

**NATIONAL BLUE RIBBONS  
SCHOOLS CONFERENCE  
DEC. 2, 2015**

**DR. JOSEPH 'ROCKY' WALLACE**

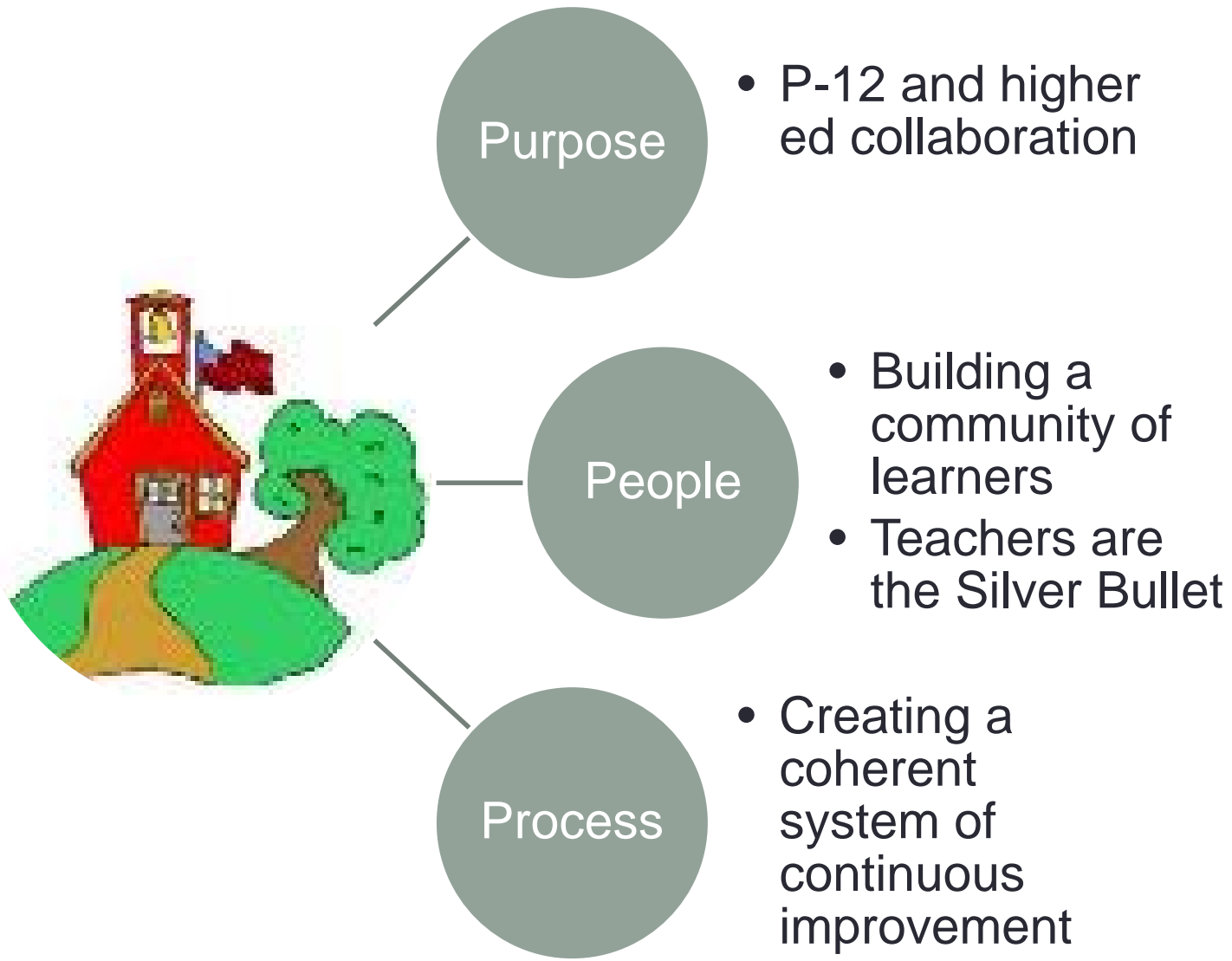
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PETLL: Collaborative P-20 School Improvement  
Process (A Servant Leadership Model)



**ASBURY UNIVERSITY**  
*Academic Excellence & Spiritual Vitality*

# Essential Question: *How to provide effective school improvement support?*



# Discussion:

What are some of the common barriers to effective 'audit-like' organizational assessment?

# PETLL: Perpetual Excellence in Teaching, Leading, and Learning

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***PETLL is a process***

***Not an event!***



Initial all day visit

Visiting team report

Staff development of  
school blueprint and  
personal plans

2 to 4 half day follow  
up visits

# PETLL IS A SERVANT LEADERSHIP MODEL

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From Theory to Practice

# Stewardship

Robert Greenleaf

# Coaching

Ken Blanchard



# Voice

Stephen Covey

# Teamwork

John Maxwell

# Moral Imperative

Michael Fullan

# The Passion of Teaching

Parker Palmer

# The Road to Character

David Brooks

# Organizational Health

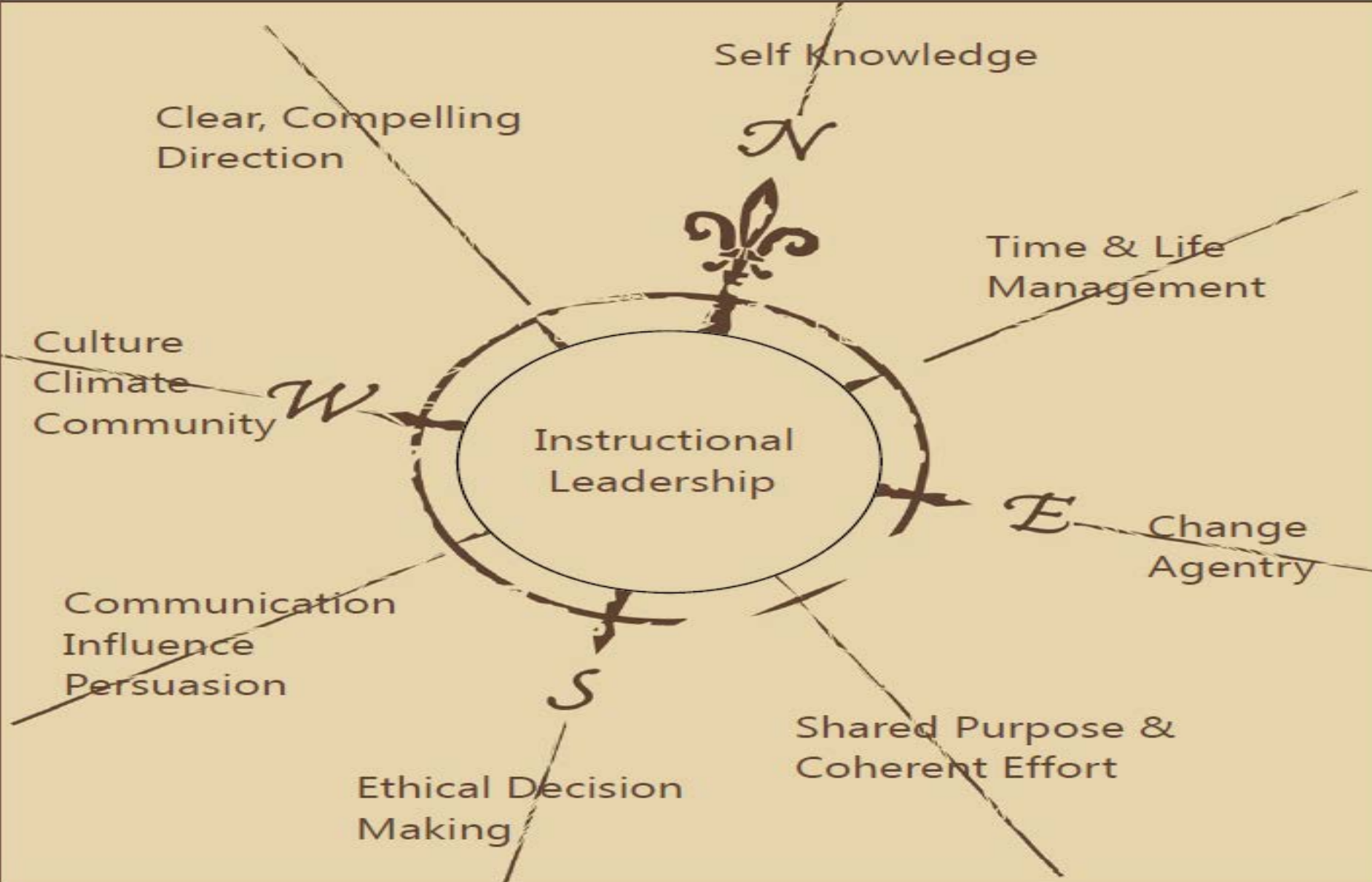
Patrick Lencioni

# Discussion:

In the SL, EI, relational domain...

What has worked for you?

# Mike Rutherford's Nested Skills Model





# Self Knowledge

- What do I do each and every day to ensure my/our strategies, practices and processes are effective in improving student achievement?
- Strengths?
- Challenges?
- What actions will I/we take to move our school/classroom forward to ensure that our practices and processes support ongoing improvement of teaching and learning?
- What should I/we celebrate and how?

# Clear, Compelling Direction

- What do you believe, value, dream and purpose?
- What do you seek to become?
- What will success look like?
- How do you create a coherent system for school improvement?

# Culture-Climate-Community

- Culture of continuous improvement and learning
- Change is seen as an opportunity for growth and improvement
- Distributed leadership, consensus and collaboration are seen as keys to ownership and improved student achievement

# Communication-Influence-Persuasion

- Leadership enables change/risk taking
- Leadership encourages broad participation in decision making
- Leadership protects people from unwarranted outside influence
- Leadership encourages the “heart”
- Leadership communicates the direction and focus for a student focused, learning-oriented environment for all stakeholders.

# Ethical Decision Making

“To lead is to live dangerously because when leadership counts, when you lead people through difficult change, you challenge what people hold dear—their daily habits, tools, loyalties, and ways of thinking—with nothing more to offer perhaps than a possibility.” (Heifetz and Linsky)

***Improving student achievement is a moral imperative!***

# Shared Purpose & Coherent Effort

- Not compliance---commitment!
- Aligned curriculum
- Instructional improvement-based on best practice
- Coaching and mentoring
- Growth and excellence is not an option
- Data and student work are central to collective staff action

# Change Agency

“...the only *constant* these days is change. Change can be deliberate or random—it can mean any departure from the status quo. Leadership is an essential ingredient in determining whether the process is successful.” (Spiro)

1. Leaders must understand the dynamics.
2. Leaders must use multiple perspectives.
3. Leaders must make strategic decisions—and back them up in action.
4. Leaders must ask the right questions—and take the time to answer them.

# Time and Life Management

## Time Management

1. **The Big Rocks!**
2. **Time Tracking!**
3. **First Responder System!**

## Life Management (Swan)

1. **Mental Balance-**” The only difference between a rut and a grave is their dimensions.”  
(Glasgow)
2. **Spiritual Balance-**”Men do not trip on mountains, they stumble on stones.”  
(Unknown)
3. **Physical Balance-**”If you are wise you will exercise.”  
(McPheeters)
4. **Relational Balance-**”Love must be fed, nurtured, and constantly renewed.” (Mace)



# Building Instructional Quality

## ***Salazar's Keys***

1. Reflection
2. Coaching and Mentoring
3. Aligned Curriculum
4. Classroom Practices
5. Hiring the Best

## ***21<sup>st</sup> Century Skills***

1. Information Technology Skills
2. Thinking and Problem Solving Skills
3. Interpersonal and Self-directional Skills
4. Critical Thinking Skills
5. Collaboration Skills

# Positive Instructional Behaviors For A Principal

1. Structured visits to all classrooms on a regular basis
2. Champion reflective teacher practice
3. Institute effective instructional strategies
4. Have face-to-face teacher feedback (celebration, directive or non-directive)
5. Schedule time with teacher teams to work on lesson design
6. Monitor instruction through regular visits (pacing guides, strategies, delivery techniques, student engagement, climate, etc.)
7. Build relationships and capacity
8. Develop a common instructional language

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