

A few thoughts to consider

- Think of a principal you had as a student.
- Did he/she know your name?
 - Was it for good or bad reasons?
- What is something that you remember about them that made an impact on you or your school?

Principal preparation put into practice

South Creek Middle School
Martin County Schools

Jan Wagner, Principal '08-
Larry Hodgkins, Asst Principal '12-'15

“Lead from the front, command from the rear” – Winston Churchill

- The role of a principal has **changed**.
- We need **leaders** vs. managers.
- Principal **preparation** vs. training.
- Wagner – supervising principal for multiple interns
- Hodgkins – recent graduate of preparation program

Leadership Matters

- The **impact** of a principal is second only to that of classroom teachers on academic achievement of an individual student. (Leithwood, 2004)
- School leadership is an **adaptive** challenge, not a **technical** problem. This means solutions are site-specific, depend on establishing relationships, and are multi-faceted.
- Technical challenges may be very difficult but there is an established path to solving them.

Effective Preparation Programs

- **Performance**-based candidate assessment.
- **Combination** of theory and practical experience.
 - Residency model
 - Result in degree
- Specialized **trainings** to address common technical tasks.
- Adoption of **asset model** vs. deficit thinking.
- Build sustainable networks.
 - Cohorts matter
 - Multiple layers of mentors

Growing leaders

- Supervising principal for three interns in past 4 years
 - Experience with multiple preparation formats
- Influx of new ideas
- Opportunities to learn

Effective principals

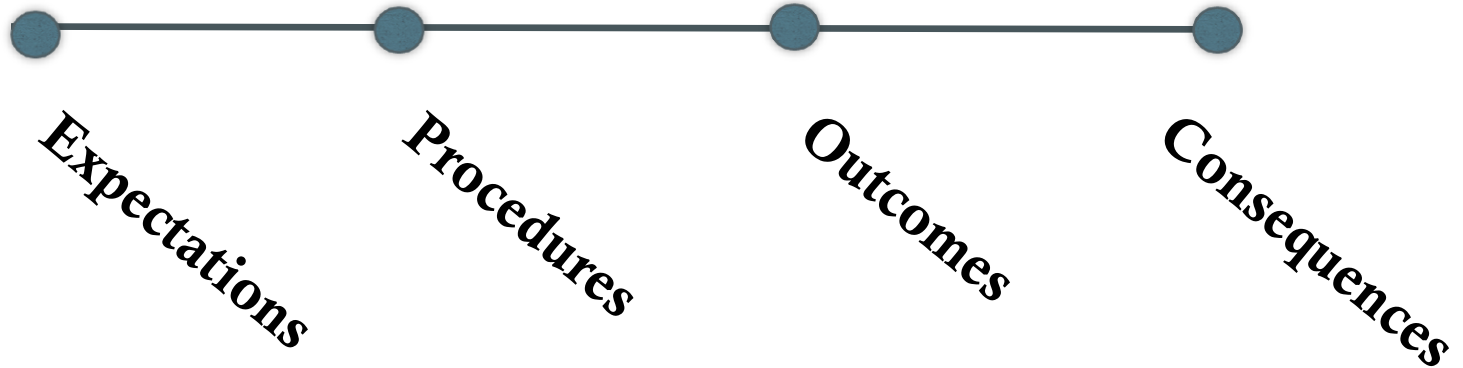
- Have the approach of an **executive**
 - it is a mindset more than a job
- Passionately **committed** to success
 - Do not accept excuses, learn from failures and mistakes
- Seek **continuous** improvement
- Make for effective and happy teachers, **reducing** turnover

Essential tasks of a principal

- Establish positive culture and climate
- Build relationships
 - Empower students and staff
- Instructional leaders
- Earn trust of community
- Financial and legal responsibilities for the school

Procedures

- Everyone knows what to do in all circumstances
 - SOP's



Relationships

- Among staff
- Between staff and students
 - No significant learning ever occurs without a positive relationship between teacher and student
 - “I won’t learn from you”
 - Building trust with community



Instructional Focus

- Core mission of schools
- Student learning is what counts
- Learning requires teaching
 - Help teachers set goals and coach for improvement

Outcomes



Student achievement growth

- Overall educator effectiveness composite at SCMS has been above 5.0 for past three consecutive years
 - (above 2.0 is considered to be exceeding expectations)

Voices from SCMS



Wish List

- Equitable accountability measures.
- Allocation of resources to schools that are most in need (assistant principals, mental health professionals).
- Reduction in principal transfers.
- Decrease in principal turnover will increase ROI for preparation programs.