

How Can Supervisors Shape Effective Principals?

April 26, 2016
1:00pm – 2:00pm ET

Welcome!

Thank you for joining
us for today's
webinar.



MODERATOR/HOST:

MaryAnn Jobe

AASA Director, Education and
Leadership Development

Logistics:

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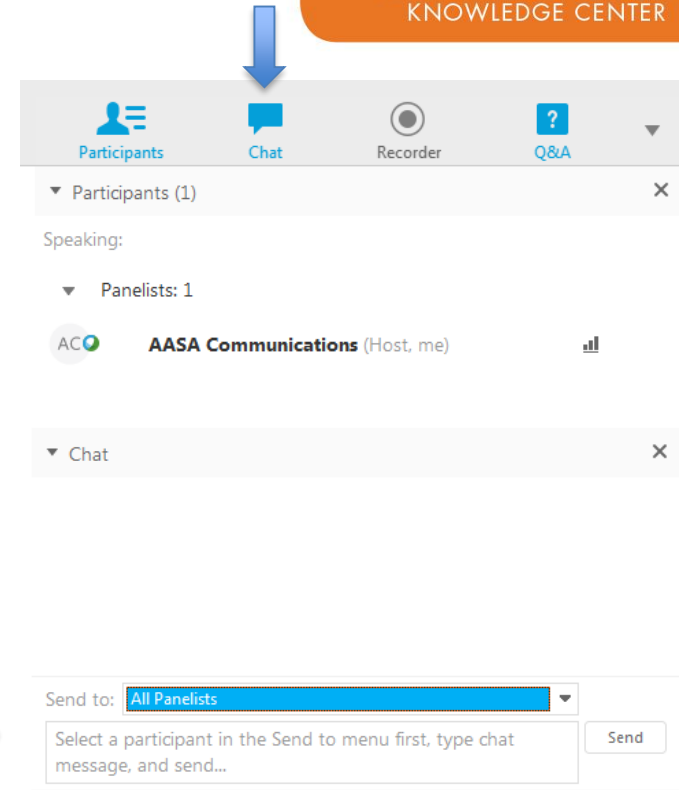
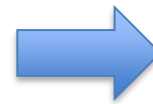
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Webinar Participation:

- We have allotted time for **Q&A**, but you can submit questions at any time.
- Please use the **chat window** to submit questions. In the dropdown menu, select “**All Panelists**” and then type your question in the chat box.



The screenshot shows the webinar interface. At the top, there is a navigation bar with icons for Participants, Chat, Recorder, and Q&A. A blue arrow points to the Chat icon. Below the navigation bar, the Chat window is open, showing a dropdown menu for 'Participants (1)' and 'Panelists: 1'. The 'All Panelists' option is selected. The chat box contains the text 'AASA Communications (Host, me)'. Below the chat box, there is a 'Send to:' dropdown menu with 'All Panelists' selected. A 'Send' button is visible next to the dropdown menu.

Agenda:

- Model Principal Supervisor Professional Standards 2015
- Wallace Principal Supervisor Initiative
- In-depth look at Standards #1 and #2
- High School District 214 Case Study
- Resources for Principal Supervisors
- Panel Discussion and Q & A
- Wrap Up

Presenters:

Frederick Brown, Deputy Executive Director, Learning Forward

Mary Canole, School Leadership Consultant, CCSSO

David Schuler, Superintendent, High School District 214 (IL)
and AASA President

MaryAnn Jobe, Director, Education and Leadership
Development, AASA

Council of Chief State School Officers




Mary Canole
School Leadership Consultant

What are the Model Principal Supervisor Professional Standards 2015?

- A practical description of what principal supervisors should know and be able to do
- Voluntary and adaptable
- Aligned with the ***Professional Standards for Educational Leaders 2015***
- Grounded in a Theory of Action focused on student learning and achievement
- All standards are integrated to work together



Why Are Standards for Principal Supervisors Needed?

1. Emerging research suggests principal supervisors can help principals improve teaching and student achievement.
 2. But today principal supervisors often focus on ensuring compliance with local and state regulations.
 3. Principals face new pressures to improve student learning and implement new academic standards.
 4. The Model Standards will help districts ensure that principal supervisors focus on the actions that matter.
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Category 1: Educational Leadership

- **Standard 1.** Principal Supervisors dedicate their time to helping principals grow as instructional leaders.
- **Standard 2.** Principal Supervisors coach and support individual principals and engage in effective professional learning strategies to help principals grow as instructional leaders.

Category 1: Educational Leadership

- **Standard 3.** Principal Supervisors use evidence of principals' effectiveness to determine necessary improvements in principals' practice to foster a positive educational environment that supports the diverse cultural and learning needs of students.
- **Standard 4.** Principal Supervisors engage principals in the formal district principal evaluation process in ways that help them grow as instructional leaders.

Category 2: District Operations

- **Standard 5.** Principal Supervisors advocate for and inform the coherence of organizational vision, policies and strategies to support schools and student learning.
 - **Standard 6.** Principal Supervisors assist the district in ensuring the community of schools with which they engage are culturally/socially responsive and have equitable access to resources necessary for the success of each student.
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Category 3: District Leadership

- **Standard 7.** Principal Supervisors engage in their own development and continuous improvement to help principals grow as instructional leaders.
- **Standard 8.** Principal Supervisors lead strategic change that continuously elevates the performance of schools and sustains high-quality educational programs and opportunities across the district.

Polling Question



Principal Supervisor Initiative

- \$30 Million dollar investment in a five-year effort
- 14 urban school districts
- Core districts: Long Beach, Calif., Des Moines, Iowa, Broward County, Fla., Minneapolis, Cleveland, and DeKalb County, GA.
- Initiative finances training and support for Principal Supervisors
- Two other districts will join the group, Tulsa, Ok., and Washington, D.C.
- Funding is also provided to the six districts in the Principal Pipeline Initiative:
 - Charlotte-Mecklenberg, N.C., Denver, Gwinnett County, GA., Hillsborough County, Fla., New York City and Prince Georges County, MD.

Lessons Learned So Far:

- The development of the Principal Supervisor Standards is the benchmark tool for school districts to use as an effective strategy to re-define principal supervision.
- Districts are starting to see 'dramatic' effects when the position is focused on teaching and learning.
- Central Office Transformation occurs which builds on the support to principals and schools.
- We envision principals staying longer in their positions when they see that they are valued and have the instructional coaching to do their job.


High School District 214 (IL)



David Schuler,
Superintendent

High School District 214 - Implementation Strategy

Standard #1: Principal Supervisors dedicate their time to helping principals grow as instructional leaders

- Redesign the Job Responsibilities of a Principal
 - Non-Negotiable District-wide Instructional Goals
 - Principal Leadership Team Norms and Learning Objectives
 - Mutually Agreed Upon Definition of Consensus
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High School District 214 - Implementation Strategy

- Focused PD around Instructional Leadership
- Modeling for Principals a focus on Instructional Leadership... Move beyond the day-to-day minutiae that can consume a principal's day and give them permission to dream and lead from an instructional perspective
- Give Principals permission to fail... learning from a successful failure can be incredibly instructive

Polling Question



Learning Forward


Frederick Brown
Deputy Executive Director



Model Principal Supervisor Professional Standards

Standard 2

Principal Supervisors coach and support individual principals and engage in effective professional learning strategies to help principals grow as instructional leaders



Sample Resources to Support This Standard



<http://learningforward.org/publications/the-principal-story-learning-guide>

Publications

JSD

Learning System

Learning Principal

Leading Teacher

Tools for Learning Schools

Team Tools

Blog

Recent Research and Reports

Status of Professional Learning

Implementing Common Core

Evidence Database

The Principal Story

Unit 1: Shaping a vision of academic success for all students

Unit 2: Creating a climate hospitable to education

Unit 3: Cultivating leadership in others

Unit 4: Improving instruction

Unit 5: Managing people, data and processes

NSDC Policy Points

Examining the Evidence

Permissions Policy

The Principal Story Learning Guide



To advance the professional learning of aspiring and current school leaders



School leadership matters. During the past decade, there has been a growing recognition among educators and policymakers that school principals must be instructional leaders who ensure that high-quality teaching occurs in every classroom. This view is backed up by a solid [body of evidence](#) showing that leadership places second only to teaching among school-related influences on learning.

Simply stated, there is no instance of schools improving student achievement in the U.S.

The Principal Story Learning Guide

Key Features:

- Informed by Wallace research
- Integrates “best practices” in professional learning
- FREE

Discussion about the film clip

Approximate time: 25 minutes

After you have identified your own assumptions, aspirations, actions, and practices, look again at those in the film clip, ["Shaping a Vision of Academic Success for All Students."](#)

In small groups, share thoughts, reactions, and interpretations using questions below to guide discussions. Be prepared to debrief salient points discussed with the larger group.

1. How do visionary leaders challenge the status quo?

2. Tresa is a novice principal and Kerry is a veteran. How might different levels of experience affect principals' abilities to enact change within their schools?

SCHOOL LEADERSHIP IN ACTION

Principal Practices

Shaping a Vision of Academic Success for...



Principal Practices



0:09 / 11:46



YouTube



Discussion Guide Sample Page

Key Practice 4: Improving Instruction

1. **Focusing Instructional Improvement:** Principals Niki Brown and Deirdre Keyes build instructional leadership capacity among teaching and administrative staff in order to improve student outcomes. If the adult learning is on behalf of student learning, how should instructional leaders figure out where to focus professional development time and resources?
2. **Exploring Mental Models of Leadership:** For instructional council meetings, Principal Niki Brown is described by one of the school's instructional lead teachers as "there to guide us but she doesn't necessarily lead the meeting." When should principals lead meetings, when should they be participants, when should they be observers, and when should they not attend at all? What are the potential implications of how a principal does or does not participate in a meeting for (a) the staff's sense of ownership and decision-making authority, (b) the willingness of staff to share openly and honestly (c) the perception of the principal's knowledge and authority, (d) accountability for professional practice?

SCHOOL LEADERSHIP IN ACTION

Principal Practices



- Videos can be accessed on The Wallace Foundation's website: www.wallacefoundation.org

Panel Discussion

Join in the conversation.

Submit your questions using the chat feature.

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MaryAnn Jobe, mjobe@aasa.org

David Schuler, david.schuler@d214.org

Additional Resources:

Model Principal Supervisor Professional Standards 2015

<http://www.ccsso.org/Documents/2015/2015PrincipalSupervisorStandardsFinal1272015.pdf>

New School Leadership in Action Videos (Available May 3)

<http://pbslearningmedia.org/collection/leadership-in-action/>

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AASA, The School Superintendents Association

www.aasa.org/content.aspx?id=10536

Learning Forward

www.learningforward.org

The Wallace Foundation

www.wallacefoundation.org

***Thank you for your
participation!***