

Management Action Plan for Principal Preparation Program

Exec Tm Sponsor: John D’Agati, Deputy Commissioner for Higher Education

Manager: Ken Turner, Director of the Principal

Goal: By May 1, 2017, develop data, tools, and policies designed to enhance the quality of school building leader preparation in NYS:

1. Analyze data on the performance of principal preparation programs to identify gaps in program consistency, quality, and/or output
2. Analyze the opinions of stakeholder to identify the strengths/needs of New York State related to the adequacy of principal preparation
3. Gauge the desirability, feasibility, and implications of revising policies in areas that impact principal preparation:
 - a. Standards
 - i. School Building Leader Standards (SBL)
 - ii. SBL Certification Standards
 - iii. Standards for University- and/or College-based programs designed to prepare School Building Leaders
 - b. Professional Development
 - c. Supervision
 - d. Evaluation
4. Formulate policy recommendations (concerning standards, professional development, supervision, and evaluation) that have the potential to improve principal preparation programs in New York State
5. Develop and deploy data visualization tools that identify current and prospective school principals and display the progress of aspiring principals (through graduate school) and then into placement as school building leaders (including career changes over time)

Business Case: Although principal quality is 2nd only to teacher quality in its influence on student success, efforts to improve principal performance have proven uneven because the principal-ship runway lacks:

- Modern standards that accurately describe the principal role and responsibility in today’s schools
- Consistent, high-quality, clinically-rich professional development
- An effective data-tracking system and visualization machinery to guide selection and placement
- A coherent and credible system of supervision/evaluation that yields continuous improvement

	Objectives	Responsibility	Deadline	Status
1.0	Identify project parameters			
	1.1 Propose success criteria	Project Dir	May 15, 2016	Completed
	1.1.1 Delivered on time, under budget, and to specification			
	1.1.2 Conforms to requirements of Wallace grant, law, SED policy, and regulation			
	1.1.3 Incorporate actions that are achievable within existing resources			
	1.1.4 Make claims that are defensible, valid for purpose, and based on reliable info			
	1.1.5 Able to demonstrate widespread stakeholder support based on 360 feedback			
	1.1.6 Promote continuous improvement, transparency, & grasp of cause and remedy			
	1.1.7 Provide useful information to staff in the field			
1.1.8 Supports elements of Regents vision and mission				
1.2 Approve (or identify needed changes to) success criteria	Deputy Comm	May 16, 2016	Completed	

	<p>1.3 Propose measures and metrics</p> <p>1.3.1 Customer satisfaction: For the engagement to be successful, proposed changes to principal preparation must have the consensus support of an advisory team that includes a diverse and representative team of stakeholders AND the Commissioner and Board of Regents must accept and approve any policy recommendations that come forward from this project</p> <p>1.3.2 Efficiency: For the engagement to be successful, project expenditures must not exceed project budget</p> <p>1.3.3 Impact: For the engagement to be successful, results of a stakeholder survey must show that a preponderance of respondents agree that changes that are formulated and forwarded will positively impact principal preparation in NYS</p> <p>1.4 Approve (or identify needed changes to) measures and metrics</p> <p>1.5 Timetable for evaluating engagement (final evaluation of 1-year effort)</p>	Project Dir	May 12, 2016	Completed
2.0	<p>Sensitize ourselves to key issues via interviews w/NYSED staff who ride herd on datasets</p> <p>2.1 Propose a description of the stages of work:</p> <p>Part 1: Map the work</p> <p>Use results from an integrated system (linking data on outcomes to data on candidate enrollment in current school building certificate programs) to analyze the strengths, weaknesses, opportunities, and threats of the NYS principal preparation program. The SWOT analysis becomes a frame of reference for efforts to enhance the program (including but not limited to Professional Standards for Educational Leaders).</p> <p>Part II: Learn what works</p> <p>Use interviews, visitations, and document analysis, to identify principal preparation practices that have proven to be successful in NYC and nationwide. Use successful practices to guide the development of specific changes that can enhance principal preparation in NYS (including but not limited to certification requirements as they relate to professional development)</p> <p>Part III: Build a guiding coalition and a consensus for improvement</p> <p>Convene an advisory team of representative stakeholders. Use the team to formulate a consensus around proposed program changes that include certification and program requirements as they relate to supervision and evaluation</p> <p>Part IV: Launch an automated leader tracking system</p> <p>By linking data on individual progress from higher education enrollment through career employment, create an electronic system that gives users (individuals and institutions) a real-time picture of preparation, selection, and placement.</p>	Project Dir	May 12, 2016	Completed
		Deputy Comm Project Dir	May 16, 2016 June 30, 2016	Completed Completed

	<p>2.2 Approve (or identify needed changes to) the proposed stages of work</p> <p>2.3 Propose the research questions that this project is designed to answer.</p> <p>Part I: Map the work</p> <ul style="list-style-type: none"> - Given the needs from a SWOT analysis, how can SED lead, guide, and support activity related to school building leaders in ways that enhance principal preparation in New York? - How can NY adjust standards of principal practice to account for new demands in a way that aids principal development and practice, thus promoting K12 student success? <p>Part II: Learn what works</p> <ul style="list-style-type: none"> - What is working in NYC and nationwide, related to principal preparation? - How can state-level changes to policy or regulation (related to certification requirements and/or professional development) improve the principal preparation program and thereby promote K12 student performance? <p>Part III: Build a guiding coalition and a consensus for improvement</p> <ul style="list-style-type: none"> - How can state-level changes to policy or regulation (related to supervision and evaluation) improve the principal preparation program and thereby promote K12 student performance <p>Part IV: Launch an automated leader tracking system</p> <ul style="list-style-type: none"> - How can real-time reporting of 2 events improve school leadership/performance? <ul style="list-style-type: none"> ➤ Identification of those aspiring to be principal and reporting progress toward placement ➤ School-based career placement changes over time for certified principals in New York State 	<p>Deputy Comm Project Dir</p>	<p>May 16, 2016 May 12, 2016</p>	<p>Completed Completed</p>
	<p>2.4 Approve (or identify needed changes to) research questions this project will answer</p> <p>2.5 Identify related questions that are useful in advancing this work to include:</p> <p>2.5.1 Project calls for estimating how well principal supply matches system demand</p> <p>2.5.2 To address this, three concerns should be considered:</p> <ul style="list-style-type: none"> - Quantity: Are there enough candidates in right place geographically - Quality: Does candidate quality meet expectation - Turnover: Do we know turnover rate & is it what we want or need <p>2.5.3 Questions to address include how (how much) do IHEs vary on:</p> <ul style="list-style-type: none"> - Number of those enrolled in principal preparation programs in NY - Annual yield rate (% of enrollees in prep prgms that grad on time) - Pass rates associated with SBL certification for grad from IHEs 	<p>Deputy Comm Project Dir</p>	<p>May 16, 2016 May 12, 2016</p>	<p>Completed Completed</p>

	<ul style="list-style-type: none"> - Rate at which those who earn SBL certificate are hired as principal - Extent to which these statistics vary by gender, race/ethnicity, etc <p>2.6 Proposed a description of the deliverables for each of the four parts of this work</p> <p>Part 1: Map the work Define and detail the specifications for an integrated system linking data on outcomes to data on current school building leader (SBL) certificate enrollment and data related to geographic enrollment. Use results from the integrated system and a SWOT analysis of the statewide program of principal preparation to produce a 1-pg report with possible policy implications related to improvement of the statewide program (including but not limited to standards to guide preparation of school building leaders</p> <p>Part II: Learn what works Produce a 1-pg report that proposes changes to certification requirements along with policy recommendations related to the professional development needed to support principal growth and success.</p> <p>Part III: Build a guiding coalition Produce a 1-pg report that proposes specific changes to certification requirements as they relate to principal evaluation AND Complete recommendations for the Board of Regents related to changes in School Building Leader program requirements</p> <p>Part IV: Launch an automated leader tracking system Produce a functional data visualization tool displaying pathways and progress of individuals who aspire to be principal (from undergraduate through graduate school) and then into their placement as building leaders (including placement changes over time).</p> <p>2.7 Confirm (or identify needed changes to) the described deliverables</p>	Project Dir	May 12, 2016	Completed
		Deputy Comm	May 16, 2016	Completed
3.0	<p>Identify interests of stakeholders beyond NYSED via interviews, focus groups, & surveys.</p> <p>3.1 Identify stewards of datasets at NYSED that are related to this project (K DeSalvatore)</p> <ul style="list-style-type: none"> 3.1.1 BEDs Personnel Master File and Institutional Master File (Ellen Martin) 3.1.2 TEACH (Ann Jasinski) 3.1.3 School Building Leader or SBL Certification File (Pearson) 3.1.4 Title II and Higher Education Data pull (Patty Oleaga, Leslie Templeton, OCUE) 3.1.5 APPR (Alex Trikalinos) 3.1.6 "At a Glance Report Cards" (Ira Schwartz) <p>3.2 Complete interviews with NYSED staff members who are affected by this work</p> <p>3.3 List "takeaways" from interviews conducted with each of the above (and their staffs)</p>	Proj Assistant	May 6, 2016	Completed
		Project Dir	May 6, 2016	Completed
		Project Dir	May 6, 2016	Completed

	<ul style="list-style-type: none"> 3.4 Propose structure & stakeholder group for a Part I Principal Project Advisory Team 3.5 Approve (or identify needed changes to) the structure and makeup of Advisory Team 3.6 Complete interviews with others who are affected by this work (Chuck Dedrick etc) 3.7 Identify data elements needed to execute the desired analysis 3.8 Complete NYSED data request 3.9 Acquire permissions to access secure Pearson data (personally identifiable info) 3.10 Complete analysis of available Higher Ed data and Pearson data on those certified 3.11 List “takeaways” from interviews with those beyond NYSED who are affected by this 3.12 Identify themes emerging from interviews/focus groups for use in surveys 3.13 Complete a proposed survey design (to include sampling frame & analytic approach) 3.14 Completed survey dissemination 3.15 Complete collection of survey results 3.16 Complete tabulation, analysis, and interpretation of survey results 3.17 Summarize stakeholder interest combining input from interview/focus group/surveys 	<ul style="list-style-type: none"> Project Dir Deputy Comm Project Dir Project Dir Proj Assistant Project Dir Project Dir Project Dir Project Dir Project Dir Project Dir Project Dir Project Dir Project Dir Project Dir 	<ul style="list-style-type: none"> May 12, 2016 May 19, 2016 July 8, 2016 May 12, 2016 May 13, 2016 May 12, 2016 July 8, 2016 July 8, 2016 Aug 12, 2016 July 8, 2016 Aug. 8, 2016 Aug. 19, 2016 Aug. 19, 2016 Aug., 21, 2016 	<ul style="list-style-type: none"> Completed Completed Completed Completed Completed Completed Completed Completed In Progress Completed Scheduled
4.0	<ul style="list-style-type: none"> Convene an advisory team of willing/interested representative of key stakeholder groups 4.1 Propose language for letter inviting stakeholders to join advisory team 4.2 Approve (or identify needed changes to) language of letter of invitation 4.3 Complete production of invitations by customizing letters for each recipient 4.4 Approve (or identify needed changes to) customized letters of invitation 4.5 Complete signing of the letters of invitation 4.6 Complete mailing of letters of invitation 4.7 Confirm final makeup of Principal Project Advisory Team (following RSVP period) 4.8 Appoint co-chairs 4.9 Adopt operating agreements or norms. 4.10 Generate work-streams, process map, and a production schedule 4.11 Reach agreement on the goal of (and a process for) reaching consensus 4.12 Complete a value-stream mapping exercise 4.13 Produce list of consensus opinions reached by the advisory team 	<ul style="list-style-type: none"> Proj Dir Deputy Comm Proj Dir Commissioner Comm/Depty Comm Assstnt Proj Assistant Commissioner Adv Tm Chairs Proj Dir Adv Tm Chairs Proj Dir Adv Tm Chairs 	<ul style="list-style-type: none"> May 12, 2016 May 19, 2016 May 13, 2016 May 18, 2016 July 15, 2016 July 19, 2016 July 28, 2016 Aug 1, 2016 Aug 14, 2016 June 8, 2016 July 13, 2016 Aug 14, 2016 Feb 22, 2017 	<ul style="list-style-type: none"> Completed Completed Completed Completed Scheduled Scheduled Completed
5.0	<ul style="list-style-type: none"> Develop system linking outcome data for prep program grads & data related to IHEs & geography 5.1 Complete a review of relevant literature (for programs under immediate review) 5.2 Complete data collection (based on data request placed on May 13, 2016) 5.3 Complete identification of data system specifications .(including RFB Scope of Work) 5.4 Complete recruitment/selection of tech consultant who develops system to our specs 5.5 Complete development of integrated data system tool 5.6 Identify the key insights (“takeaways”) from the tool 	<ul style="list-style-type: none"> Proj Assist Proj Dir Proj Dir TBD Tech Consltn Proj Dir 	<ul style="list-style-type: none"> May 16, 2016 May 25, 2016 May 25, 2016 TBD July 1, 2016 July 30, 2016 	<ul style="list-style-type: none"> Completed Overdue Indefinite hold Overdue
6.0	<ul style="list-style-type: none"> Use data (opinions, observations, & artifacts) to identify possible changes to NYS program. 6.1 Propose a list of the kind of evidence that is valuable, needed, and acceptable 6.2 Approve (or identify needed changes to) list of proposed evidence types 	<ul style="list-style-type: none"> Proj Dir Deputy Comm 	<ul style="list-style-type: none"> June 1, 2016 June 3, 2016 	<ul style="list-style-type: none"> Completed Completed

	<p>6.3 Recommend whether it is OK to gather data on: (a) people’s perceptions; (2) direct observations of the event itself; (3) artifacts or documents; (4) some combination of 1-3</p> <p>6.4 Identify whether and how and how much and in what way to use outside experts</p> <p>6.5 Complete Strengths, Weaknesses, Opportunities, Threats</p> <p>6.6 Propose a list of possible changes</p> <p>6.7 Identify how many and which possible changes are supported by consensus of Adv Tm.</p>	<p>Advisory Tm</p> <p>Deputy Comm</p> <p>Proj Dir</p> <p>Advisory Tm</p> <p>Proj Dir</p>	<p>June 8, 2016</p> <p>June 3, 2016</p> <p>June 30, 2016</p> <p>Sept 14, 2016</p> <p>Sept 16, 2016</p>	<p>Completed</p> <p>Ongoing</p> <p>Draft complete</p>
7.0	<p>Narrow list of changes that could enhance principal preparation/support/performance</p> <p>7.1 Propose the narrowed list of possible changes</p> <p>7.2 Approve (or identify needed changes) to the list of narrowed changes</p>	<p>Advisory Tm</p> <p>Deputy Comm</p>	<p>Oct 12, 2016</p> <p>Oct 14, 2016</p>	
8.0	<p>Fine tune proposed changes by incorporating feedback from advisory team and the field.</p> <p>8.1 Design mechanism to gather, store, and view needed data that will be collected.</p> <p>8.2 Complete construction of “catcher’s mitt” to collect data.</p> <p>8.3 Complete data collection.</p> <p>8.4 Complete data analysis gauging how receptive and/or supportive stakeholders are</p> <p>8.5 Complete any needed changes based on feedback from the field</p>	<p>Proj Dir</p> <p>Proj Dir</p> <p>Proj Assistant</p> <p>Proj Assistant</p> <p>Advisory Tm</p>	<p>Sept 15, 2016</p> <p>Oct 11, 2016</p> <p>Oct 15, 2016</p> <p>Nov 1, 2016</p> <p>Nov 9, 2016</p>	
9.0	<p>Identify incentives that connect to the work, accelerate desired change & multiply impact</p> <p>9.1 Identify (and reach agreement on) the criteria for an acceptable incentive</p> <p>9.2 After suspending judgment (“if you could have what you want, what would you have?”), produce a list of possible incentives that would help sustain/amplify this work over time</p> <p>9.2 Apply the criteria in 9.1 (above) to cull the proposed list to a set of viable incentives</p> <p>9.3 Approve (or identify needed changes to) proposed list of incentives</p>	<p>Advisory Tm</p> <p>Advisory Tm</p> <p>Advisory Tm</p> <p>Deputy Comm</p>	<p>Nov 9, 2016</p> <p>Nov 9, 2016</p> <p>Nov 9, 2016</p> <p>Nov 14, 2016</p>	
10.0	<p>Submit policy recommendations designed to improve NYS principal preparation</p> <p>10.1 Identify recommendations to replicate, expand, continue, modify, eliminate, other</p> <p>10.2 Establish whether it is useful or necessary to place recommendations in rank order</p> <p>10.3 Complete list of all possible policy recommendations that might move forward</p> <p>10.4 Trim list to include just those that enjoy consensus support of the Advisory Tam</p> <p>10.5 Submit recommendations to Deputy Commissioner for Higher Education</p> <p>10.6 Determine when, how, & in what form recommendations from Adv Tm move forward</p>	<p>Advisory Tm</p> <p>Advisory Tm</p> <p>Adv Tm Chairs</p> <p>Adv Tm Chairs</p> <p>Proj Dir</p> <p>Deputy Comm</p>	<p>Nov 30, 2016</p> <p>Jan 8, 2017</p> <p>Jan 8, 2017</p> <p>Feb 22, 2017</p> <p>Jan 8, 2017</p> <p>Jan 12, 2017</p>	
11.0	<p>Complete production and deployment of leader tracking tool</p> <p>11.1 Complete identification of the specifications for a system.</p> <p>11.2 Complete recruitment/selection of tech consultant to develop system to our spec</p> <p>11.3 Complete development of the leader tracking tool</p> <p>11.4 Determine whether to accept tool “as is” or identify whether revisions are needed,</p> <p>11.5 Complete deployment of the tool</p> <p>11.6 Based on feedback from the field, identify key insights (“takeaways”) from the tool.</p>	<p>Proj Dir</p> <p>TBD</p> <p>Tech Conslntnt</p> <p>Deputy Comm</p> <p>Proj Dir</p> <p>Proj Dir</p>	<p>Jan 8, 2017</p> <p>Jan 15, 2017</p> <p>Mar 15, 2017</p> <p>Mar 30, 2017</p> <p>Apr 1, 2017</p> <p>Apr 15, 2017</p>	
12.0	<p>Submit the findings of the project evaluation and close out project (listing possible extensions)</p> <p>12.1 Complete project evaluation</p> <p>12.2 Produce written report detailing how project aims were achieved to include a summary</p>	<p>Proj Dir</p> <p>Proj Dir</p>	<p>Apr 23, 2017</p> <p>Apr 24, 2017</p>	

	of findings including strengths, areas of concern, recommendations, and conclusions (and possible next steps). 12.3 Accept final written report on project accomplishments	Deputy Comm	Apr 25, 2017	
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