

# AZ LEADS<sup>3</sup> Operations

Based on Recommendations by Steering Committee Members  
September 2004

## **AZ LEADS<sup>3</sup>**

*(Arizona Leaders in Education for the Advancement and Development of Student and School Success)*

AZ LEADS<sup>3</sup> is Arizona's statewide initiative focused on developing leadership capacity and conditions for successful leadership that result in improving schools and student success.

## **Mission Statement**

The mission of AZ LEADS<sup>3</sup> is *to collaborate on training and support for preK-12 education leaders in order to create school environments in which all students achieve at high levels.*

## **Membership**

- I. AZ LEADS<sup>3</sup> is sponsored by the Superintendent of Public Instruction, staffed by leaders in the Arizona Department of Education, in partnership with education, business, and community agencies and organizations across the state. Leaders representing these agencies and organizations serve as an academy of advisors (the Advisory Academy) and supporters for the AZ LEADS<sup>3</sup> initiative.

Participating agencies/organizations are appointed by the Superintendent for three year terms. Appointees of the Advisory Academy are selected by the various agencies/organizations, and should be the individuals who would provide the best conceptual and practical, working bridge between the Advisory Academy and the agency/organization. As much as is possible, appointees should be consistent in attendance. When an appointee is not able to attend, a member of their organization may attend as an observer.

Recommendations for membership for new agencies or institutions are brought to the attention of the Steering Committee for discussion about appropriateness of role to the overall mission of AZ LEADS<sup>3</sup>. Final approval and appointment comes from the Superintendent of Public Instruction.

As much as is possible, if and as there are new appointments, a general orientation should be held for new members prior to their first meeting.

- II. Appointed agencies commit to the mission of the AZ LEADS<sup>3</sup> initiative. Participating agencies provide a key leader to represent them on the Advisory Academy. Participants also support the work of AZ LEADS<sup>3</sup> as activities develop by contributing financial support to joint work, providing in-kind materials or services, redirecting current agency/organization work to better align with AZ LEADS<sup>3</sup> activities, and as new work develops, creating opportunities that jointly meet the goals of their agency/organization and goals in the AZ LEADS<sup>3</sup> initiative.

Appointed agencies receive the ability to communicate and publicize their individual missions and activities, collaborate on appropriate state and national grants, develop broad opportunities for capacity building and improved conditions for Arizona's educational leadership, and bridge the gaps that currently exist in the leadership continuum (recruitment, preparation, induction, professional development and recognition of accomplished practices of Arizona's educational leaders).

### **Work of the Advisory Academy**

- I. As key education and policy leaders in the state, Advisory Academy appointees have knowledge regarding the recruitment, preparation, induction, professional development and recognition of accomplished practices of Arizona's educational leaders. They also have experience within the preK-20 continuum of education that allows them to address policies or practices in the system that may hinder the development of leaders and/or their ability to successfully lead school and district improvement.

The work of the Advisory Academy includes providing data related to leadership from their agency/organization perspectives, responding to specific requests from the Superintendent of Public Instruction, collaborating on and supporting a comprehensive system of leader development, assessing the effectiveness of current programs and directions, solving problems and making agreements, and/or discussing a broad range of ideas and information pertinent to the success of individuals, groups, or the state in achieving the mission of AZ LEADS<sup>3</sup>.

- II. Guidance and support of AZ LEADS<sup>3</sup> is conducted through the Advisory Academy of statewide leaders and through committee activities.

The Advisory Academy meets quarterly – September, November, February and April. Additional meetings may be convened as needed.

The Superintendent of Public Instruction or designee facilitates the Advisory meetings.

Agendas for the Advisory Academy meetings are co-developed by the Superintendent or designee and members of the Steering Committee on behalf of those they represent.

The Advisory Academy will operate in a collaborative manner, reaching decisions in a consensus fashion.

Advisory meetings may also include guests who observe the meeting and are available for comments, as appropriate.

### **Membership of the Steering Committee**

The Steering Committee is comprised of six members – the Executive Director of the Arizona School Administrators or designee, the Executive Director of the K-12 Center or designee, a representative from the Institutions of Higher Education, a representative from Business/Private Foundation, a representative from the regional education laboratory (WestEd), and the Superintendent’s designee.

The Steering Committee represents the entire Advisory Academy, continues to monitor and adapt operational procedures, provides general direction for the Advisory Academy, assists in organizing meetings and agendas, communicates with and polls members for ideas and concerns, provides rapid response to critical inquiries, and links to all other working committees related to the AZ LEADS initiative.

The Steering Committee meets on the months between Advisory Academy meetings – August, October, January and March - to discuss business, plan the upcoming meeting, and provide general direction.

### **AZ LEADS<sup>3</sup> Committees**

The committees are comprised of AZ LEADS<sup>3</sup> Advisory Academy members, but can include additional key individuals from the member agencies/organizations and/or other agencies/organizations on an ad hoc basis.

Committee membership is filled annually. Chairs are appointed by the Steering Committee. The committee chair may appoint additional members to the committee from the appointed membership or outside organizations, as needed. Committees meet between each Advisory Academy meeting to conduct business and in order to report on goal progress at each Advisory Academy meeting.

### **Resource Development Committee**

The Resource Development Committee is comprised of 4-6 Advisory Academy members. This committee seeks funding for initiative activities through restructuring or aligning current resources available through members, seeks new funding from business or foundations, organizes proposals on behalf of the initiative in response to RFP’s or

solicitations, works with district and school leaders to better understand local resources available to them for initiative activities.

### **Policy and Practices Committee**

The Policy and Practices Committee is comprised of 4-6 Advisory Academy members. This committee focuses attention on legislation, policies, common practices, contextual factors and other conditions that affect the capacity of educational leaders to achieve school and district teaching and learning goals. This committee reviews and presents information to the Advisory Academy about relevant issues and their implications for educational leaders in Arizona, and proposed options. (The first area of focus may be the policy proposal for the Wallace Grant –Supporting Leaders for Higher Expectations)

### **Professional Development System Committee**

The Professional Development System Committee is comprised of 4-6 Advisory Academy members. This committee works to identify leadership courses, workshops, seminars, activities and opportunities of member agencies/organizations which contribute to a continuum of professional development for PreK-20 educators. They select high quality professional development offerings that meet rigorous criteria developed by the Advisory Academy and address goals of AZ LEADS. The committee advises the Advisory Academy about gaps, redundancies, accessibility issues, and questions of quality that could lead to a breakdown of the statewide system of professional development for leaders.

### **Communications and Marketing Committee**

The Communications and Marketing Committee is comprised of 4-6 Advisory Academy members. This committee develops and implements a marketing strategy for AZ LEADS. It also develops and implements a communications plan, and works with all AZ LEADS participants in the dissemination of information.

### **Incentive and Recognition Committee**

The Incentive and Recognition Committee is comprised of 4-6 Advisory Academy members. It recommends a plan for recognition of Arizona's educational leaders, which may include proposals for rewards and incentives, to become a part of the Superintendent of Public Instruction's overall plan for recognition.