

382 Handout



Leadership Matters Institute (LMI), Forsyth County, North Carolina (NC)

- **Target Audience:** Directors, assistant directors, and/or administrative assistants of 3, 4, & 5-Star child development centers in Forsyth County, NC

- **Actively in Existence:** Since November, 2015

- **Purpose:** To provide directors from across Forsyth County, NC with an exclusive opportunity for professional and personal growth directly related to early childhood leadership and support in committing to the implementation of accountable leadership systems and practices that will permanently increase and maintain optimal standards of program excellence.

- **Participating in Leadership Matters Allows Leaders to:**
 - **Fine tune** their leadership technique
 - **Identify** their individual leadership styles and the temperament qualities and characteristics of their team members;
 - **Access** qualitative and quantitative program quality through research- and evidence-based measures, as well as accurately measure growth in program quality over a two-year period.
 - **Challenge** their current leadership lens through self –reflection and systems of accountability in order to initiate and drive change in program quality.
 - **Interact** individually, and in small groups with known leaders in Early Childhood Education and Leadership
 - **Engage** with mentor/coaches who committed to support them as they learn, assimilate, accommodate, and apply new systems and approaches to their practice.
 - **Exchange** ideas, evaluate obstacles, foster relationships, and collaborate with other early childhood leaders from across Forsyth County
 - **Develop** S.M.A.R.T. goals to holistically increase their program quality and Program Administration Scale (PAS) scores over measurements of time.
 - **Increase** their leadership resource libraries through director– and leadership-specific books and other relevant resource materials.

- **LMI's Definition for Leadership:** Leadership is providing vision and motivation to a team so they work together toward the same goal, and then understanding the talents and temperaments of each individual and effectively motivating each person to contribute individually their best toward achieving the group goal. ~Stan Kimer, President of Total Engagement Consulting
- **LMI's Leadership Focus:** A holistic understanding that *all* elements of an ECE program are impacted by the quality and effectiveness of the program's leadership. On-going Leadership Development through utilization of the DiSC Work of Leaders Profile (www.everythingdisc.com) Program Administration Scale (authored by Teri Talan and Paula Jorde Bloom), Plan-Do-Study-Act Model (created by W. Edwards Deming), professional learning communities, nationally-acclaimed keynote speaking sessions, and deep-dive sessions with the aforementioned keynote speakers
- **Changes made:** During our first cohort, we identified the benefits of leaders having an extended timeline and ongoing coaching support to work toward their identified PAS goals, prior to undergoing their post-assessments.

We:

 - Expanded cohort model from 18 months to 24 months
 - Increased number of coaching visits
 - Added Brazelton Touchpoints Individual Level Training
 - Strengthened accountability standards
 - Added more coach-leader checkpoints
 - Added tiered financial incentives
- **Program Funding Sources:** State funding/ North Carolina Partnership for Children/ Smart Start funding (Originally funded through Race to the Top)
- **Primary lessons learned about leadership development and/or implementing a leadership development program?**
 - Strong model as base
 - Small cohort size
 - Mentor/coach model
 - Longer length of time
- **What else would you like us to know about your program?**
 - **First Cohort:** 10 Forsyth County ECE leaders and 5 coaches
 - **Second Cohort:** 9 Forsyth County ECE leaders and 5 coaches
 - **Smart Start of Forsyth County Investment per Participant:** \$2,500
 - **Average Growth in PAS Scores between Pre- and Post- Assessments:** +1.56 points
 - **Additional Incentives:** This is an incentivized program based upon a tiered structure. Each LMI participant receives a financial incentive (or a specified amount of funding to attend an acclaimed leadership conference) at the end of each cohort. Each individual

incentive is based upon the level of the participant's engagement and growth throughout the entire institute (i.e. PLC attendance and involvement, Institute attendance, positive variance between PAS pre-and post-assessment scores, etc.)

- **Institute Topics Include:**

- Becoming a visionary, culturally competent leader;
- Grounding leadership in values and ethics;
- Understanding the necessity and process of change;
- Understanding early childhood systems;
- Gaining experience with assessment tools for program improvement;
- Supporting the professional development of teachers; and
- Learning new strategies for effective family engagement; and promoting advocacy.

- **Who Can Apply:**

- On-site lead directors (Level II or III NC Administrative Credential) of child care centers serving children birth to five in Forsyth County.
- Director must supervise at least four staff members and is preferred to have a minimum of three years' experience as a child care center director.
- All center directors must commit to increasing their Program Administrative Scale (PAS) pre-assessment scores a minimum of 1.5 points by the completion of the PAS post-assessment.

- **What is Required? Leaders must:**

- **Attend and participate** in each of the three Leadership Matters Institutes.
- **Partner** with an assigned coach who will support them throughout the LMI cohort.
- **Evaluate** their child care center's policies, procedures, and practices through the PAS, a tool that measures a child care center's leadership and management policies and practices.
- **Complete** a DISC (leadership and personal assessment tool) and participate in related reflection pre - and post-assessment activities.
- **Develop** and implement an action plan based on assessment results and their individual priorities.
- **Commit** to on-going leadership development.

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