies are aligned with the current reality of learning <i>Longterm (3-10+ years):</i> School districts dismantle racist systems & ensure equitable practices Increased student learning & improved outcomes School systems' education philosophy aligned with the current reality of learning Leaders are creative, empathetic, & adaptive



Program Expectations

- **August & February Intensives and Monthly Cohort Sessions**

PSi requires participant attendance at, and active participation in, all PSi classroom sessions, field experiences, and events, including a multi-day August Intensive and extra days during February vacation week, and one or two full-day class sessions each month from September through June.

- **Personalized Coaching**

One-to-one, customized, in-person and virtual coaching meetings occur at least three times across the year and up to monthly, with a PSi faculty member. This includes regular meetings with each participant's supervisor. District Fellowship awardees have additional meetings and receive other support customized to prepare them for leadership roles in their districts.

- **Monthly Assignments in Preparation for Sessions and Projects**

On time completion of monthly reading and homework assignments in preparation for each session is required. Participants are notified of assignments at least one month in advance.

Grading Rubric

All submitted assignments are assigned a score of 1 to 3.

Here are typical criteria for reading responses:

3 (Exemplary)	- Responded fully to all questions asked in the assignment - Analyzed all associated texts or resources - Explained connections to both self and work
2 (Proficient)	- Responded to most of questions asked in the assignment - Analyzed most assigned texts or resources - Explained connections to either self and work
1 (Needs More)	- Does not meet criteria for 2 or 3 - Assignment needs more work - See specific comments from faculty for next steps

- **Capstone Leadership Project**

The Capstone Leadership Project, which PSi builds toward throughout the year, is participant-driven and independently designed to suit the professional goals and interests of each individual in the cohort. The Capstone Leadership Project must: (1) address an opportunity for growth in the participant's learning community, (2) leverage a partnership between a community-based organization and their home organization, and (3) be aligned with the school's improvement plan and instructional focus. Participants are expected to develop a project that improves outcomes for youth and schools using the resources of their

home organization as well as a community-based organization. All projects must apply an anti-racist and equity lens. Significant class time will be dedicated to discussing the details and timeline of this project. Basic components include:

1. Clearly define the community of learners you are prioritizing, as well as the need or opportunity you are trying to address. What theory of change are you testing? Support your claims through data analysis, interviews and focus groups, as well as a literature review. Also, help us understand why this is important to you and why you wish to take on this effort, as well as why this work is important now. Discuss how you are applying an antiracist and equity lens.
2. Identify at least one community-based organization (CBO) whose mission and values are aligned with your own organization, and whose mandate could include addressing the need or opportunity you have identified.
3. Observe and deepen your understanding of your own organization as well as the identified CBO and community you hope to engage.
4. Ideate various solutions to the need or opportunity you have identified and identify the technical and adaptive problems you will face in the target organizations.
5. Narrow down your ideas to one proposed solution and test your idea with the leadership of the two organizations as well as a sample of your target community. Describe how your idea is creative and/or revolutionary.
6. Using at least three PSi leadership practices *as well as* the three PSi lenses, define how you will provide leadership in implementing the solution you have selected.
7. Develop a detailed project plan that clearly defines:
 - your project idea based on (1) to (6) above
 - content standards and instructional approaches, and is aligned with your school improvement plan, where applicable
 - the target outcomes and outputs of your project and how these will be measured
 - the project action steps with corresponding timelines. Ensure you build in at least two test-refine-implement cycles in your action plan and logic model - the January Consultancy is the first time you begin to test-refine-implement.
 - the resource (people, time, and funds) requirements for the project and how you will obtain these resources
 - the technical and adaptive challenges you expect to face and how you propose to address them
 - the political and social support you will need to implement your project, and what political and social capital in your organization and the CBO you will leverage to build this support



Course Sessions – Schedule of Dates & Topics 2025-2026

Below is a schedule of PSi class sessions planned for the year.

Dates, times & topics subject to change

All session locations will be in the greater Boston area

Session	When	Topic
Orientation Preparing for PSi Cambridge College 500 Rutherford Ave Boston, MA 02129	Thursday, June 12, 2025, 3:30pm-6:30pm	Logistical Orientation
Pre-Assignments	July 2025 (Complete before August 4, 2025)	Pre-Reading/Viewing and Preparation for our August Intensive
1	<i>August Intensive</i> Monday, August 4, 2025, 8:50am-4:00pm	Team Building
2	Tuesday, August 5, 2025, 9:00pm-4:00pm	What is PSi's vision of leadership?
3	Wednesday, August 6, 2025, 8:30am-5:00pm	Public Narrative Stories of Self, Us, Now Building our Leadership Stories
4	Thursday, August 7, 2025, 9:00am-12:15pm (via Zoom) 12:15-4:00pm (CBO Site Visit) 6:00-7:30pm (Strand) 7:30-9:30pm (Strand)	What do you know, and how do you know it? Data & Assessment & Company One Theatre
5	Friday, August 8, 2025, 10:00am-4:30pm	Perspectives of Racial Identity
6	Monday, August 11, 2025, 9:00am-4:00pm	Who are your People, and what will you do with them?

7	Tuesday, August 12, 2025 9:00am-4:00pm	The Right Question, Theories of Change & Logic Models
8	Wednesday, August 13, 2025, 9:00am-4:00pm	Co-Design
9	Thursday, August 14, 2025, 9:00am-4:00pm	Artistic Framing - Embodying to Believe
10	Friday, August 15, 2025, 9:45am-4:00pm	Learning from Community-Based Organizations
11	Monday, August 18, 2025, 9:00am-4:00pm	What is Good Instruction?
12	Tuesday, August 19, 2025, 9:00am-4:00pm	Exiting the Bubble
	Tuesday, September 9, 2025, 7:30pm-9:00pm Zoom	Section Meeting
MA PAL Coaching	Saturday, September 13, 2025, 9:00am-12:00pm Zoom	MA PAL ½ Day Launch
13	<i>Monthly Sessions Begin</i> Saturday, September 20, 2025, 9:00am-4:00pm	Practicing Observation
MA PAL Coaching	Saturday, October 4, 2025, 9:00am-3:00pm	MA PAL Coaching & Writing Day
	Tuesday, October 7, 2025, 7:30pm-9:00pm Zoom	Section Meeting
14	Friday, October 17, 2025, 9:00am-4:00pm	Understanding Context: Historically and in the Present
15	Saturday, October 18, 2025, 9:00am-4:00pm	Advocacy, Coaching & Feedback
16 & 17	Friday, November 7, 2025, 9:00am-4:00pm	Protocols & Action Plans

	Saturday, November 8, 2025, 9:00am-4:00pm	Being a Transformative Instructional Leader
MA PAL Coaching	Saturday, November 15, 2025, 9:00am-3:00pm	MA PAL Coaching & Writing Day
	Tuesday, November 18, 2025, 7:30pm-9:00pm Zoom	Section Meeting
18	Saturday, December 6, 2025, 9:00am-4:00pm	Preparing for January Consultancies
MA PAL Coaching	Saturday, December 13, 2025, 9:00am-3:00pm	MA PAL Coaching & Writing Day
	Tuesday, December 16, 2025, 7:30pm-9:00pm Zoom	Section Meeting
19 & 20	Friday, January 9, 2026, 9:00am-4:00pm	Capstone Project Consultancy Day 1
	Saturday, January 10, 2026, 9:00am-4:00pm	Capstone Project Consultancy Day 2
	Tuesday, January 20, 2026, 7:30pm-9:00pm Zoom	Section Meeting
MA PAL Coaching	Saturday, January 24, 2026, 9:00am-3:00pm	MA PAL Coaching & Writing Day
21	Saturday, February 7, 2026 9:00am-4:00pm	The Rubber Meets the Road: Transformation in Real Time
MA PAL Coaching	Saturday, February 14, 2026, 9:00am-3:00pm	MA PAL Coaching & Writing Day
	Tuesday, February 24, 2026, 7:30pm-9:00pm	Section Meeting
22	Friday, March 13, 2026, 9:00am-4:00pm	Hiring and Supporting Staff - Radical Candor

23	Saturday, March 14, 2026, 9:00am-4:00pm	Hiring and Supporting Staff - Radical Candor (Continued)
MA PAL Coaching	Saturday, March 21, 2026, 9:00am-3:00pm	MA PAL Coaching & Writing Day
	Tuesday, March 24, 2026, 7:30pm-9:00pm	Section Meeting
24	Friday, April 10, 2026, 9:00am-4:00pm	Reflective and Ethical Practitioner Instructional Leader for ALL students
MA PAL Coaching	Saturday, April 11, 2026, 9:00am-3:00pm	MA PAL Coaching & Writing Day
	Tuesday, April 14, 2026, 7:30pm-9:00pm	Section Meeting
25	Friday, April 24, 2026 9:00am-4:00pm	Observation and Roleplay
26	Saturday April 25, 2026 9:00am-4:00pm	What is my Last Prototype?
27	Friday, May 8, 2026 9:00am-4:00pm	Articulating success and challenges to stakeholders
28	Saturday, May 9, 2026 9:00am-4:00pm	Coaching for Final Capstone Presentations
MA PAL Coaching	Saturday, May 16, 2026, 9:00am-3:00pm	MA PAL Coaching & Writing Day
	Tuesday, May 19, 2026, 7:30pm-9:00pm	Section Meeting
MA PAL Coaching	Saturday, June 6, 2026, 9:00am-3:00pm	MA PAL Coaching & Writing Day

29, 30, 31 & Graduation These days are subject to change based on final school district calendars	Tuesday, June 23, 2026, 9:00am-4:00pm	Final Capstone Presentations
	Wednesday, June 24, 2026, 9:00am-4:00pm	Final Capstone Presentations
	Thursday, June 25, 2026, 9:00am-4:00pm 5:30pm-8:00pm	Final Capstone Presentations Graduation



Graduate Credit

PSi partners with Bay Path University, which offers the Perrone-Sizer Institute for Creative Leadership Certificate program. Participants can receive up to 15 graduate credits for PSi. This is optional and involves additional Bay Path tuition fees beyond PSi tuition.

Massachusetts Performance Assessment for Leaders (MA-PAL)

For participants seeking to qualify for Massachusetts principal licensure, PSi provides significant coaching support to complete PAL Tasks at no additional cost. Participants seeking to qualify for Massachusetts principal licensure are also required to arrange their own placement in a 500 hour apprenticeship under the supervision of a licensed principal in a Massachusetts public or charter school. Learn more at the [Massachusetts Department of Elementary and Secondary Education website](#).

Cost

The cost of participation is \$13,250 per person. In the past, through various forms of financial aid, many individual participants have paid anywhere from \$1000-\$7000. Please do not let cost be a barrier to applying. Contact Lisa Sankowski if you would like to discuss the cost. Costs are subject to change.

Required Texts

A diverse range of assignments, including readings and writing responses, will be assigned in preparation for each session, with links provided for shorter readings. We require participants to purchase:

- Aguilar, Elena. [Coaching for Equity: Conversations That Change Practice](#). Wiley, 2020.
- Heifetz, Ronald, Marty Linsky, and Alexander Grashow. [The Practice of Adaptive Leadership](#). Harvard Business Press, 2009.
- Singleton, Glenn E. [Courageous Conversations about Race: A Field Guild for Achieving Equity in Schools and Beyond](#). Third Edition. Corwin, 2022.