



TO: The Honorable the Members of the Board of Regents
FROM: John L. D'Agati *John L. D'Agati*
SUBJECT: Principal Preparation Project
DATE: September 1, 2016
AUTHORIZATION(S): *Mary Ellen Elin*

SUMMARY

Issue for Discussion

To update the Board of Regents on the Principal Preparation Project funded by the Wallace Foundation.

Reason(s) for Consideration

For Information

Proposed Handling

This item will come before the Full Board for discussion.

Background Information

Late in 2015, the Regents Research Fund (RRF) on behalf of the State Education Department (SED) applied to the Wallace Foundation for a grant to advance state-led efforts to enhance the quality of school building leadership in New York State. In March 2016, RRF learned that Wallace Foundation agreed to provide funds for an 18 month engagement for the purpose of school leadership talent development. This includes efforts to improve the preparation of future school leaders and enhance support to current school leaders. By April 25, 2016, work on the project began in earnest.

Acting on behalf of the New York State Education Department, the University of the State of New York (Regents Research Fund) has undertaken an 18 month initiative to enhance the quality of school building leadership in New York State. Called the "Principal Preparation Project," this initiative engages teachers, principals,

superintendents, school board members, and deans of schools of education at institutions of higher education for the purpose of: (a) reviewing the standards and programs in place to prepare school building leaders; (b) identifying where improvements are necessary; and (c) developing recommendations to the Board of Regents for consideration and action. Funded by the Wallace Foundation, this project also seeks to develop a computer-based system to help school districts with recruitment and hiring of principals by identifying pre-service and in-service school building leaders and tracking their progress toward placement, including school-based career placement changes over time for practicing principals. This presentation describes project purpose, rationale, stakeholder engagement, accomplishments, and next steps.

For three reasons, this work is timely.

1. Recent changes in technology, accountability, and student demographics have created new demands on school leaders and the programs that prepare them.
2. In 2010, New York State formally adopted the 2008 national leadership standards published by the Interstate School Leaders Licensure Consortium (ISLLC). In the intervening period since that adoption, these standards have been used in New York State to organize the university-based programs leading to school building leader certification. Beyond certification, these standards have been used to align state efforts related to professional development, supervision, and evaluation. Importantly, however, the 2008 national standards have been replaced with a new set of leadership standards. Copyrighted in 2015 by the Council of Chief State School Officers, these are the “Professional Standards for Educational Leaders” developed by the National Policy Board for Educational Administration. While these standards are recognized nationally, New York State has not yet taken any action to modify the standards used by the state for the purpose of school building leader certification. See <http://www.ccsso.org/Documents/2015/ProfessionalStandardsforEducationalLeaders2015forNPBEAFINAL.pdf>.
3. Under ESSA, states have greater latitude to apply Title I and Title II funds toward efforts to enhance school building leader development. In order to meet new federal requirements, SED is developing two documents that are intended to form the foundation for SED’s revised accountability plan. The Board of Regents received these on July 11, 2016. See <https://www.regents.nysed.gov/common/regents/files/716brd1.pdf>. The first document, titled “Draft Characteristics of Highly Effective Schools”, describes the role of leaders.

Visionary instructional leaders partner with all stakeholders.

Visionary leaders create a professional, respectful and supportive school culture and community that values and promotes diversity and leads to success, well-being, and high academic expectations and outcomes for all students.

The second document, titled “Draft Guiding Principles for NYS Public School Accountability System,” emphasizes that the accountability system for New York State aims to enhance leader effectiveness. See <https://www.regents.nysed.gov/common/regents/files/716brd1.pdf>.

The NYS accountability system will be designed
to strengthen teacher and leader effectiveness . . .

As part of our commitment to these initiatives and as part of our grant application, Commissioner MaryEllen Elia is assembling a Principal Project Advisory Team (See Attachment) which will meet over the next 6 months. The list of those invited by Commissioner Elia appears as an attachment to this.

After addressing four questions, work by this Advisory Team will culminate in recommendations for the Board of Regents:

1. How well do the professional standards for school building leaders align with the demands of the job?
2. How can feedback from the field about the current state of principal preparation translate into state-level changes that improve the preparation of school principals?
3. How can the State adjust its policies on professional development, supervision, and evaluation in ways that enhance the development of current and aspiring school leaders?
4. To what extent can real-time reporting of two events improve school leadership quality?
 - a. Identification of those aspiring to be principals and reporting of their progress toward placement.
 - b. School-based career placement changes over time for principals in New York State.

To prepare for the work of the Principal Project Advisory Team, a review is being conducted of the research literature on this topic. Staff also conducted individual interviews with 50+ stakeholders. Those who were interviewed included teachers, principals, superintendents, school board members, and deans of schools of education at institutions of higher education. More than 20 focus group meetings are being held throughout New York State.

Themes emerging from these focus groups will be used to construct questionnaire items for an online survey. The survey will be widely distributed (open to educators and the public) and will be used to identify how respondents view the strengths of programs for school building leaders as well as the areas of possible improvement. Results from this survey will also be provided to members of the Principal Project Advisory Team. Plans also exist to post results from the survey and focus groups online

Related Regents Items

- <http://www.regents.nysed.gov/common/regents/files/1215bra8.pdf>
- <http://www.regents.nysed.gov/meetings/2010Meetings/February2010/0210hed1.htm>

Recommendation

N/A

Timetable for Implementation

It is anticipated that recommendations from the Principal Project Advisory Team will come before the Board at its April 2017 meeting.

Attachment

Name	Category	Location	Position	Region
Stephen Todd	BOCES DS	Jefferson-Lewis-Hamilton-Herkimer-Oneida BOCES	DS	Central (Lg area)
Kevin MacDonald	BOCES DS	Genesee Valley BOCES	DS	Western (ROC)
Carron Staple	NYC-Supt	District 8,9,11-NYCDOE	Superintendent	Bronx
David Flatley	NYSCOSS	Carle Place	Superintendent of Schools	Nassau County - LI
Colleen Taggerty	NYSCOSS	Olean	Superintendent of Schools	Southern Tier
Dr. Edwin M. Quezada	Big 4-Supt	Yonkers Public Schools	Superintendent	Yonkers
David T. Cantaffa	SUNY	University of Buffalo	SUNY Provost for Teacher Ed.	Western
Lynn Lisy-Macan Ph.D	SUNY	University at Albany	Visiting Asst. Prof. in Ed Admin.	Capital Region
Hazel Carter	CUNY	CUNY City College	Chair Department of Leadership	NYC
Helen Scharff Panero	CUNY	CUNY Baruch College	Program Director	NYC
James N. Mills	clcu	Niagara University	Supervisor of Educ'l Leadership	Niagara University
Sr. Remigia Kushner	clcu	Manhattan College	Director of Masters Program: SBL	Riverdale
Dr. John McKenna	SAANYS	Fletcher Elementary School	ES Principal	Western (Buff)
Dr. Bergre Escorbores	SAANYS	South Middle School	MS Principal	Suffolk County - LI
Pamela Odom	SAANYS	Grant Middle School	MS Principal	Central
Marie Guillaume	CSA	High School for Energy and Technology	Principal	Bronx
Moses Ojeda	CSA	Thomas A. Edison Career & Technical Ed HS	Principal	Queens
Gregory Mott	Big 4	Grabiarz School of Excellence	Principal	Buffalo
Marc Baiocco	ESSAA	Alexander Hamilton Jr/Sr High School	Principal	Downstate
Shireen Fasciglione	ESSAA	Hillsdale Elementary School	Principal	Capital Region
Dr. Soribel Genao	NYSUT	Queens College	Educational Leadership	NYC
Maria Pacheco	NYSUT	Rotterdam-Mohonasen	MS Spanish Teacher	Capital District
Howard Schoor	NYSUT	UFT	Borough Representative	NYC
Annette Romano	Elem Teacher	Niskayuna Central Schools	ES-2nd Grade	Capital Region
Grace Barrett	MS Teacher	Commack Central School District	MS-Art	Long Island
David Babikian	HS Teacher	N. Syracuse Central School District	HS-Social Studies	Syracuse
John Blowers	NYSSBA	Burnt Hills-Ballston Lake	President	Capital District
Larry Woodbridge	NYSSBA	NYC Department of Education	Principal Preparation	NYC

Name	Category	Location	Position	Region
Erika Hunt	External Expert	College of Education: Illinois State University	Center for the Study of Ed. Policy	Normal, Illinois
Michelle Young	External Expert	Curry School: University of Virginia	Executive Director of UCEA	Charlottesville, VA
TBD	Parent	New York State PTA	Parent/community	NYS
TBD	Parent	Long Island Parent Center	Parent/community	Long Island
TBD	Parent	Every Person Influences Children	Parent/community	Buffalo
Jody Spiro	Ex-Officio	The Wallace Foundation	Director	NYC