



MASS
Manitoba Association of
School Superintendents

Summer Institute Program
August 14 – 16, 2019
Elkhorn Conference Centre

Dr. Steven Katz



The Power of Networks for School Improvement

Keynote

The Power of Networks for School Improvement

Interactive Sessions

The Superintendent School Visit: Added Value or Activity Trap?

Getting Better at Feedback

Going Deeper with The Learning Conversations Protocol

Quality Implementation: Leveraging Collective Efficacy

► **Tuesday, August 13** **Pre-Sessions for Executive and New Members Only**

10:30 a.m. – 4:00 p.m.	Executive Planning Session	Salon A
12:00 p.m. – 4:00 p.m.	New Members Orientation Session	Private Dining Room
6:00 p.m.	Reception and Dinner for Executive and New Members	Salon D

► **Wednesday, August 14**

9:00 a.m. – 10:30 a.m.	New Members Breakfast	Salon AB
11:00 a.m.	Golf Tournament	Clear Lake Golf Course
6:00 p.m. – 6:45 p.m.	Networking Happy Hour <i>Cash Bar</i>	Salon ABC
6:45 p.m.	Dinner and Summer Institute Kick-off	Salon ABC
8:15 p.m.– 9:15 p.m.	Keynote – Steven Katz	

The Power of Networks for School Improvement

There is a lot of interest in professional learning networks and their potential to build the capacity necessary for sustainable improvement in the quality of learning and teaching in schools and divisions. The broad consensus is that the term “professional learning network” (PLN) suggests a group of people sharing and critically interrogating their practice in an ongoing, reflective, collaborative and learning-focused way, and operating as a collective entity. That said, when it comes to implementation PLN rhetoric has outpaced the promised reality, and the research we do have suggests that, for the most part, PLNs fall far short of their promise. In this opening keynote, I will offer participants the opportunity to learn about the characteristics of effective learning networks. We will build an understanding of the conditions by which “together can really be better” as well as an awareness of the warning signs that “together might be worse!”

9:30 p.m.	Hospitality <i>Turtle Mountain and Beautiful Plains School Divisions invite registrants and their guests to come enjoy drinks (spirited and non-alcoholic options), snacks and an opportunity to network!</i>	Chalet 600
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► **Thursday, August 15**

7:30 a.m. – 8:45 a.m.	Breakfast Buffet <i>Included for registrants with name tags. Others may purchase breakfast on site.</i>	Ten House
8:45 a.m. – 10:15 a.m.	Interactive Session One	Salon ABC

The Superintendent School Visit: Added Value or Activity Trap?

Instructional Leadership (IL) has been identified as a key capacity for both system and school leaders and is defined as leadership functions that support teaching and learning. Recent research has found that although most leaders claim to be transformational leaders, it is instructional leaders that have the most positive impact on schools. It has also been found that IL as a broad concept is relatively meaningless, unless it is distilled into which behaviours are considered to be IL and which are not. Aggregating across leadership behaviours masks the fact that some specific IL behaviours are more impactful than others. Although there has been some work looking at the role of the superintendent as an Instructional Leader, there is an absence of direct research on the role of the superintendent in terms of supporting the IL capacity of the school administrator. School visits are frequently highlighted as a core superintendent tool for supporting school improvement and IL capacity for administrators (along with other functions). In this session, we take up the question of what exactly such visits entail and identify some promising “intelligent” practices for adding value and avoiding activity traps.

10:15 a.m. – 10:30 a.m. Break
 10:30 a.m. – 12:15 p.m. Interactive Session Two

Getting Better at Feedback

Building on the previous session, we will highlight the essential role of “feedback” in learning and improving. While most system leaders think about feedback in terms of giving it, it turns out that sharpening one’s skillset in this domain is deeply connected to one’s ability to receive feedback well. It has been suggested that there is little that affects the learning culture of an organization more than the skill with which system leaders (like superintendents and assistant superintendents) receive feedback. In this session, we will learn what it means to receive feedback well, and connect this expertise – in an intentional way – to creating an organizational culture of adaptive high performance.

12:15 p.m. Lunch Ten House
Included for registrants with name tags; others may purchase lunch on site.

1:15 p.m. – 3:15 p.m. Continue Interactive Session Two Salon ABC

Going Deeper with the Learning Conversations Protocol: Ensuring that “together” really is better!

Learning in a collaborative setting makes all kinds of intuitive sense and when groups of people get together to “learn” in this way, the experience tends to be characterized by significant discussion. That said, these discussions are often characterized by the absence of analysis, debate, and challenge - which are necessary for impactful professional learning. In this session, we will return to the exploration we started last year about how groups of leaders can engage in highly structured “critical friend” interactions by using an intentional interruption strategy known as The Learning Conversations Protocol. We will focus on quality implementation of The Learning Conversations Protocol through a modeled and interactive “fishbowl” demonstration.

3:15 p.m. **Get a Life!** On-your-own
Activities at Elkhorn include golf, tennis, fishing, beaches, hiking/biking trails, fitness centre and spa

<p>▶ Thursday Evening Events</p>	<p>Everyone Welcome! Bring Guests and the Whole Family</p> <p><i>(S!!!)</i></p>
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CASH BAR

5:30 p.m. Reception and Prizes Salon ABC or Patio
Golf prizes and other prizes for all registrants

6:30 p.m. Summer Institute BBQ Salon ABC or Patio
Included for registrants with name tags; extra for guests and family

► Friday Morning, August 16

7:30 a.m. – 8:45 a.m.	Breakfast Buffet	Ten House
	<i>Included for registrants with name tags. Others may purchase breakfast on site</i>	
8:45 a.m. – 11:00 a.m.	Closing Challenges	

Quality Implementation: Leveraging collective efficacy

Quality implementation can be defined as a process through which evidenced-based promises of improvement-oriented interventions get realized in practice. This process involves a critical mass of people doing their best to apply and experiment with 'what's supposed to work', assessing impact relative to the intended outcomes, learning about what worked and what didn't work and why within respective contexts, and then making the necessary modifications accordingly. In other words, quality implementation is an expression of what we might argue is the highest form of professional learning - that which is both intelligent *and* responsive. In this closing consolidation session, I will highlight some new work on the relationship between quality implementation and collective efficacy. More specifically, we will examine how collective efficacy works to influence positive outcomes for students through a constellation of productive patterns of behavior on the part of high-powered teams within schools and divisions.

11:00 a.m. Wrap-up

Dr. Steven Katz

Dr. Steven Katz is a faculty-member in Applied Psychology & Human Development at the Ontario Institute for Studies in Education (OISE) of the University of Toronto (UT), where he teaches in the Child Study and Education graduate program. He is the recipient of the OISE/UT-wide award for teaching excellence. In addition, he is the Director of the research, evaluation, and capacity-building firm, Aporia Consulting Ltd.

Dr. Katz has a Ph.D. in human development and applied psychology, with a specialization in applied cognitive science. His areas of expertise include cognition and learning, teacher education, networked learning communities, leading professional learning, evidence-informed decision-making for school improvement, and leadership for system change. He has received the Governor General's medal for excellence in his field, and has been involved in research and evaluation, professional development, and consulting with a host of educational organizations around the world. He is an author of several best-selling books, including *Leading Schools in a Data-Rich World*, *Building and Connecting Learning Communities*, *Intentional Interruption*, and *The Intelligent, Responsive Leader*. His newest book with Jenni Donohoo, *Quality Implementation: Leveraging collective efficacy to make "what works" actually work*, comes out this summer.

Organized by the MASS Professional Learning Committee 2018-2019

Leanne Peters (Chair), Monica Biggar, Carolyn Cory, Jon Zilkey, Louise Legal-Perrin
with assistance from Barb Isaak, MASS Executive Director