

# Certificate in School Management and Leadership

www.csml.gse.harvard.edu



# LEADING CHANGE

**Leading Change** is designed to equip school leaders with the skills they need to drive school change and help diverse stakeholders establish priorities and improve practice. Participant learning will focus on three key pillars of successful school leadership: adaptive leadership, culture, and equity.

## Module 1: The Adaptive Leadership Framework

Apply a framework for building and distributing leadership, engaging and empowering others in solving your school's most challenging problems, including those that require shifts in beliefs and practices.

## Module 2: The Application of Adaptive Leadership

Operationalize the fundamental belief that the principal can and should set the culture of a school. Develop the knowledge and skills to lead a diverse school community that supports all students in reaching their potential.

## Module 3: Culture

Learn how to establish a sense of urgency, craft and communicate a strong vision, and actively shape your school's culture.

## Module 4: Equity

Explore, identify and address equity challenges by using data, and learn how to build an equitable school culture that promotes excellence for all.



Harvard's '*Leading Change: A CSML Course*,' served as a wonderful form of professional development. While enrolled, I eagerly anticipated each module as the readings, videos and peer-interaction served as an excellent springboard for critical thought, reflection and growth."

— Mike H., Principal  
Cincinnati, Ohio

For additional group enrollment information, please contact:

**Cate Gardner**  
[catherine\\_gardner@gse.harvard.edu](mailto:catherine_gardner@gse.harvard.edu)

CSML By the Numbers:



**15,000+** Total Enrollments



**125**

Countries & Territories  
Represented



**54**

U.S. States & Territories  
Represented



**90%**

Satisfaction Rating



**97%**

Completion Rate

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## Learn From World-Class Faculty & A Global Community of School Leaders

Our flexible, interactive platform, powered by HBS Online, is designed to bring practitioners from around the world together in a dynamic learning experience. Build your knowledge and your network of fellow schools leaders.



World-class Harvard faculty research adapted to the PreK-12 school context



Develop a toolkit and solutions that are tailored to improving your school



100% online and interactive



Global peer network of school leaders



Features case studies of leaders from a diverse cross-section of schools and businesses



Select from four courses to develop your own learning sequence, taken at a pace that fits your schedule

### Leading Change Faculty



**Ronald Heifetz**  
Harvard Kennedy School



**Katherine K. Merseth**  
Harvard Graduate School of Education



**Irvin Leon Scott**  
Harvard Graduate School of Education

### What sets HBS Online apart?

Our flexible online programs are built around three key characteristics:



Active



Social



Case-based

“This program is exceptional. It provides exposure to real-world issues and real-world solutions, implemented and shared by current educational and business leaders.”

— Cindy S., Assistant Principal  
Colorado Springs, Colorado

For additional information, please contact **Cate Gardner** at [catherine\\_gardner@gse.harvard.edu](mailto:catherine_gardner@gse.harvard.edu).