Leader Tracking Systems: Turning Data into Information for School Leadership

WEBINAR
March 21, 2018
1-2pm ET

@AASAHQ @WallaceFdn

Welcome!

Thank you for joining us for today's webinar!

MODERATOR/HOST:
MaryAnn Jobe
AASA Director, Education and
Leadership Development

@AASAHQ @WallaceFdn

Logistics

- Access the audio for today's webinar either via your computer or phone.

Teleconference

Teleconference

Use your phone to join this teleconference.

Use Phone

1. Call in to the event:
   1-650-479-3208 (Call-in toll number (US/Canada))
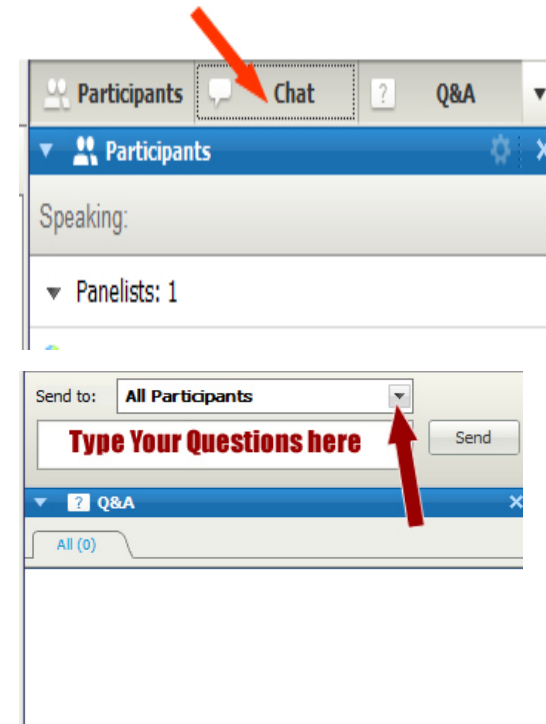2. Enter the access code:
   663493302
3. Enter your Attendee ID:
   #

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 Participants**" and then type your question in the chat box.

Presenters

- **Leslie Anderson**, Managing Director, Policy Studies Associates, Inc.

- **Damaries Blondonville**, Project Manager, Prince George's County Public Schools (MD)

- **Jim Marshall**, LTS Lead, UPPI Initiative, San Diego State University (CA)

- **Dianna Carberry**, Assist. Superintendent of Leadership Development and Systems Innovation, Sweetwater Union High School District (CA)

@AASAHQ   @WallaceFdn

Policy Studies Associates

Leslie Anderson
Managing Director
Policy Studies Associates, Inc.

The Principal Pipeline Initiative (PPI)

- **Initiative begun in 2011; funded by the Wallace Foundation**
- **Purpose:**
    - Define principal standards and competencies
    - Strengthen principal preparation
    - Revise approaches to selecting and placing new principals
    - Organize on-the-job evaluation and support

- **Comprised of six large urban districts:**
    - Charlotte-Mecklenburg Schools, North Carolina
    - Denver Public Schools, Colorado
    - Gwinnett County Public Schools, Georgia
    - Hillsborough County Public Schools, Florida
    - New York City Department of Education, New York
    - Prince George's County Public Schools, Maryland

Purpose of the LTS report

- Show districts what they could do with well-organized data about leaders and aspiring leaders

- Offer a realistic sense of what it takes

- Give positive examples and cautions based on hindsight

What's a Leader Tracking System?

Demographic and other information

- Gender, race/ethnicity, age
- Experience (e.g., as a teacher, teacher leader, and/or AP)
- Education (e.g., preparation program(s) attended and completed; certifications; highest degree earned)
- Professional development and support (e.g., coaching, mentoring, PD hours)

## Measured competencies and strengths

- Evaluation scores as a principal, AP, and/or teacher
- Scores on other leadership assessments used for screening or placement (e.g., diagnostic tools for identifying leadership strengths)
- Language(s) spoken
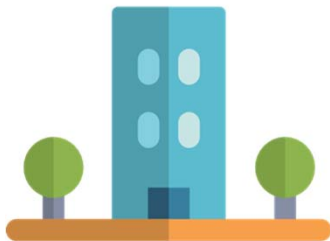
Schools served

- School level
- School size
- Student demographics (e.g., percent poverty, English learners, and special education)
- Special focus (e.g., STEM or other magnet, International Baccalaureate, language immersion, etc.)
- School performance (e.g., growth in student achievement during the candidate's tenure there)
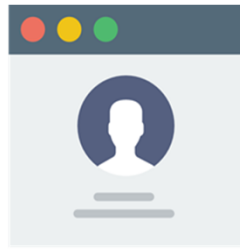
A set of webpages, dashboards, and tools used to inform management decisions
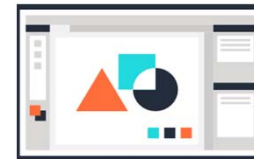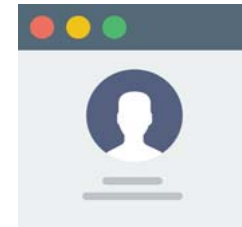
LTS Applications:

Track vacancies + talent rosters

Review candidate profiles

Search

Filter quickly

Analyze student, teacher + community data

Compare on common criteria

Match to the right school

Measure + evaluate performance

Support + track improvement

Automate time-intensive reports

LTS Applications:

Improving Hiring and Placement

An LTS allows district leaders to:

- Make "Apples-to-apples" comparisons of candidates

- Efficiently search for possible matches

- Reduce the power of "who you know" in hiring

LTS Applications:
Improving On-the-Job Support

An LTS allows district leaders to:

- Efficiently inform the work of supervisors

- Create an early-warning system

@AASAHQ @WallaceFdn

LTS Applications:

Building the Bench

An LTS allows district leaders to:

- Identify recruitment priorities

- Share outcomes data with partner preparation programs

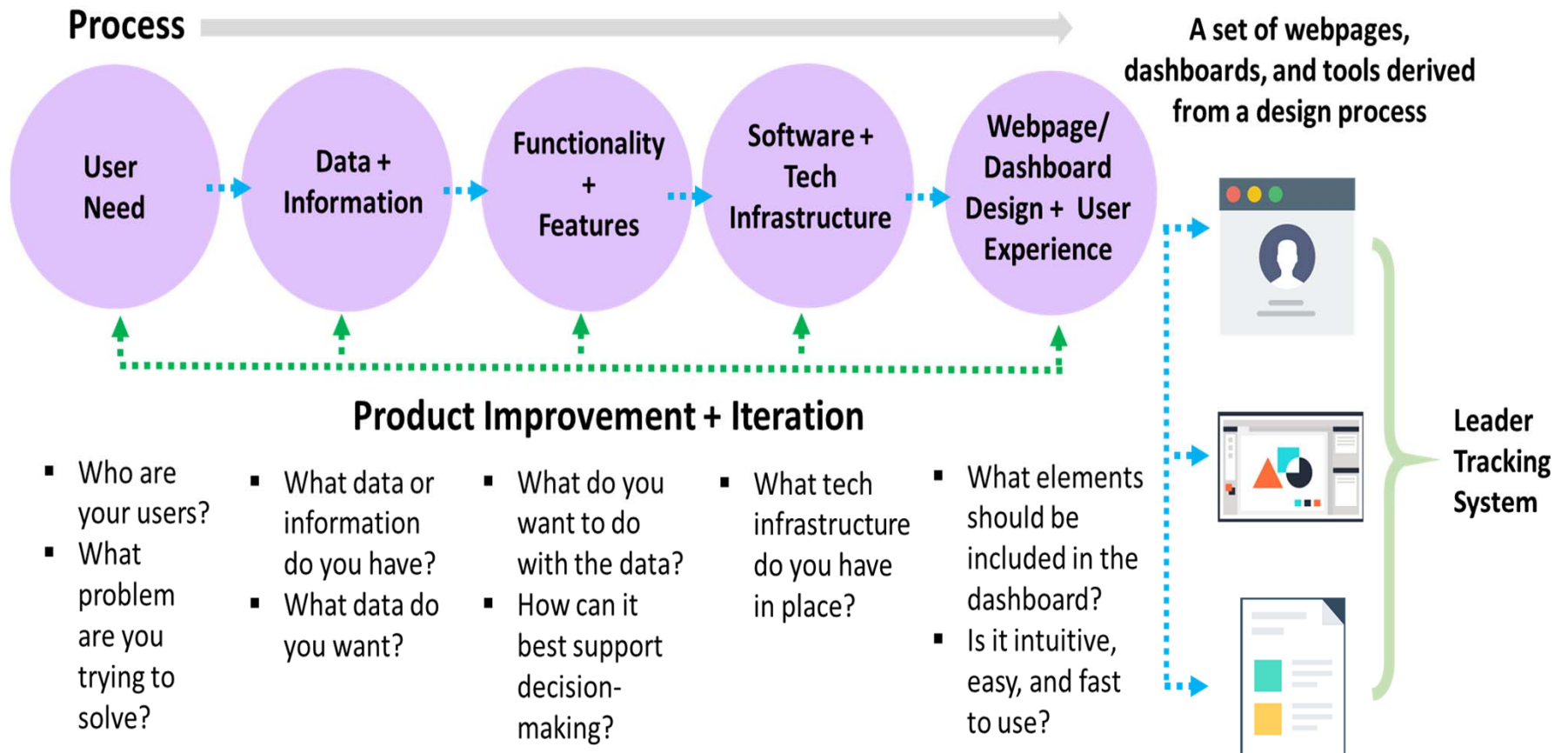# Transforming the District Role

- Making informed decisions about preparing, placing, and supporting leaders

- Seeing capabilities of principals and aspiring principals and planning for succession

@AASAHQ @WallaceFdn

How to build an LTS

Process →

A set of webpages, dashboards, and tools derived from a design process

- **User Need** ⇢ **Data + Information** ⇢ **Functionality + Features** ⇢ **Software + Tech Infrastructure** ⇢ **Webpage/ Dashboard Design + User Experience**

Product Improvement + Iteration

- Who are your users?
- What problem are you trying to solve?

- What data or information do you have?
- What data do you want?

- What do you want to do with the data?
- How can it best support decision-making?

- What tech infrastructure do you have in place?

- What elements should be included in the dashboard?
- Is it intuitive, easy, and fast to use?

Leader Tracking System

Prince George's County Public Schools

Damaries Blondonville
Project Manager

The Leader Tracking System
Delineating Gaps, Fostering Goals and Creating Opportunities

@AASAHQ @WallaceFdn

Prince George's County Public Schools

- Minutes away from Washington, D.C

- 208 schools and centers

- One of the nation's 25 largest school districts

- More than 130,000 students

- Nearly 19,000 employees

- Diverse student population from urban, suburban and rural communities

@AASAHQ @WallaceFdn

Why Build an LTS in PGCPS?

- Easy access to data points

- Identify program successes

- Assist with Selection/Hiring/Succession

- Identify trends and patterns

What Do We Track as a School District?

- Principals, Assistant Principals and Teacher Leaders

- Participants of our leadership development programs

- Mentoring/Coaching Information

- School Achievement Data

- Work History

- Certification Information

- Evaluation Information

- And many more data points!

@AASAHQ @WallaceFdn

Core Components of Building LTS

- Get the right people on the team

- Gathering requirements for LTS

- Availability of data /collection process

- Data validation with users who have inside knowledge

Lessons Learned

- Build it for your district & own your platform

- Collaborative approach

- Identify the "right" members for the team

- Identify the "right" data

- In-depth discussion of the program graduate performance outcomes

- Think Big

San Diego State University

Jim Marshall
Project LTS Lead, UPPI Initiative

University Preparation Program Initiative

UPPI Goals

- Developing and implementing high-quality courses of study with practical, on-the-job experiences.

- Putting in place strong university-district partnerships.

- Developing state policies about program accreditation, principal licensure or certification, and other matters (funded internships, for example) to promote more effective training statewide.
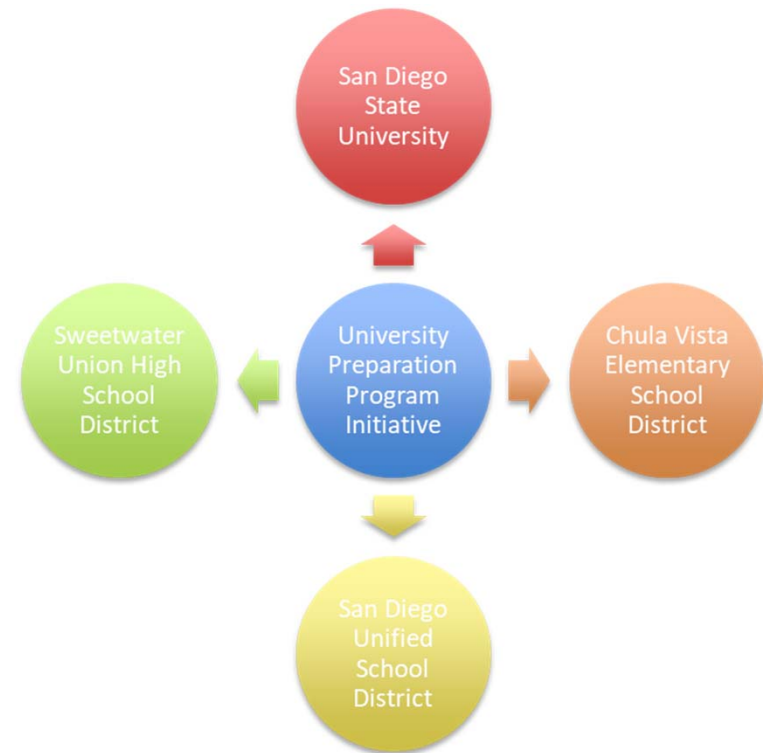
Role for Leader Tracking Systems
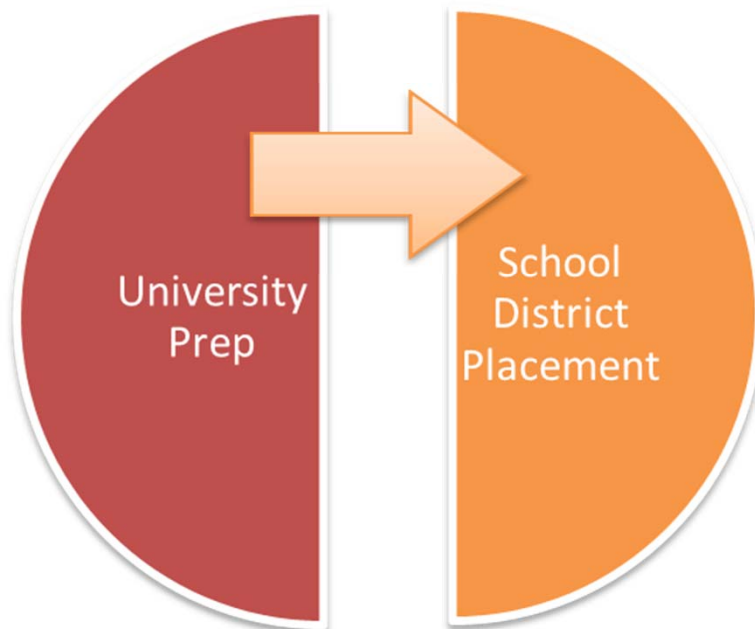
LTS Goals specific to UPPI

- Identification of high potential teachers as candidates for the principal pipeline
- Tracking preparation and developing competency
- Aggregating early performance measures of university prepared leaders

- Managing the Principal Pipeline
- Providing feedback to university and districts about efficacy of preparation through on-the-job performance metrics
    - Leveraging significant, potentially disparate, data sources/systems
    - Improving preparation programs
    - Directing district investments in professional learning and support
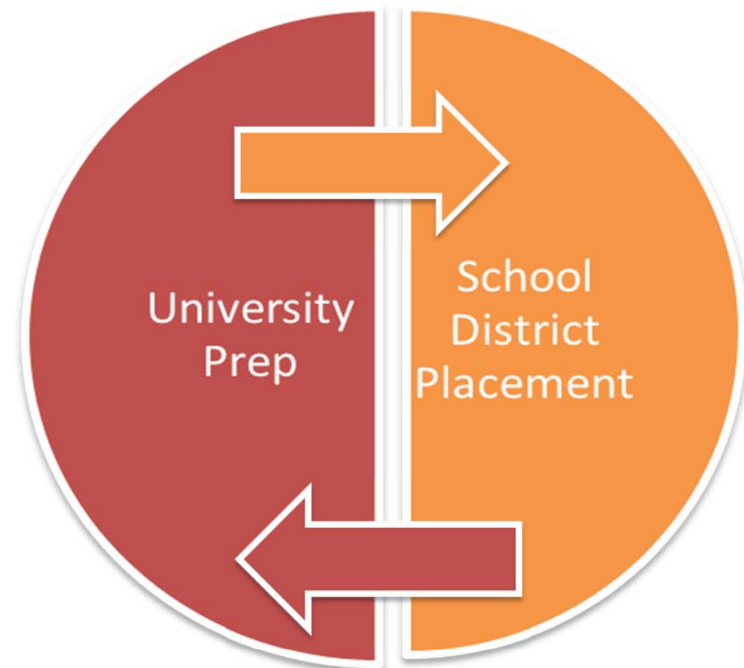
@AASAHQ   @WallaceFdn

From…

To…

AASA
THE SCHOOL SUPERINTENDENTS ASSOCIATION

SCHOOL SUPERINTENDENTS
KNOWLEDGE CENTER

University Prep

School District Placement

University Prep

School District Placement

@AASAHQ @WallaceFdn

But…

- If you build it, will they come?
- If you build it, will they stay?
- Does one size fit all three districts?

Important, Additional Goal:

Avoiding a LTS product that ends up being in search of a user…

LTS: Designing to Need and Context

Leader Tracking System
Overview of Key Planning Findings

Goal: Develop and implement a leader tracking system to be able to provide data to the university on the job performance of its graduates—by the end of Year 3.

	San Diego Unified	Chula Vista Elementary	Sweetwater Union High School
Schools	178	44	25
Grades	Pre-12	K-6	7-12
Union Representation of Administrators	Yes	No	No
Identified Needs (that intersect with LTS focus and effort)	• Identify potential leaders • Optimize placement of leaders • Produce leaders with key skills to turn around lower performing schools	• Identify potential leaders • Optimize placement of leaders • Establish AP evaluation tool/system for formalized review of new leaders • Refine principal evaluation review data, to establish consistent review areas between AP and Principal reviews	• Identify potential leaders • Optimize placement of leaders • Make existing data sources accessible, including Aspiring Administrator Academy performance data • Combine existing data sources to provide basis for all leader- and emerging leader-related decisions
Leader Tracking System Goals	• Better identification of leaders • Selection into, and monitoring of, the pipeline • Deliberate attention on leadership for "turnaround" schools—track skills for teachers	• Better identification of leaders • Selection into, and monitoring of, the pipeline • Increase data available and tracked for early–stage leaders, to optimize leader development, identify areas of strength, and facilitate placement	• Better identification of leaders • Selection into, and monitoring of, the pipeline • Alignment of data for each leader, from selection into the leadership pipeline, through the preliminary and clear credentials, the district's leadership academy, to school performance and principle review data
Known Data Sources	1. Selection exercise results (task required for entrance into SDSU program) 2. SDSU Task Stream Deliverables 3. Cal-APA results 4. District Data TBD	1. SDSU Task Stream Deliverables 2. Cal-APA results 3. Principle Evaluation Tool Data 4. Additional District Data TBD	1. SDSU Task Stream Deliverables 2. Cal-APA results 3. Aspiring Administrator Academy Data 4. Principle Evaluation Tool Data 5. Additional District Data TBD
Vision Statement (draft)	Produce a Leader Development System to identify, support, and retain high-quality administrators, and successfully develop a pipeline of effective leaders system-wide to increase student achievement at all sites, while placing deliberate attention on turnaround skills that will yield increased student performance at chronically under performing schools.	Produce a Leader Development System to identify, support, and retain high-quality administrators, and successfully develop a pipeline of effective leaders system-wide to increase student achievement at all sites, while placing deliberate attention on high impact language strategies that will yield increased performance for all students, including English Learners, Students with Disabilities, and designated target groups.	Produce a Leader Tracking System to identify, support, and retain high-quality administrators, and successfully develop a pipeline of effective leaders system-wide to increase student achievement at all sites, while placing deliberate attention on quality first instruction, mastery learning, culture, and equity at all sites.

Sweetwater Union High School District

Dianna Carberry
Assist. Superintendent
Leadership Development and Systems Innovation

LTS Development

District Demographics

- Largest Secondary School District In State
  - 40,000 students
  - 11 Middle Schools
  - 12 High Schools
  - 4 Alternative School
- Hired 12 Assistant Principals and 3 Principals in last 2 years; hiring practices influenced by Wallace Work with SDSU
- Over 40 Administrators in years 1-4 in District

LTS Development

Background Knowledge: Wallace Documents

- Creating Strong Principals - April 2013

- Principals in the Pipeline - July 2012

- Aspiring Principals Program on Student Achievement- June 2012

- The Making of the Principal: 5 Lessons in Leadership Training

Sweetwater Story

- 2015 Created SUHSD Aspiring Administrator Academy

- Joined Wallace PPI to inform our work

- Created a Sweetwater Team to guide work

- Identified Evidence-Based Characteristics and
  Dispositions for LTS

- Identified Sources of information for LTS

- Identify System for implementation of LTS

- Systems Approach to Selection Process

@AASAHQ @WallaceFdn

@AASAHQ @WallaceFdn

Q & A and Panel Discussion

Join the conversation!

Contact Information

- **MaryAnn Jobe** mjobe@aasa.org
- **Leslie Anderson** landerson@policystudies.com
- **Damaries Blondonville** da.blondonville@pgcps.org
- **Jim Marshall** marshall@mail.sdsu.edu
- **Dianna Carberry** dianna.carberry@sweetwaterschools.org

@AASAHQ   @WallaceFdn

Resources

REPORT

Leader Tracking Systems: Turning Data Into Information for School Leadership

www.wallacefoundation.org/knowledge-center/pages/leader-tracking-systems-turning-data-into-information-for-school-leadership.aspx

The Wallace Foundation

www.wallacefoundation.org

AASA, The School Superintendents Association

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

@AASAHQ   @WallaceFdn

Thank you for your participation!

@AASAHQ @WallaceFdn