

AGILE LEADERS OF LEARNING INNOVATION NETWORK



*Building a global coalition to advocate for high quality
school leadership policies*

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1 | ABOUT ALL-IN

The WISE Agile Leaders of Learning Innovation Network (ALL-IN) is a global network of educational leadership experts and organizations that research, design, and advocate for high quality school leadership policies that prepare and support school systems in educating the learners of today and the future. Through ALL-IN, WISE is: *creating* a community of practice of future-ready and future-oriented school leadership practitioners, researchers and program providers; *servicing* as a springboard for research that captures and designs coherent and future-oriented school leadership policies and high-impact practices; and *impacting* student achievement and well-being outcomes.

ALL-IN developed out of the need for answers to the following questions:

- A. How to promote global investment in education? Which does not receive the same levels of investment and funding as other issues, such as healthcare and climate change.
- B. How do we know that children are learning and what can we do to ensure they are advancing in their learning?
- C. What is the impact/ return for investment/ value for money for capacity building for school leaders?

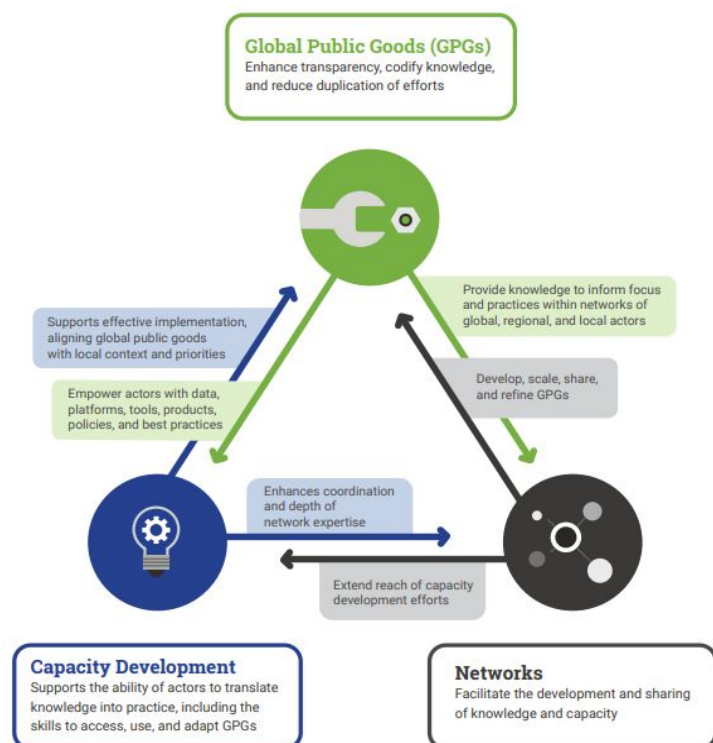
WISE launched ALL-IN (Agile Leaders of Learning – Innovation Network) at the World Innovation Summit for Education 2017. Following this, the WISE Research team organized the first ALL-IN meeting in Accra, the capital of Ghana, as part of the WISE@Accra forum in May 2018. The first ALL-IN meeting was attended by 25 people from Ghana, Africa and Europe and the US. The second meeting was held in New York in September 2018 as part of WISE@NY and was attended by 25 participants from Africa, Europe, Middle East, Oceania and North America. From these two meetings it was clear that there was a need for a global dialogue on educational leadership and collaborative action to advance the educational leadership agenda with the help of multiple stakeholders.

To move from a network of dialogue and knowledge sharing to an actionable network, an action plan was developed that considered the following questions:

1. How to show successful cases for better investment in education?
2. How to put educational leadership policies on top of the global agenda?
3. How to link policy, research and practice?

What does the model need to look like? What are the main elements? This model needs:

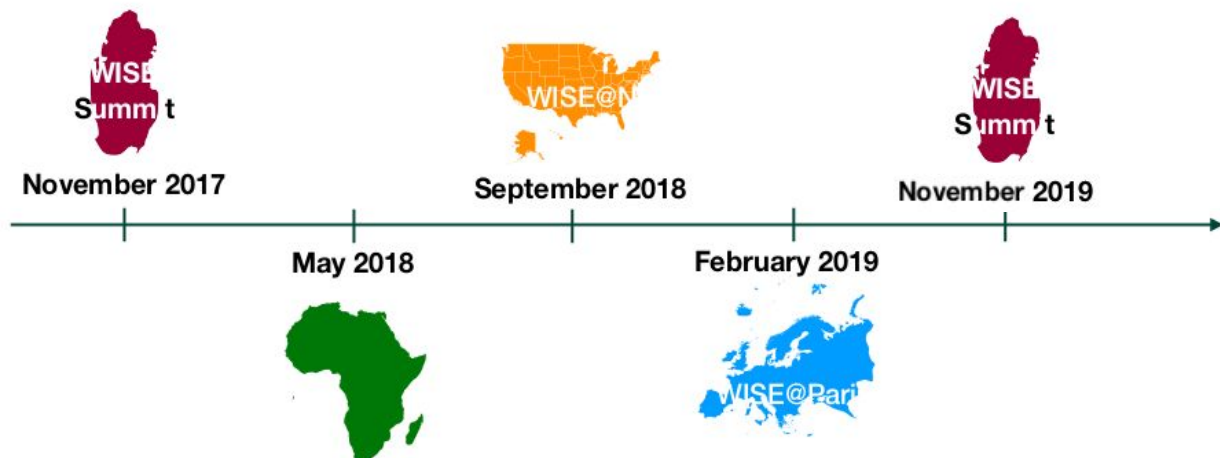
- To link policy, research and practice, and;
- To have capacity building.



The **Integrated Model for Knowledge Sharing diagram** (above) from the *Investing in Knowledge Sharing to Advocate SDG 4* report by The Education Commission (2018) provides a suitable model to follow and has helped structure ALL-IN action plan.

2 | JOURNEY OF ALL-IN

The ALL-IN program has had five significant gatherings since its launch in November 2017. The initial workshops allowed the network organisers to see what are the pressing issues and needs in educational leadership, from a global perspective. In turn, these insights have helped shape the vision of the network in its mission to advance a global agenda on educational leadership.



LAUNCH: ALL-IN @ WISE 2017

It was at the WISE 2017 where ALL-IN was launched with following guiding principles and objectives:

- Curate discussions with school leadership developing providers by creating a community of practice
- Develop ways of thinking about evaluating and learning the impact of leadership development and principal support initiatives
- Serve as a springboard for research that captures and designs coherent school leadership policies and high-impact practices in the network and beyond
- Positively impact student achievement and well-being outcomes through innovative and effective leadership approaches

SETTING THE SCENE: Accra & New York Workshops

The WISE Research team organized the first ALL-IN workshop in Ghana, as part of WISE@Accra event on May 9, 2018. The second meeting was held in New York City on September 21, 2018 as part of WISE@NY event. From these two meetings it was clear that there was a need for a global dialogue on educational leadership and collaborative action to advance the education leadership agenda with the help of multiple stakeholders.

Conclusions from the two meetings in Accra and New York:

1. Official affiliation to the network with opportunities for networking and developing professional relationships.
2. Drive the advocacy, agenda and funding consciousness of school leadership development to all stakeholders including governments, policymakers, practitioners and the rest of the community.
3. Exposure to diverse perspectives on school leadership from stories of programs and impact, and opportunities to showcase member organization's school leadership development program.
4. Guide to adapt global best practices on school leadership development to operate efficiently in local contexts.
5. Design common metrics to measure the efficacy and impact of developing school leadership in order to guide decision-making.

6. Opportunities for collaboration in research, program design or implementation around school leadership with members of the network.
7. Sustain momentum and connection throughout the year through all of the above.

INTO ACTION: Paris Workshop

The third working session for ALL-IN in Paris was the largest with 42 people in attendance, consisting of a diversity of leaders of school associations, leadership programs providers, researchers and policymakers from 14 countries. The meeting included high profiles in the field, such as Beatriz Pont, Senior Policy Analyst in the OECD Directorate for Education Directorate for Education and Skills. Darleen V. Opfer, Vice President and Director of RAND Education, who shared a recent school leadership intervention evaluation toolkit by RAND. As well as Anthony Mackay, CEO of the National Centre on Education and the Economy in Washington DC, and members of the International Education Leadership Centres Network.

As with the Accra and New York workshops, the meeting in Paris provided an opportunity for participants to share their insights, exchange knowledge and to network. The ALL-IN meeting was facilitated by Dr. Asmaa Al-Fadala, Director of Research at WISE and Dr. Simon Breakspear, CEO of Learn Labs Global. The Paris meeting consisted of four agendas:

1. State of the field: Cross Country Learning
2. Innovative Case Studies of Leadership Development
3. Progressing the Agenda: Collaborative Working Groups
4. Case Study Group Meeting

The 'Innovative Case Studies of Leadership Development' session included insightful presentations from academics and program providers in Australia, Canada, Hong Kong and Singapore. The last session of the meeting was the case study group meeting, this gave an opportunity for five researchers to coordinate with five leadership program providers who were paired prior to the meeting. The researchers will conduct fieldwork by studying the programs, see what works and how others can learn from the successes of these programs. The Paris meeting allowed for the researchers to take suggestions from participants on what to consider and identify when studying the leadership programs.

FULL CIRCLE: ALL-IN @ WISE 2019

The fourth ALL-IN meeting in Doha had over 35 participants, many of them previous participants, as well as education experts and school leaders local to Qatar. The program discussed the vision for WISE in the area of school leadership development and the state of the school leadership development globally. Participants carried out two design challenges, the first was *how to scale with quality* and the second was *how to better formulate and evaluate the impact of leadership programs on knowledge, skills and dispositions*. The meeting concluded with a discussion on a blueprint for ALL-IN in 2020 it's mission to build a collective movement. The meeting concluded with the following next steps:

1. Objectives for the networking:
 - Sharing leadership practices around the network; and
 - Scaling up models and impact evaluations.
2. Five cases and the work and observations that have come out of the studies
3. Making connections between each other
4. ICSEI working group in January 2020 in Marrakech
5. WISE @ Colombia, May 19 - 22, 2020; regional networking with Vicky Colbert
6. WISE's new strategy - Educational Leadership Track is one of the areas of primary focus

3 | NEXT STEPS

01) Objectives

- The outcome of the future events will be to:
 - ◆ Define ALL-IN Mission and Worldview moving forward
 - ◆ Finalise research and program strategy
 - ◆ Gain recognition as a global educational leadership platform for research, policy and practise

02) Research & Outcomes

- Publication of five case studies in peer-reviewed international journal with an introduction that shares the mission, vision and work of WISE and ALL-IN.
- Connect work of ELL (see below box) to ALL-IN through partnership with University of Illinois at Chicago by including ELL as a new case study and regional paradigm for school leadership development.
- Special edition journal article
- ELL case study
- Events:
 - ◆ ALL-IN @ Bogota in conjunction with WISE@Colombia (POSTPONED TBC)
 - ◆ Salzburg General Meeting (September, 2020)
 - ◆ WISE 2021 Summit (October - November, 2021)

03) Partners

- Salzburg Global Seminar
- Shelby Cosner, Professor, Educational Organization and Leadership, UIC
- Simon Breakspear, Learn Labs
- Anthony Mackay, National Council on Education and the Economy
- ALL-IN Members (+150 members)

Empowering Leaders of Learning (ELL)

The Empowering Leaders of Learning program is a Qatar-based school leadership development program that supports educators in their development of leadership for learning skills to improve student outcomes. At the core of ELL is improving instructional leadership in schools as a catalyst for systemic improvement to: *guide* school change processes to improve learning outcomes; *empower* educators at all levels with leadership skills and capabilities; and *support and encourage* the development of collaborative school environments where educators can openly discuss challenges and share best practices.

WISE

The World Innovation Summit for Education was established by Qatar Foundation in 2009 under the leadership of its Chairperson, Her Highness Sheikha Moza bint Nasser. WISE is an international, multi-sectoral platform for creative, evidence-based thinking, debate, and purposeful action toward building the future of education. Through the biennial summit, collaborative research and a range of on-going programs, WISE is a global reference in new approaches to education.