CHANGE AGENTS: HOW STATES CAN DEVELOP EFFECTIVE SCHOOL LEADERS

National Summit on Education Reform

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To transform our public education system, we need a great many great school leaders.

**PRINCIPAL EFFECT**
Highly effective principals are *the* leverage point for turning around schools

**MAGNIFYING PRINCIPAL IMPACT**
Principals with skilled school leadership teams and supervisors who enable them to lead can turn around schools even better
New Leaders Presence

Nationwide, we have developed **1,000+ leaders** who currently serve **300,000 students** – 90 percent of whom are students of color and 85 percent of whom are from low-income households.

Through our consulting and policy engagements, we impact thousands of additional educators and students across the country.
New Leaders Community

The New Leaders Community

- **850+ New Leaders**
- **300+ Emerging Leaders**

- **10% Serve in other education leadership positions**
- **74% People of Color**

- **95% Of all New Leaders currently work in education**
- **10% Serve as instructional coaches, teachers, researchers and in other education roles**

- **75% Serve in school-based leadership positions**
- **25% Charters**
- **75% Districts**
An independent evaluation of our programming by the RAND Corporation uncovers a “New Leader Effect” that shows our strong, positive impact on student outcomes.

• Students in New Leader-led schools **achieve at significantly higher levels** than their peers specifically because they have a New Leader Principal.

• New Leader Principals are turning around urban “dropout factories” – on average students at New Leader high schools **graduate at a 10% higher rate** than their district peers.

In 2012, New Leader schools were among the top 10 highest gaining schools in 8 cities.
**Learning Philosophy & Model**

- Program focuses on key leadership actions
- Practice happens in real-life school settings
- Leadership skills are built through deep, repeated practice followed by feedback and reflection
- Participants develop and master leadership skills from teacher leader to school leader

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### Emerging Leaders Program (ELP)
- **Role**: Teacher Leader
- **Focus**: Learn to coach and lead a team of teachers

### Aspiring Principals Program (APP)
- **Role**: Resident
- **Focus**: Learn to coach and lead a whole school of teachers, staff and students

### Principal Institute (PI)
- **Role**: Principal
- **Focus**: Implement and continuously improve leadership skills and practice
New Leaders Organizational Strategy

Create More Highly Effective New Leader Principals
- Attract high quality candidates
- Select carefully
- Train for what matters most
- Support new principals to stabilize and transform schools

Position New Leaders Graduates to Lift System Performance
- Build a pipeline of high quality New Leader Principal candidates
- Create skilled leadership teams to magnify New Leader Principals’ impact
- Increase the number of highly effective New Leaders leading schools
- Support successful New Leader Principals to advance into roles in which they supervise and enable principals to improve outcomes for more kids

Create a Great Many Great Principals
- Engage veteran New Leaders to build ever-better schools
- Develop approaches to help non-New Leader sitting principals enhance their practice and get stronger results for more kids
- Advocate for policies that highlight school leadership as a critical lever for education reform
New Leaders’ Most Recent Publication: Change Agents

*Change Agents: How States Can Develop Effective Principals* makes the case that now is the time for states to improve principal preparation and licensure.

- **Concept Paper.** A primer for states that want to build a pipeline of highly effective principals by reforming the way they hold preparation programs accountable for results and improving their licensure system.

- **Companion Guide.** A framework for state policymakers to explore questions of purpose and design based on an outcomes-based vision for principal preparation and licensure.

States must impact the quality of professionals entering the system in order to build a corps of strong school leaders.

- **Evaluate and approve principal preparation programs.** There is an urgent need to overhaul the current approach to principal preparation and accelerate the pace of improvement.

- **Use licensure and re-licensure to ensure effective educators.** Current systems lack rigor, are not aligned with expectations and are disconnected from job performance.
Policy Recommendations

Principal Preparation

• Raise the bar by designing a state structure for review and approval of principal preparation programs based on consistent expectations.

• Focus the initial review of principal preparation programs on a demonstration of institutional capacity to implement a rigorous program plan.

• Use outcome measures to differentiate the renewal process for principal preparation programs and as data points for continuous program improvement.

• Hold all types of principal preparation programs accountable for results, including enforcing consequences for underperforming programs and providing incentives to high performing programs.

• Reinvest the fruitless “Master’s Degree Bump” (salary increases based only on credentials) in more effective approaches.
Policy Recommendations

Principal Licensure

• Streamline and increase the rigor of licensure by providing a single licensure system for principals completing traditional or alternative preparation programs.

• Develop an initial licensure process focused on a demonstration of the competencies necessary to lead a school.

• Create a regular license renewal process focused on a demonstration of ongoing effectiveness.

• Promote growth and improvement by recognizing ongoing achievements with a limited number of endorsements, such as opportunities for teacher leaders or advanced achievements for principals.

• Encourage change agents to stay in the profession by working with other states to create a simple, but rigorous reciprocity process.
Mission
Our mission is to ensure high academic achievement for all children, especially students in poverty and students of color, by developing transformational school leaders and advancing the policies and practices that allow great leaders to succeed.

Vision
We envision a day when there is educational excellence and equity in America – when our country’s public schools ensure that every student is prepared for success in college, careers and citizenship.

www.newleaders.org