

Balanced Leadership®

Intervention Snapshot | School Leadership Topic Area

A Publication of the National Center for Education Evaluation at IES

WHAT WORKS CLEARINGHOUSE $^{\text{TM}}$

March 2020

NCEE WWC 2020-008 U.S. DEPARTMENT OF EDUCATION

Research has shown that school leaders can substantially influence student outcomes, including student achievement, and that some school leaders improve student outcomes at a much faster rate than others do. The strong influence of school leaders on student outcomes has led to the creation of student outcome-focused professional development programs for current and aspiring school leaders. Balanced *Leadership*[®] is one such professional development program. Current and aspiring school leaders participate in professional development sessions with trained facilitators over one or two years, practice what they learn between sessions, and can receive additional coaching and online support. McREL International, the company that developed the *Balanced* Leadership® program, based the framework and content of the professional development on research identifying key actions and behaviors of school leaders that are associated with improved student outcomes.

This What Works Clearinghouse (WWC) report, part of the WWC's School Leadership topic area, explores the effects of *Balanced Leadership*® on student, teacher, and school leader outcomes. The WWC identified three studies of *Balanced Leadership*®. One of these studies meets WWC standards. The evidence presented in this report is from one study of the impact of *Balanced Leadership*® on school principals in schools with a range of grades—from kindergarten to grade 12—in rural school districts in the state of Michigan.

Findings on *Balanced Leadership*® from the one study that meets WWC standards is shown below. For the one outcome in this study that met WWC standards, the table reports on the performance of the *Balanced Leadership*® intervention group relative to the comparison group and the number of studies and principals that contributed to the finding.

What Happens When School Leaders Participate in Balanced Leadership®?

		Average principal retention after 3 years (study findings)		Evidence meeting WWC standards (version 4.0)	
The WWC found that implementing Balanced Leadership®:	Effectiveness rating	Intervention group	Comparison group	Number of studies	Number of principals
May increase school leader retention at the school	Potentially positive effects	76%	60%	1	124

FINDINGS ARE BASED ON:

1 study with 124 principals in Michigan covering grades K-12



STUDENT AND PRINCIPAL CHARACTERISTICS:

Free & reduced-	Student race:	Principal race:	Principals with
price lunch: 47%	90% white	100% white	graduate degrees: 77%

What Does Balanced Leadership® Cost?

The cost of participating in *Balanced Leadership®* varies depending on the number of school leaders being trained and the extent of program customization. Actual program costs are only available in consultation with the developer. Schools and districts supply space for staff training, which takes place in up to 10 training sessions over 2 years. The developer provides instructional specialists to conduct the training and other materials required for the training.

-LEARN MORE



Read more about the *Balanced Leadership*® intervention and the studies that are summarized here in the <u>Intervention Report</u>. Contact <u>McREL International</u> for additional information on implementing *Balanced Leadership*®.