

Story of Impact

South Carolina Department of Education

Industry:
Public Education

CCL Solutions:
Custom Solutions
Leadership Coaching
Evaluation



Center for
Creative
Leadership

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THE CHALLENGE

At the turn of the 21st century, the South Carolina Department of Education found itself facing a dilemma. Personnel statistics showed nearly half the state's principals would be eligible to retire within just five years. That meant the department soon would face an unprecedented demand for new school leaders who could perform at the top of their game across the system, which serves 701,749 students in 1,100 public schools in 85 school districts.

State executives turned to the Center for Creative Leadership's Education and Nonprofit Sector to help them address the looming challenge. Together they created a two-year School Leadership Executive Institute (SLEI) that has trained hundreds of K-12 principals and school superintendents since its inception in 2000.

The Institute is now a yearlong program that delivers a powerful, three-pronged curriculum: leadership training from the Center, instructional excellence training from the Department of Education and management skills training from the University of South Carolina's Darla Moore School of Business.

Quarterly, three-day sessions bring together between 25 and 30 principals and superintendents from diverse backgrounds, schools and school districts. Their learning dimensions include:

- Leading change initiatives
- Building a high-performance culture
- Influencing others in an effort to ensure student success
- Leveraging relationships that ultimately impact student learning
- Exploring how knowledge of individual strengths and developmental needs can produce positive outcomes for schools and communities
- Practicing new behaviors that will generate positive results

GAUGING THE IMPACT

As a result of the Institute's work, South Carolina has a new cadre of leaders creating a student-centered environment and improving outcomes in schools across the state.

Surveys show program graduates are taking an entrepreneurial approach to their work and promoting collaboration and consensus-building. They are strong problem solvers, navigate systems effectively and know how to create a culture of ethics. They communicate their own excitement about learning and focus attention on student achievement. In fact, the program is developing the level of public school leadership that research demonstrates is linked to student achievement.

Importantly, the gains in leadership effectiveness seem unrelated to years of service. So early-career principals and superintendents are performing at the same level as those with far more experience - helping the Department of Education maintain high competency levels as senior educators retire.

Follow-up studies at two elementary schools led by SLEI graduates confirm the positive impact of the

BY THE NUMBERS

In a survey of South Carolina Leadership Executive Institute alumni:

94% say the program prepared them to lead effective school change.

96% report a change in their school's culture as a result of their participation.

88% agree or strongly agree that the program taught them how to positively impact student achievement.

87% say the experience will accelerate improved results.

program. Students are performing at higher levels, discipline problems have plummeted and teachers are far more satisfied in their work.

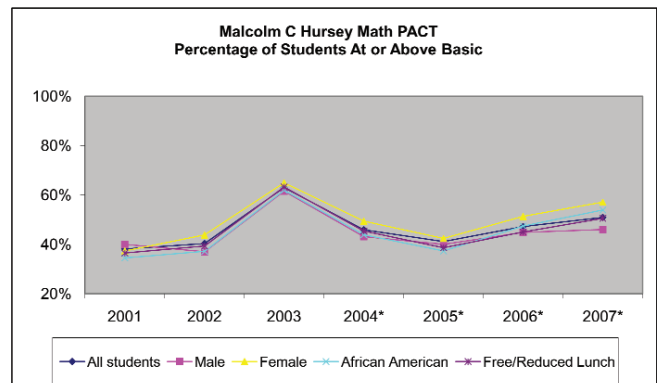
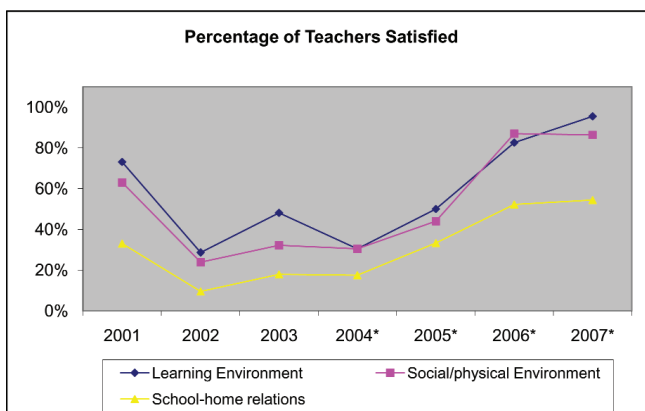
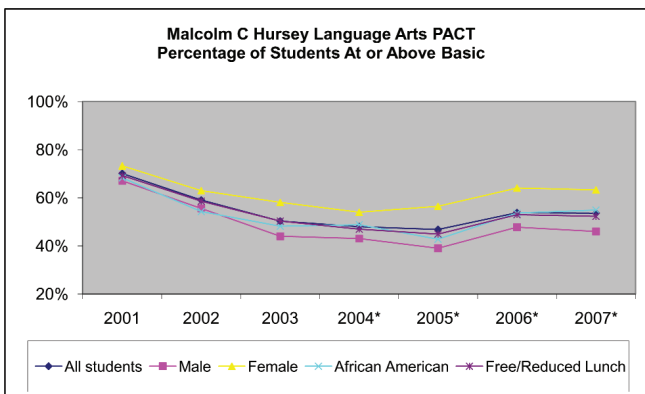
La Dené Conroy, principal at Malcolm C. Hursey Elementary School in Charleston County, says the Institute has helped her become a change agent – ready to tackle challenges and accept “the hard tasks that go with raising achievement.” Based on her success, she has twice been picked to lead schools with lagging performance.

“The discussions with colleagues from around the state really provided some firsthand knowledge of different programs and best practices. These conversations led to the implementation of best practices that were not utilized prior to the SLEI program. As educators, we are isolated in our buildings. SLEI opened doors to see what schools like ours were doing to increase student achievement.”

– Lerah Lee, Principal
St. James-Santee Elementary School
McClellanville, SC

“Of all the professional development I have been involved in over my 13 years in education, SLEI and CCL far surpass any learning experience I have ever been privileged to attend. This program is a MUST for all South Carolina administrators, I believe.”

– Amy Mims, Principal
Grove Elementary School
Piedmont, SC



South Carolina
Department of Education

Together, we can.



CCL - Americas

Telephone: +1 336 545 2810
Facsimile: +1 336 282 3284
E-mail: info@leaders.ccl.org

CCL - Asia-Pacific

Telephone: +65 6854 6000
Facsimile: +65 6854 6001
E-mail: cclasia@leaders.ccl.org

CCL - Europe, Middle East, Africa

Telephone: +32 (0)2 679 0910
Facsimile: +32 (0)2 673 6306
E-mail: ccl.europe@leaders.ccl.org

GET STARTED WITH CCL

If building organizational leadership capacity is a concern for you, the Center can offer creative and customized solutions for addressing your leadership needs. Whether your goal is to improve the effectiveness of the executive team, to systematically develop your high-potential managers, expand your organization's ability to work globally or to create a shared leadership culture at all levels of the organization, we can help. To get started, visit www.ccl.org/custom or contact us at the CCL location most convenient to you.

ABOUT THE CENTER FOR CREATIVE LEADERSHIP

The Center for Creative Leadership (CCL®) is a top-ranked, global provider of executive education that develops better leaders through its exclusive focus on leadership education and research. Founded in 1970 as a nonprofit, educational institution, CCL helps clients worldwide cultivate creative leadership – the capacity to achieve more than imagined by thinking and acting beyond boundaries – through an array of programs, products and other services.