



Educational Leadership “1 + 1 + 1 = 15” Program Guide

Part 1 - Program Description

A.) Participating Agencies

Cognia is a forward-thinking nonprofit organization laser-focused on improving educational opportunities for all learners. We have over 128 combined years of experience providing accreditation, professional learning, assessment, continuous improvement services, and solutions to education institutions. We have provided training and support to SEAs and LEAs for decades, including board training and executive coaching. Cognia has also delivered successful organization-wide strategic thinking and planning and implementation services to a variety of agencies and systems since 2011. Our holistic approach encompasses collaborative planning, stakeholder engagement, leadership development, and progress monitoring and evaluation. Cognia is proud to partner with NDCEL and NDDPI to provide this professional learning program for North Dakota leaders.

B.) Course Registration

Spring 2024 Session

Course Name: Cognia Leadership 1+1+1=15

Open dates: Spring Semester January 8 – May 6, 2024

Three University Options:

- [Minot State University](#) (Search for *Cognia Leadership 1+1+1=15*)
- [NDSU](#)
- [UND](#)

Fall 2024 Session

Course Name: Cognia Leadership 1+1+1=15

Open dates: Fall Semester August 26 – December 16, 2024

Three University Options:

- [Minot State University](#) (Search for *Cognia Leadership 1+1+1=15*)
- [NDSU](#)
- [UND](#)

Important: Once you have registered, contact your [Cognia Learning Facilitator](#) for any questions or assistance with this course.

C.) Cognia Program Content & Activities

Cognia's professional learning for leaders is designed to support a variety of administrative leader roles within schools and systems. Specifically, the content and delivery are structured to accommodate the busy schedules of leaders, leveraging evidence-based strategies to impact teaching and learning. The program integrates three different kinds of job-embedded learning experiences to address relevant problems of practice in your school or system:

- *Leadership Practice* – Leveraging weekly conversations with leadership experts like Robert Marzano, John Maxwell, and Tim Elmore, our *Leader Chat* cycles distill expertise down into practical aspects of daily practice that school leaders can implement today.
- *School Improvement* – Longitudinal research has confirmed several key areas that effective leaders impact to drive school improvement. Cognia's improvement-focused cycles offer tangible strategies and resources to activate these improvement levers and build a collaborative culture of inquiry in schools and systems.
- *Solution Circles* – working within our unique *Solution Circle* framework, leaders will engage in authentic conversations with job-alike peers and will receive support in preparing for these crucial conversations from both Cognia facilitators, as well as asynchronous learning cycles.

The theory of action for this program positions the blended approach to professional learning as a catalyst to shift leader knowledge and behavior. It is not sufficient to simply inform participants or to revise current understanding. Instead, changes in knowledge must be accompanied by commensurate shifts in behavior. Behavior change that leads to actual changes in practice are more likely when learning is informed by and takes place in one's professional setting. According to a publication from Learning Forward on the topic of effective job-embedded PD, research on adult learning suggests that, "adults learn best when they are self-directed, building new knowledge upon preexisting knowledge, and aware of the relevance and personal significance of what they are learning— grounding theoretical knowledge in actual events (Bransford, Brown, & Cocking, 2000; Knowles, Holton, & Swanson, 1998)."¹ Program impacts are aligned to those areas consistently identified in research as levers of school improvement most affected by leadership practice; namely:

- developing a common vision for the organization;
- managing strategic implementation, including evaluating progress and adjusting implementation;
- developing a collaborative professional culture that positions student learning and well-being as the key driver, and
- ensuring that the program of teaching and learning is effective, including strategies to support teacher growth and encourage collective teacher efficacy.

¹ Croft, A., Coggshall, J., Dolan, M., Powers, E., & Killion, J. (2010). *Job-embedded Professional Development: What it is, who is responsible, and how to get it done well*. Washington, DC. National Comprehensive Center for Teacher Quality.

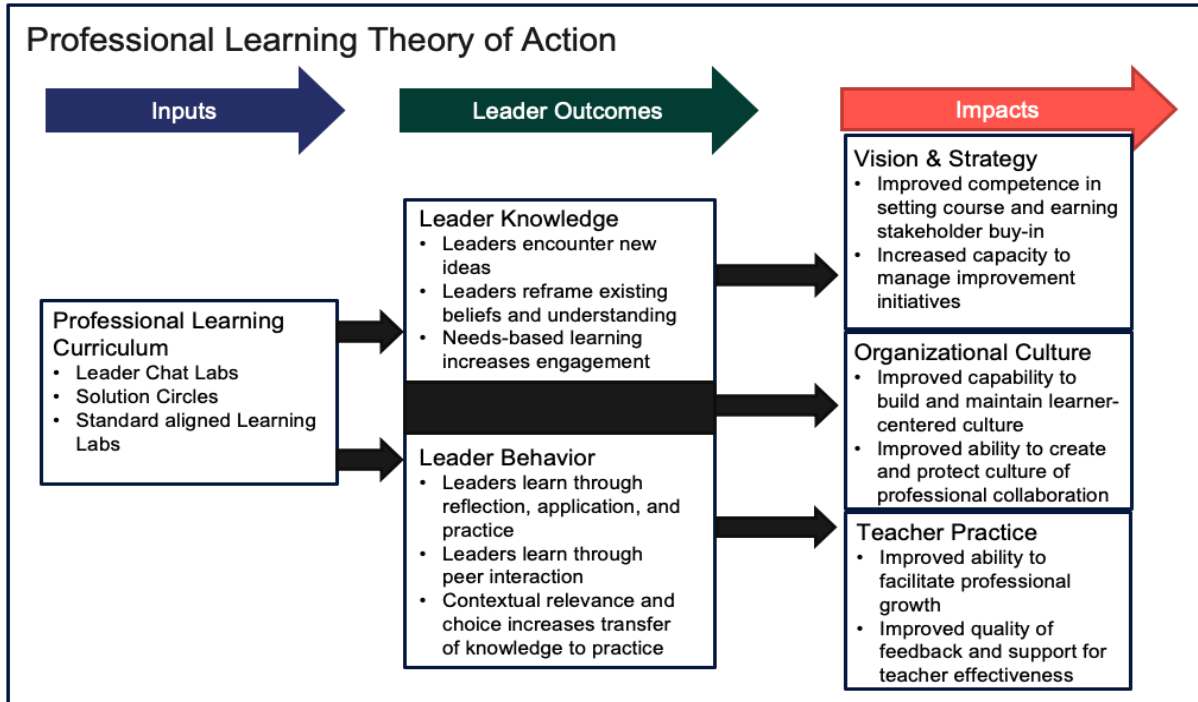


Exhibit 1. Logic Model for 1+1+1 = 15 Leadership Development Program

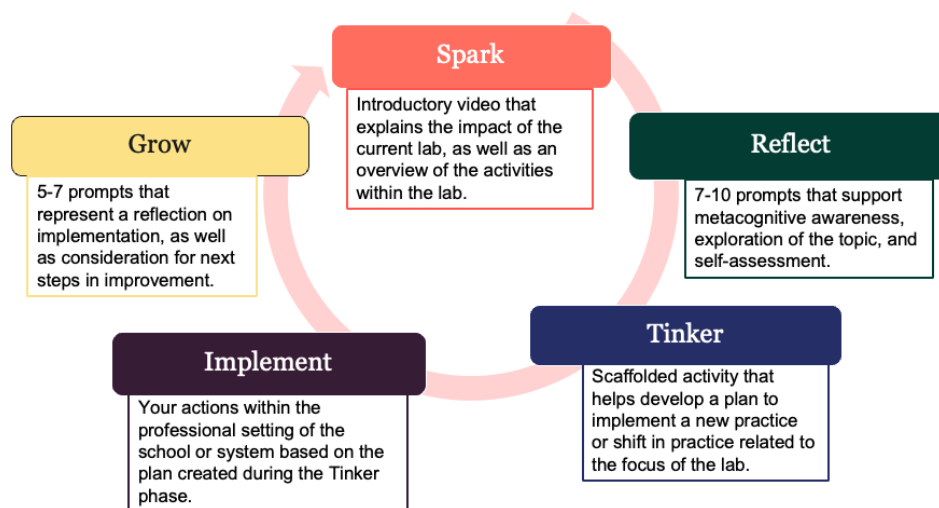
The Model

The foundation of Cognia’s approach to blended professional learning is the Model of Generative Change, which was introduced through the fieldwork and research of Dr. Arnetta Ball. This model emphasizes a process of personal and professional development that includes learning through reflection, professional inquiry related to relevant problems of practice, rich discourse with peers, and implementation in one’s own professional setting. The notion of “generativity” encapsulates a process of personal growth and development that reconciles current with new knowledge and builds agency through inquiry and problem-solving. Over time, professional learning participants engage in iterative learning cycles that are driven by the specific needs of the individual and/or collaborative cohort. This professional learning model was further enhanced through the work of Cognia Trusted Provider, the Learning Innovation Catalyst (LINC), which brought the concept of generativity to a virtual learning space for educators to incorporate a blended learning cycle approach. ²

² See, for example, Ball (2022). [Generativity, Transformation, and Action: LINC’s Taxonomy of The Model of Generative Change.](#)



Learning Labs = Blended Learning Cycles



This learning model blends access to high-quality asynchronous content with peer collaboration and implementation activities to create a blended approach to professional development. The core of the program is the Learning Lab, which is a single learning cycle focused on key topic and aligned to relevant leadership standards. All content for Cognia's program is offered in digital format within the Learning Community platform. All program participants have access to ongoing support via program facilitators and Cognia coaches.

The Commitment

All Learning Labs are designed to require *two hours or less* within the Learning Community platform. This time will be divided across activities, with the highest level of effort in this model being related to implementing new or revised practices within one's own professional setting. The time required to implement will vary depending on the focus of the Learning Lab and the complexity of your implementation plan. All participants seeking Professional Learning Unit (PLU) credit must complete a total of 3 Learning Labs across the 3 component areas outlined in Part 3 of this guide. For leadership practice, as well as core school improvement, participants will choose from a growing library of content. Participation in a *Solution Circle* is supported with a targeted Learning Lab prior to your first *Solution Circle* experience. Progress in the program is self-paced, and participants will typically complete the full program within one school semester.

Part 2 – Onboarding

Participants in the program will be required to schedule and attend one half-hour meeting with their Cognia Learning Facilitator to get better acquainted with the requirements of the program and to technically onboard into the 3 virtual spaces in order to participate fully. The first, Cognia Home, is Cognia's point-of-entry for professional learning programs. The other two, the Learning Community and Communities of Practice, are applications that are accessed within Cognia Home. Basic information about each of these spaces is included below, and there is specific guidance for navigating to each required program component in Part 3 of this guide.

A.) Schedule Meeting

To schedule the required initial meeting, please refer to [this link](#) to choose a preferred date/time. Participants will not be able to move forward with the course until after they have attended the meeting.

B.) Cognia Home

The Home platform is Cognia's portal, providing access to professional learning and community for educators. Your facilitators will walk you through the process of onboarding into Cognia Home, but you can also opt to choose one of the two options below prior to the meeting:

1.) **Facilitated onboarding with support from Cognia** – If you would like support in the onboarding process, please email Rebecca Darby, rebecca.darby@cognia.org to submit a request.

2.) **Self-onboarding** – If you prefer to self-onboard in Cognia Home, follow these steps:

Step 1: Navigate to home.cognia.org and choose **Create an Account** in the bottom right-hand corner. You will receive prompts to choose the city and school name to ensure that you are associated with the correct institution. The Cognia Home sign-up page opens. *If the platform is restricting your access, please contact our [Client Care department](#).*

Step 2: Create a username and password and press **Continue**. It is recommended that you do not use your email address for your username.

Step 3: Complete your registration by entering the required information, agree to the Terms and Conditions, and press **Create Account**. A confirmation email from "Cognia Home" will be sent to the email address provided.

Step 4: Check your email and click on the link provided. You will see a brief pop up indicating that you were successful.

Step 5: Re-enter your username and password and press **Login**.

Step 6: Your Cognia Home account has been created and will appear on-screen. You will be prompted to complete your Profile.

Step 7: Bookmark home.cognia.org as this will be your access point to all Cognia platforms and tools.

B.) The Learning Community

The Learning Community is Cognia's proprietary learning platform, offering blended learning cycles to educators across Cognia's global network. All users with accounts in Cognia Home are automatically onboarded into the Learning Community. However, user permissions are based on organizational affiliations. If you are listed as the Primary Contact or Head of Institution in Cognia's records, then you will automatically be registered as an administrative user in the Learning Community. Otherwise, you will be registered as a learner in the system. In either case, you will be able to access the content for this program once you are registered.

C.) Communities of Practice

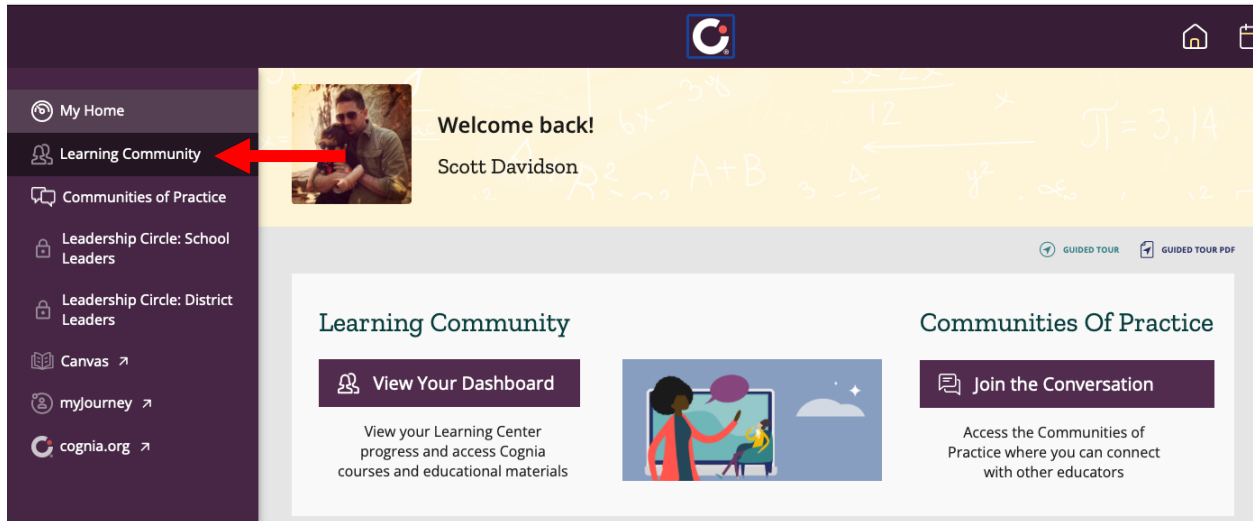
Communities of Practice is a virtual space where groups of educators can gather around specific topics of interest. All program participants will be part of a private community, and you will be enrolled in a community by one of Cognia's Learning Facilitators. This shared space is where program information is located, and it is also the way that Cognia's Learning Facilitators manage Solution Circle participation, which is the third required component of this program. This component is explained, in detail, in Part 3 of this guide.

Part 3 – Engagement

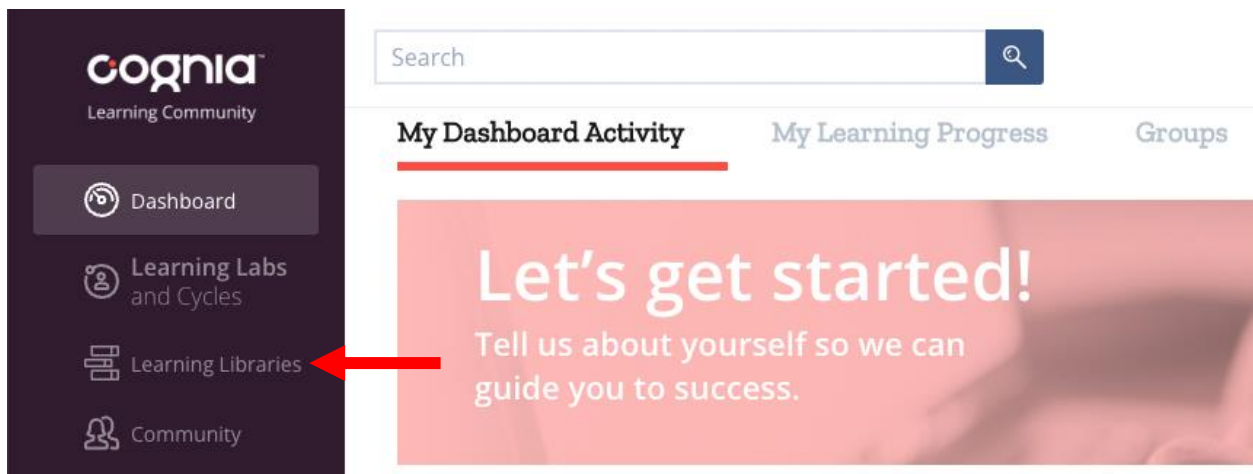
A.) Component 1: Leadership Practice Focus

Access & Navigation

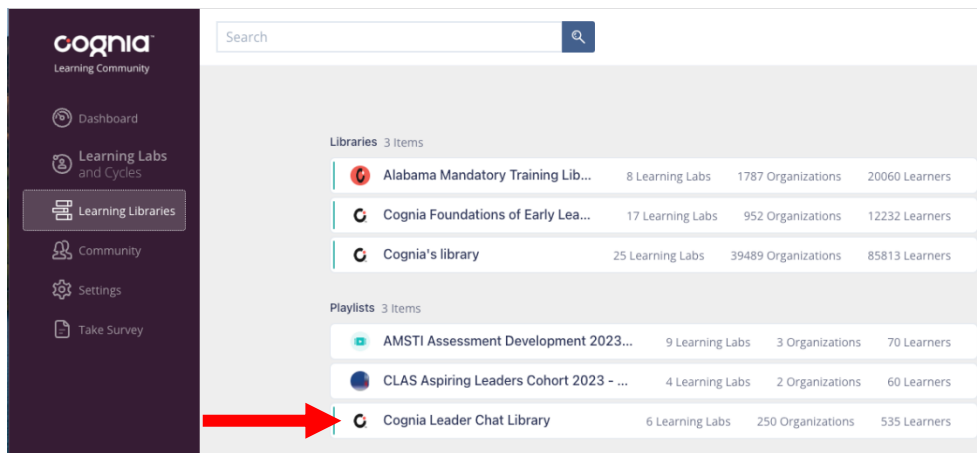
Content for this component will be accessed via the Learning Community. Users will login to Cognia Home (home.cognia.org) and will select “Learning Community” in the left navigation pane.



Once users have accessed the Learning Community, they can select Learning Libraries from the left navigation pane.



All program participants will be assigned the **Leader Chat Library**, which contains Learning Labs designed from episodes of the *Leader Chat* podcast. **Program participants can select one of these labs to complete for the program.**



Component Activities

Because all Learning Labs are designed around a common framework, the core activities for any selected lab will be parallel to other labs in this library. Users will begin by watching an introductory **Spark video**, in which our podcast host, Dr. Jeff Rose, introduces the guest for the episode. These videos are generally 3-5 minutes in duration.

Users will then move on to the **Reflect** phase of the lab, where they will find a series of 7-10 prompts that are designed to support learning through reflection. This section of the Learning Lab will contain brief video clips from the podcast episode with salient points from the guest around the topic addressed in the lab.

The next phase in the learning cycle is **Tinker**, which frames the fundamental activity of the lab. Users will engage in activities that culminate with a plan for implementing a new strategy, process, or leadership behavior in their professional setting. This phase is always intended to culminate in participants implementing new practices with others in the school (or system).

Each Learning Lab is completed with the **Grow** phase, which is a post-implementation reflection that addresses how the implementation went (or is going), how this connects with the participant's own professional learning goals, and what next steps are appropriate given these goals. The Grow phase is similar to the Reflect phase in that it features a series of 7-10 prompts.

Learning Labs also contain an **Other Resources** section that includes a variety of resources, links to relevant websites, and any other content that may be useful given the focus of the Learning Lab.

Implementation

Implementation of an action plan is the place that program participants most often neglect. It is simple to complete the asynchronous portions of a Learning Lab and simply submit a Tinker template so that it appears that learning cycle activities have been completed. In reality, it will be difficult for Cognia facilitators to determine whether or not a participant has actually implemented their plan. We operate on a policy of mutual respect and honesty in this regard. Appreciating that implementation is the most time intensive part of this program, it is also the most impactful in terms of growth. Cognia strongly recommends that program participants engage in this work with the same level of academic and professional honesty that would be

expected of teachers enrolled in professional learning programs or of students enrolled in any courses.

Component Credit

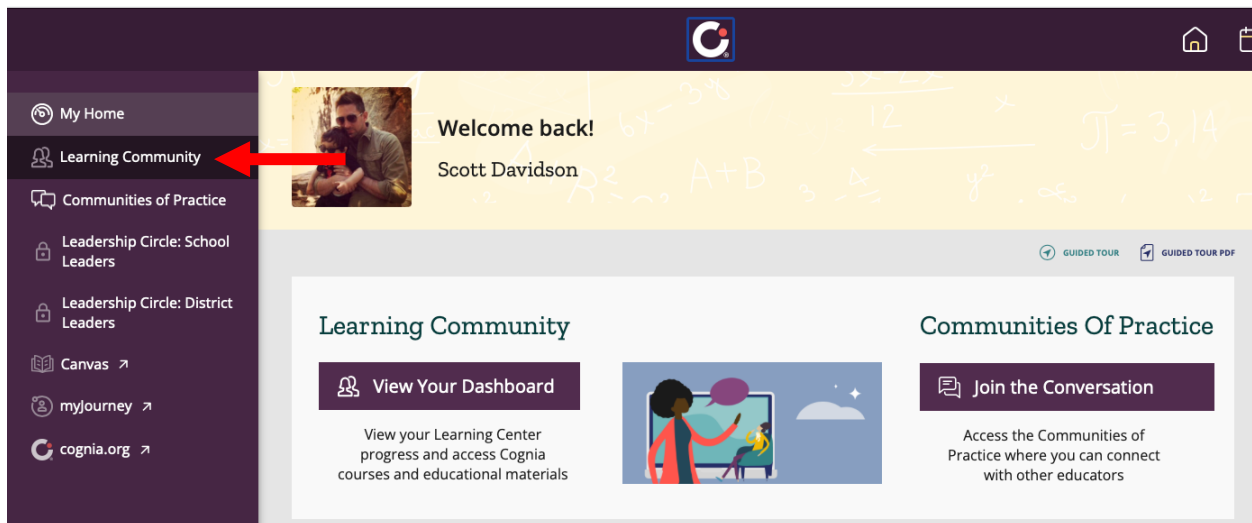
Once a learning cycle is completed, program participants will be prompted to request a completion certificate. Once this request is submitted, participants should notify their Cognia Learning Facilitator via email so that the certificate can be validated. This validation process involves a review of the work submitted. At times, revision or additional implementation activities may be required if participants have not met the expectations of a given Learning Lab.

B.) Component 2: School Improvement Focus

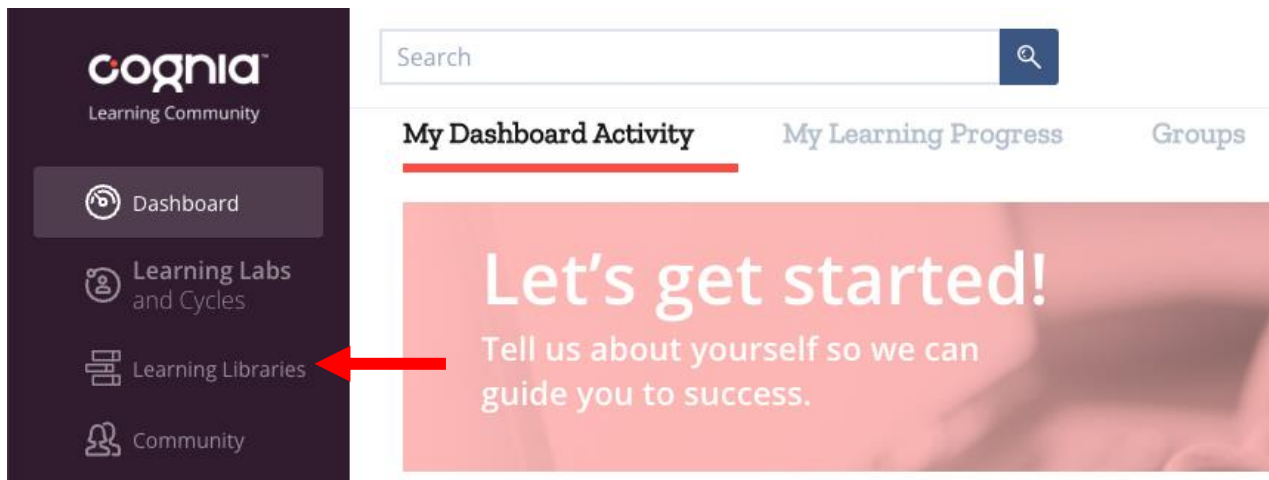
Access & Navigation

You will notice that the directions and information for Component 2 are almost identical to those provided for Component 1. The main differences are the name of the Library assigned, as well as the content within that Library.

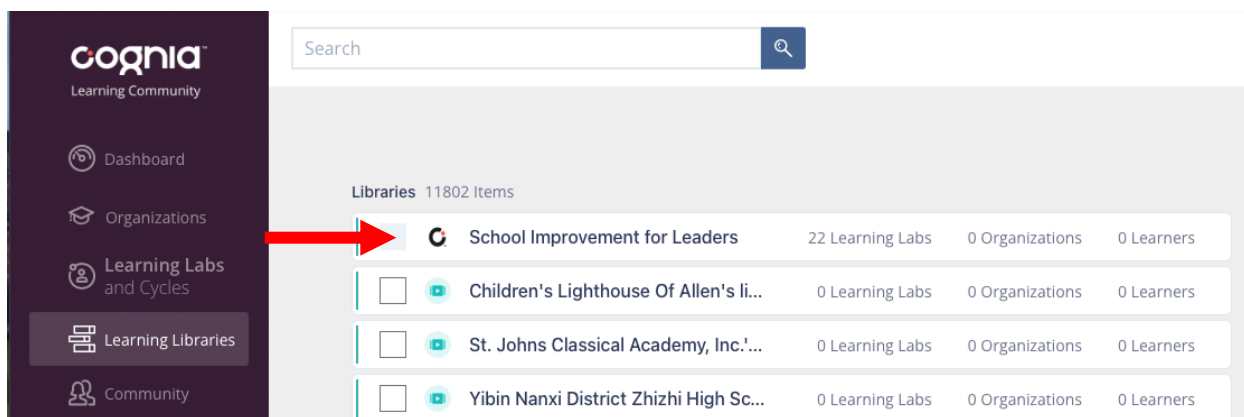
Content for this component will be accessed via the Learning Community. Users will login to Cognia Home (home.cognia.org) and will select “Learning Community” in the left navigation pane.



Once users have accessed the Learning Community, they can select Learning Libraries from the left navigation pane.



All program participants will be assigned the **School Improvement for Leaders Library**, which contains a variety of topics of interest for education leaders. **Program participants can select one of these labs to complete for the program.**



Component Activities

Because all Learning Labs are designed around a common framework, the core activities for any selected lab will be parallel to other labs in this library. Users will begin by watching an introductory **Spark video**, in which a member of the Learning Community team introduces the focus for the lab, why this topic is potentially impactful to professional practice, and what activities the participant will experience during the Learning Lab. These videos are typically 2-5 minutes long, with some longer introductions for particularly complex topics. The Spark video is a good way to determine if the lab is a good fit for your professional learning needs and interests.

Users will then move on to the **Reflect** phase of the lab, where they will find a series of 7-10 prompts that are designed to support learning through reflection. This section of the Learning Lab will prepare participants for the main activities of the lab by beginning with questions that orient users to the topic and ending with a prompt to determine a professional learning need or focus relative to the theme of the Learning Lab.

The next phase in the learning cycle is **Tinker**, which frames the fundamental activity of the lab. Users will engage in activities that culminate with a plan for implementing a new strategy, process, or leadership behavior in their professional setting. This phase is always intended to culminate in participants implementing new practices with others in the school (or system).

Each Learning Lab is completed with the **Grow** phase, which is a post-implementation reflection that addresses how the implementation went (or is going), how this connects with the participant's own professional learning goals, and what next steps are appropriate given these goals. The Grow phase is similar to the Reflect phase in that it features a series of 7-10 prompts.

Learning Labs also contain an **Other Resources** section that includes a variety of resources, links to relevant websites, and any other content that may be useful given the focus of the Learning Lab.

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Component Credit

Once a learning cycle is completed, program participants will be prompted to request a completion certificate. Once this request is submitted, participants should notify their Cognia Learning Facilitator via email so that the certificate can be validated. This validation process involves a review of the work submitted. At times, revision or additional implementation activities may be required if participants have not met the expectations of a given Learning Lab.

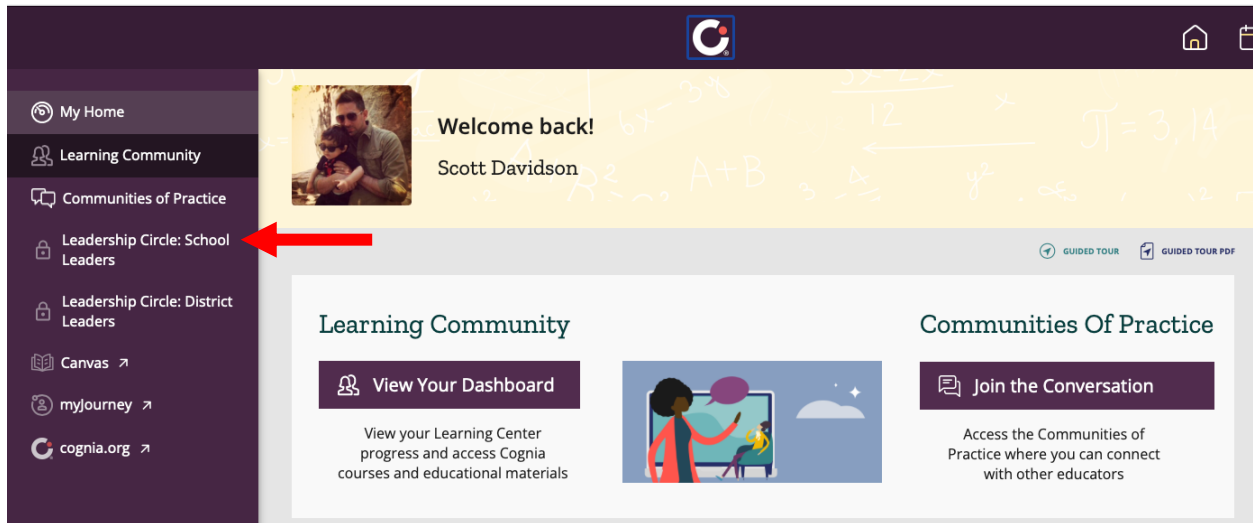
C.) Component 3: Solution Circles

Access & Navigation

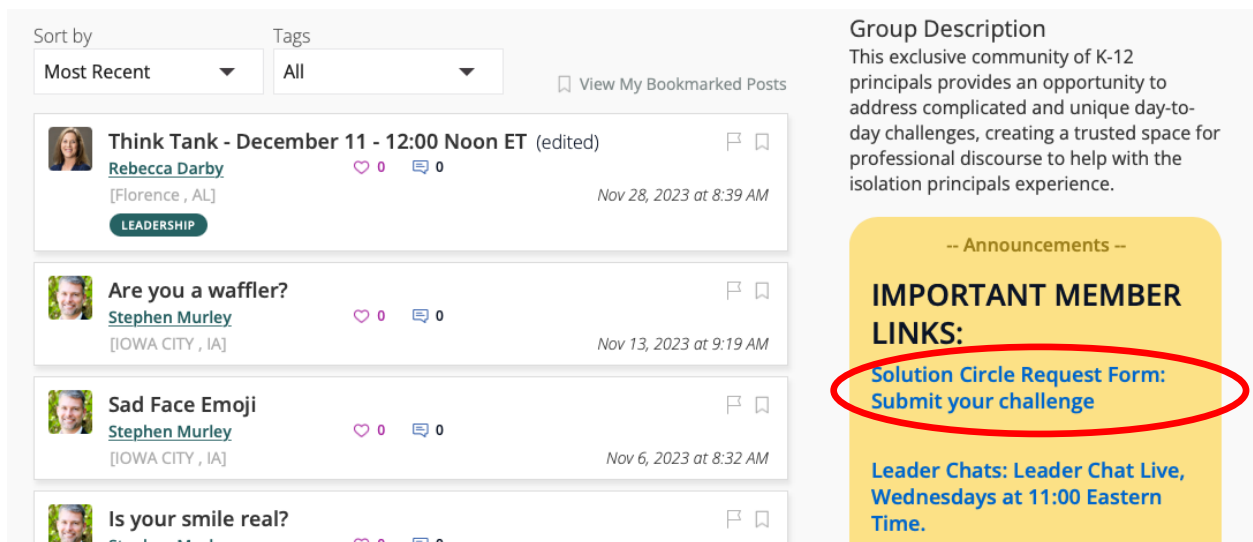
Participation for Solution Circles involves a bit of a different process than for the other two components of this program. There is still an aspect of accessing asynchronous content via the Learning Community, but there is also a required form submission via the Communities of Practice space. The directions here will guide you through both parts of the process.

To satisfy the requirements of this component, participants will need to both request a Solution Circle and participate in another Solution Circle requested by a peer. Both of these experiences are supported with their own Learning Lab, which can be found within the same Library as the content for Component 2, which is the School Improvement for Leaders Library in the CLC. For information about navigating to this Library and accessing Learning Labs, please see the directions for Component 2.

The second aspect of participating in a Solution Circle is submitting a request form, which can be found in the Private Community for leaders in the Communities of Practice. Users will login to Cognia Home (home.cognia.org) and will select "Leadership Circle: School Leaders" in the left navigation pane.



Once users have accessed the Leadership Circle space, they can select the “Solution Circle Request Form: Submit your challenge” option under the Important Member Links section on the right side of the window.



Users will then complete and submit a brief webform.

Component Activities

Once participants have submitted the request form, a Cognia Learning Facilitator will schedule a Solution Circle focused on the problem of practice that has been submitted. A companion Learning Lab (located in the Learning Community) will scaffold the experience, with the Tinker phase being the Solution Circle, itself.

Program participants will also be expected to participate in at least one Solution Circle as peer supporters. Again, Cognia staff will schedule these events, and there is an additional Learning Lab to prepare participants to be effective supports in the Solution Circle protocol. For the purposes of this program, it does not matter whether a participant hosts a Solution Circle first or participates as a peer supporter first, so long as both activities are completed.

Component Credit

Credit for participation in Solution Circles will be managed in a way that is identical to Components 1 & 2. When participants complete the companion Learning Labs for Solution Circle Hosts and Solution Circle Supporters, they will be able to request a certificate. Participants should notify the Cognia Learning Facilitator when they have submitted the request, and the Cognia facilitator will confirm participation in the Solution Circle protocol and satisfactory completion of the companion Learning Labs.

Part 4 - Program Completion

Below are the completion guidelines that will allow for 15 hours (one graduate credit) via the university of your choosing. Each component of the program will need to be recorded on this [Program Tracker](#) to be submitted to your CLF upon completion of the course.

Step 1: Register for the course (Part 1B above)

Step 2: Set up initial meeting with Cognia Learning Facilitators

This half-hour meeting will review the components of the program and assist with the technical onboarding to access the Learning Community and the Private Community. This meeting is a required component of the course. To select a day and time, please click on [this link](#) to schedule.

Step 3: Complete one of the three components (does not have to be completed in any particular order)

- Component 1: Leadership Practice Focus (Part 3A above)
- Component 2: School Improvement Focus (Part 3B above)
- Component 3: Solution Circles (Part 3C above)

Step 4: Request a review

Once a component has been completed, email your [Cognia Learning Facilitator](#) to request a review and a certificate of completion.

*Note: All approved certificates can be located in the Learning Community Dashboard in the **Certificates** tab. Save a copy to your device to prepare for submission.*

Step 5: Submit your certificate of completion

Once your review has been completed, you will receive an email that requests that you upload your certificate as proof of completion. If you do not receive the email, please contact your CLF.

Step 6: Repeat

Refer to Steps 3-5 to complete the work in the remaining two components.

Step 7: Notification of completion

After all three components have been completed and the certificates have been submitted, you will send your CLF the completed [Program Tracker](#) indicating that the course has been successfully completed. That information will be forwarded to the teacher of record who will notify the university.