

Glassboro Public Schools

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September 7, 2017

Monika Shealey, Ph.D., Dean
College of Education
Rowan University
201 Mullica Hill Road
Glassboro, NJ 08028

Dear Dr. Shealey:

Because the borough of Glassboro houses both the Glassboro Public School District and the main campus of Rowan University, our proximity has fostered a strong, decades-long partnership that has strengthened both institutions. One recent partnership, the Glassboro High School Science, Technology, Engineering & Math Academy (established in 2013) enables high-achieving Glassboro Senior High School students to earn up to 16 college credits before their graduation from high school. The Carnegie Foundation iLEAD project allows the continuance of this effort providing opportunities to our students to benefit under the direction of our university partnership. Rowan University also provides professional development opportunities on-site to our staff increasing their pedagogical skill set.

We currently have 22 staff taking coursework through Rowan's graduate programs to enhance their ability to become the future leaders of the education world. I, myself, am an adjunct at Rowan in the Education Leadership Program so I am well versed in the rigor and training that Rowan provides and expects. To solidify the excellent preparation that Rowan has provided, 50% of our district's current teaching staff have received their certification from Rowan. We wholeheartedly support this effort. Thank you for including us in this proposal.

Sincerely,

A handwritten signature in black ink, appearing to read "Mark J. Silverstein".

Dr. Mark J. Silverstein
Superintendent

MJS/mm

MacMichael, Mary

To: MacMichael, Mary
Subject: FW: Carnegie Foundation's iLEAD project - Glassboro opportunity and Letter of Intent
Attachments: 2017-07-29_FINAL iLEAD Application_3_.pdf; 2017-08-11_FINAL iLEAD FAQ.pdf
Importance: High

From: Raivetz, Mark J <raivetz@rowan.edu>
Sent: Wednesday, September 6, 2017 11:00 PM
To: Silverstein, Mark
Cc: Mitani, Hajime; Manning, Jo Ann B
Subject: Carnegie Foundation's iLEAD project - Glassboro opportunity and Letter of Intent

Hi Mark:

I hope you are well, and making it through the first week of 2017-18 as uneventfully as possible. I know (and apologize) for what is literally tonight's late request.

As you can read from the email below, Dean Shealy is interested in applying for the iLEAD project, sponsored by the Carnegie Foundation, and would very much like to partner with the Glassboro Public Schools, and you as superintendent. The district's commitment right now would be a letter of intent from you as a part of the application to Carnegie. The two attachments provide context and guidance for the proposal and project participation. I ask that you review them.

If Rowan's application is accepted, you as superintendent would work with us (perhaps with our Ed.D and MSA programs) to address challenges that Glassboro schools face and improve their performance. So you may regularly meet with us to discuss challenges and ways to address them. On our end, we incorporate what we learn from the district, integrate improvement science in our curriculum, and train future leaders for the district. Pages 3 and 4 of the attached documents describe what is expected from us and the district. In addition, you as superintendent will attend four workshops with our team that Carnegie Foundation will host in this academic year.

Your letter should include a summary of the district and its current involvement with the College of Education, and the ways in which the district has benefited. I know this is a lot to process; and that you may very well need approval from your Board.

Any questions you may have should be addressed to Hajime Mitani (mitani@rowan.edu).

One last thing - **the Letter must be completed by Friday, September 8th**. Hajime can provide more specifics. Please call me Thursday if you have a chance. My cell is (609) 413-5824.

Mark

Mark J. Raivetz, Ed.D.
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Educational Services and Leadership
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(856)256-4705 (office)
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From: "Mitani, Hajime" <mitani@rowan.edu>
Date: Wednesday, September 6, 2017 at 3:37 PM
To: Mark Raivetz <raivetz@rowan.edu>

Cc: "JoAnn;B. Manning" <manning@rowan.edu>

Subject: Carnegie Foundation's iLEAD project

Hi Mark,

Dean Shealey is interested in applying for the iLEAD project that Carnegie Foundation is going to start. This is a project that aims to help schools/colleges of education to strengthen the capacities of institutions of higher education (IHEs) and their local education agency (LEA) partners to enact systematic improvement efforts within their institutions and in partnership with one another through EdD and masters-level programs. Please see the attached documents for the detail about this project. Dean Shealey suggests we pick Glassboro Public Schools District as our partner district.

In a letter of intent, we need to discuss the following topics (also explained in the application document):

(1) The current level of engagement with and commitment to improvement approaches and/or NICs in your leadership development programs;

(2) The current level of engagement with one or more LEAs and your mutual commitment (i.e., with LEA leaders) to organize the work of EdD or Masters candidates around key problems of practice in LEAs;

(3) The critical successes and challenges in incorporating improvement approaches in your leadership development programs and forging partnerships with one or more LEAs; and

(4) Your aspirations for your leadership programs (i.e., in what ways do you wish your program(s) will improve over the coming 3-5 years?). What are your goals? How do improvement science and networked improvement communities fit into these aspirations? How will you know that you succeeded?

Do you have any suggestions about how to address each topic? I have no idea what we have done for the district in the past through our MSA and/or EdD programs to help them solve their challenges. So I cannot write the letter without a help from you and JoAnn.

As part of the application materials, we need to get letters of support from Dean Shealey and the district superintendent, Dr. Silverstein. Would you help us get it from him. The deadline for this application is this Friday. I know it is a busy week for him but if you contact him tomorrow and get the letter by Friday, that would be great.

Thanks.

Hajime

IMPROVEMENT LEADERSHIP EDUCATION AND DEVELOPMENT (iLEAD) LETTER OF INTENT DEADLINE: SEPTEMBER 8, 2017

Background

For nearly a decade, the Carnegie Foundation for the Advancement of Teaching has been pioneering a new vision for the research and development enterprise in education: one that joins the discipline of improvement science with the capabilities of networks to foster innovation and social learning. Carnegie refers to this approach as networked improvement communities (NICs). NICs are scientific learning communities distinguished by four essential characteristics:

- They are focused on a well-specified common aim;
- guided by a deep understanding of the problem, the system that produces it, and a shared theory of practice improvement;
- disciplined by the rigor of improvement science; and
- coordinated to accelerate the development, testing, and refinement of interventions; their more rapid diffusion out into the field; and their effective integration into varied educational contexts.

Many schools of education throughout the country have embraced NICs and improvement science methods, and made changes to their course and program offerings for school and teacher leadership. The Carnegie Foundation seeks to enhance and extend the efforts of these schools so that they may serve as exemplars from which other institutions can learn. The goal is to enable more schools of education to realize the potential of the NIC approach for innovation and improvement. To help achieve this aim, the Foundation is excited to announce the launch of iLEAD (Improvement Leadership Education and Development).

Description of iLEAD

iLEAD is designed to further the capacities of institutions of higher education (IHEs) and their local education agency (LEA) partners to enact systematic improvement efforts within their organizations and in partnership with one another. Through iLEAD, participants will:

- Build leadership, technical, and social capacities for using improvement science in masters-level and EdD programs;
- Integrate and enhance coursework related to improvement science and NICs in education;
- Collaborate with other leading IHEs and the Carnegie Foundation on problems of practice and embed that work into educational leadership preparation;
- Strengthen relations with local LEAs by focusing on relevant and pressing needs; and
- Contribute to and draw from a “Teaching Commons” resource-bank of exemplar courses and instructional resources for IHE faculty, programs, and participants.

There will be four iLEAD sessions convened in the 2017-2018 academic year, plus a gathering at the 2018 Carnegie Summit on Improvement in Education in San Francisco.¹ The first session will be exploratory in nature to allow participants to understand the expectations and commitments of participation in iLEAD. The remaining three sessions will be co-designed with the iLEAD community to ensure that the content and activities are meaningful and responsive to the needs and concerns of participating individuals and institutions. Each session will be two and one-half days long, followed by an action period. During this action period, participants will engage in strategic efforts to further integrate improvement science into the work of their institutions and LEAs. Participants will receive coaching during each session from Carnegie fellows and staff with experience in different aspects of improvement science and NIC initiation and development; participants will also have access to peer support from others in iLEAD. During action periods, Carnegie staff will facilitate check-in calls with the iLEAD community to provide feedback and guidance on their progress. The proposed dates and locations are below:

Session	Proposed Dates	Proposed Locations
1	October 28-29, 2017	Carnegie Foundation for the Advancement of Teaching, Stanford, CA
2	January 18-19, 2018	TBD
3	April 17-18, 2018	New York, NY
4	June 2018 (TBD)	Florida Agricultural and Mechanical University (FAMU) and Florida State University (FSU), Tallahassee, FL

Teams should be comprised of at least 1-3 members (5 members maximum who are able to commit to participation in the initiative throughout its life) collectively representing each of the following categories:

- IHE faculty,
- LEA leads (cabinet-level or higher), and
- EdD/Masters candidates (potentially rotating to increase exposure and connections).

Candidates for iLEAD

For the iLEAD initiative, we will privilege institutions with significant experience in improvement science. We seek to engage IHEs that have committed to improvement science as an approach to tackle persistent problems in education, and invested significant time and

¹ The Carnegie Foundation will support travel and meeting expenses for the first two sessions of iLEAD (October 2017 and January 2018). We expect that participating institutions will sponsor the travel and accommodations of their team members for sessions three and four, as well as the gathering at the 2018 Carnegie Summit. Pending future support, we anticipate that iLEAD will continue two additional years.

resources in transforming their leadership programs. We seek to work with institutions that have faculty members who regularly and actively engage in improvement work; receive strong support from leadership within their IHE and LEA partners; have well-established and productive relations with LEA practitioners; and are willing to collaborate with a community of peers to share key learnings, accomplishments, materials developed, and struggles. iLEAD participating institutions will be those that are:

- Committed to the integration of improvement science as a significant component of their EdD, MEd, or other credential leadership program;
- Willing to focus on the capstone project or other culminating task to integrate improvement science and showcase its utility to local practice;
- Working in collaboration with at least one LEA partner on a well-specified and common aim;
- Building mutually responsive relationships between IHEs and LEAs that prioritize the development of leaders that can authentically and effectively address the pressing needs of local systems and vitalize IHE program infrastructures;
- Able to provide evidence of their institution's commitment to participate with letters of support from university and LEA leaders such as deans, provosts, superintendents, and board chairs;
- Willing to share their programmatic data (including candidate and faculty data), products (syllabi, lessons, modules, curricula, reading lists, courses of study), and other information (program evaluations) for Carnegie's "Teaching Commons;"
- Able to participate in all iLEAD sessions (including the attendance of a consistent team, completion of all pre-work assignments, and full engagement during action periods);
- Committed to participating, planning, and presenting at the annual Carnegie Summit on Improvement in Education in San Francisco on April 3-5, 2018;
- Willing to receive coaching from and host periodic site visits for iLEAD colleagues, Carnegie leaders, fellows, and facilitators; and
- Committed to "continuous improvement" standards (do not need to be accredited currently).

Letter of Intent

Applicants interested in iLEAD must submit a single-spaced letter of intent that is at least three but no longer than five pages. Each applicant should also submit letters of support from the Dean and the LEA superintendent. We also welcome letters from other stakeholders including the provost and LEA board chair. All letters of intent will be evaluated based on the above criteria and should describe in detail the following topics:

- The current level of engagement with and commitment to improvement approaches and/or NICs in your leadership development programs;
- The current level of engagement with one or more LEAs and your mutual commitment (i.e., with LEA leaders) to organize the work of EdD or Masters candidates around key problems of practice in LEAs;
- The critical successes and challenges in incorporating improvement approaches in your leadership development programs and forging partnerships with one or more LEAs; and

- Your aspirations for your leadership programs (i.e., in what ways do you wish your program(s) will improve over the coming 3-5 years?). What are your goals? How do improvement science and networked improvement communities fit into these aspirations? How will you know that you succeeded?

Questions

To address questions about iLEAD, the Carnegie Foundation will hold a conference call on Wednesday, August 9, 2017, from 10:00 – 11:00 a.m. Pacific time. Interested applicants should fill out this survey: <https://goo.gl/forms/rfWHdqWVpwkY6wvgl>.

For further information about iLEAD, please contact Manuelito Biag at biag@carnegiefoundation.org or Jacqueline de Guzman at deguzman@carnegiefoundation.org. For more information about the Carnegie Foundation, please visit carnegiefoundation.org.

IMPROVEMENT LEADERSHIP EDUCATION AND DEVELOPMENT (iLEAD) FREQUENTLY ASKED QUESTIONS (FAQ)

What are the benefits of participating in iLEAD?

iLEAD presents an opportunity for IHE teams (and their LEA partners) to access advice and share resources and expertise on all aspects of program change, redesign and improvement, as well as on the challenges of adopting improvement science ideas to support systems-level leadership development. iLEAD seeks to identify flourishing or exemplar programs so that others can learn from them, and to build the capacity of these institutions to engage others in the use of improvement approaches.

How does iLEAD fit within Carnegie's other higher education initiatives?

We see iLEAD as complementary to initiatives already underway at the Foundation. The Higher Education Network (HEN) will continue for at least another year and possibly beyond as a faculty-driven entity. With iLEAD, we seek to move from individual-level to more institutional-level collaborations to deepen systemic partnerships and build the field. We will continue working with CPED-CIG/IS and UCEA-PDN in the iLEAD initiative.

Is the applicant the university or the specific department?

The applicant should be the School or Department of Education.

What characteristics are you looking for in the institutions of higher education (IHEs)?

We are open to working with a variety of degree-granting institutions and education programs, including teacher leadership programs and community colleges. We will also consider applications from partnerships of multiple IHEs. Broadly, successful applicants will be IHEs that have built a significant program with the input of LEA leadership and identified improvement science as a cross-cutting and multiple-faculty interest.

How do you define Local Education Agency (LEA) leadership?

While we recognize the important roles played by teachers and administrators in executing improvement efforts, we define leadership for the iLEAD application as the LEA Board or Superintendent.

What types of LEA partnerships does Carnegie envision?

While we view partnership as an institution-to-institution relationship, we are open to considering a variety of school governance structures as well as networks that have an identity and a common focus. In evaluating the partnership, we are looking for evidence of mutual commitment and significant programmatic coupling.

How should teams be assembled?

Team members should represent both the IHE and the LEA and coalesce around a significant challenge. We purposefully have left open the identification of the team, since diversity will be an asset for iLEAD learning. If appropriate, a team may include individuals not in the categories of faculty, degree candidates, or LEA lead. To maximize learning, however, we encourage that teams remain as consistent as possible throughout the first year.

What are the parameters for the program-level well-specified aim requirement?

We are looking for problems that have resonance with a significant number of LEA-IHE combinations. Our hope is that the work will travel and grow after the pilots are started.

How many teams are you anticipating to support in this first year of iLEAD?

We anticipate supporting up to 10 teams.

What resources are available to support participation? What are the expected costs?

We will support travel and meeting expenses for the first two sessions of iLEAD (October 2017 and January 2018). We expect that participating institutions will sponsor the travel and accommodations of their team members for sessions three and four (April and June 2018), as well as the gathering at the 2018 Carnegie Summit.

What are the expectations for participation in iLEAD?

Teams are expected to attend four in-person convenings and a gathering at the 2018 Carnegie Summit on Improvement in Education in San Francisco in April 2018. These sessions will allow participants to explore common challenges, see possible connections, and define the work they will engage in during action periods. Time commitment outside these convenings will therefore depend on the aims established by the teams themselves. Our primary goal for these action periods is to see the spread of improvement science across both the institution and the LEA— with much attention to “showcasing” the successful efforts of this work. In addition to the above, participants are expected to share their programmatic data and host periodic sessions for their iLEAD colleagues.

What are the expected outcomes or products?

We are looking for “proof points” that show evidence of deep engagement in improvement science. We believe the program capstone is a way to do this, because it involves data collection that may have broad connection to local school practice and training. The end product for this first year could include rubrics or templates for the capstone, if not the capstone itself. We also expect iLEAD participants to contribute lessons, modules, course syllabi and program designs, and other related material to an online Teaching Commons.

What are the future possibilities currently outlined in iLEAD?

Pending funding, we believe this initiative will continue two additional years. Part of the work this year will entail co-designing the multi-year plan to ensure that the content and activities of the initiative are responsive to the teams’ needs and concerns, and support their growth as exemplar models from which other institutions can learn.