

**OVEC-LEADERSHIP MATTERS INITIATIVE**  
**Aspiring Principals Academy-UL/OVEC Partnership**

*An effective school principal is one who can increase student learning by guiding and supporting teachers while capably managing the school organization.*

*VISION: Dedicated to ensuring quality instructional leaders in the OVEC region.*

- I. **BELIEFS**
  - A. The purpose of school leadership is to improve student learning.
  - B. To improve student learning, the leader must:
    1. assure quality of instruction throughout the school,
    2. effectively and efficiently organize and manage school structures to maintain a focus on student learning and
    3. effectively work with school communities.
  
- II. **PURPOSES OF THE ACADEMY**
  - A. To assist member districts in preparing highly effective school principals who are capable of leading schools to proficiency.
  - B. To provide participants the experiences and opportunities to practice and acquire the necessary skills needed in order to be a highly effective school principal.
  
- III. **SELECTION OF PARTICIPANTS FOR THE ACADEMY**
  - A. The Academy is available for up to 30-35 candidates.
  - B. Candidates will be co-selected by a committee composed of representatives from the University of Louisville and OVEC districts on the basis of application, superintendent's recommendation, and interviews.
    1. Application:
      - a. 3 years of teaching experience completed.
      - b. Application packet submitted (letter of application, resume, letters of recommendation, personal essay, evidence of application to U of L Graduate School, 800 GRE score).
        - Personal essay includes the following:
          - ❖ Personal statement of career goals and how this Academy will assist the candidate in reaching their goals.
          - ❖ Include evidence of leadership skills in curriculum, instruction and assessment.
          - ❖ Provide evidence of competency in improving student learning.
          - ❖ Superintendent's recommendation completed on rubric provided.
          - ❖ Interviews conducted jointly.

**IV. PROGRAM DESCRIPTION**

- A. The Aspiring Principals Program is open to all teachers in the OVEC region who hope to have a future career in educational leadership and administration. This will be a 12 month program of course work, internship, mentoring, field based experiences, action research and other professional learning opportunities.**
- B. Candidates will be recommended by their district superintendent and selected for the Academy by the Advisory/Selection Committee. Selected candidates will be expected to pay for tuition, materials, books, assessment certification fee, graduate fees, LiveText fee, and GRE exam fee. Candidates will have to meet the University of Louisville Graduate School requirements.**
- C. All candidates will develop and have their program experiences guided by an individual learning plan developed in consultation with the Leadership Coach, principal mentor, immediate supervisor and other program advisors. The coursework will be offered through the University of Louisville. Extensive summer coursework and seminars will be involved and attendance required for all activities of the Academy. The year long internship activities will be aligned with the “Strands of Study” included as part of the individual learning plan.**
- D. A Leadership Coach will be employed to coordinate the program. The Leadership Coach will be co-selected by UL and OVEC to work with the candidates and coordinate all activities of the Academy. The Leadership Coach will also provide support to Academy graduates in their first year of being a principal in an OVEC district, if hired the year after completion of the Level I coursework for certification.**

**V. UPON COMPLETION OF THE ACADEMY GRADUATES SHOULD KNOW AND BE ABLE TO DO:**

- A. How to lead/motivate teachers to improve student learning.**
- B. How to develop, implement and monitor their “Instructional Plan” to improve student learning.**
- C. How to make data-based decisions.**
- D. How to build support above and below the principal’s level.**
- E. How to monitor and improve the culture in a building.**
- F. How to have a student focused school where “failure is not an option.”**
- G. How to develop professional learning communities in their school.**
- H. How to select the right staff as a means to improve student learning.**
- I. How to work with their community and involve all stakeholders.**
- J. How to build relationships with students, looking at the whole child.**
- K. How to allocate resources to improve student learning.**

**VI. CURRICULUM DELIVERY MODEL**

**A. The OVEC/UL Aspiring Principals Academy will focus on the following major strands of study which have been aligned to the ISLLC Standards, SISI document and the Kentucky Continuum for Principal Preparation and Development:**

- 1. Leading Teaching and Learning**
  - a. Curriculum**
  - b. Instruction and Learning Interventions**
- 2. Assessing the Instructional Program and Monitoring Student Performance.**
  - a. Assessment**
  - b. Data Driven Decision-Making, Monitoring Student Learning and Ensuring Accountability.**
- 3. Securing and Developing Staff**
  - a. Staff Selection**
  - b. Personnel Evaluation**
  - c. Work Conditions and Environment**
  - d. Professional Development**
- 4. Building Culture and Community**
  - a. School Culture**
  - b. Learning Communities for Students and Staff**
  - c. Professional Ethics**
- 5. Creating Organizational Structures and Operations**
  - a. Operational Vision and Mission**
  - b. School Improvement Planning and Implementation**
  - c. Functions and Procedures and Structures**
  - d. Legal Framework**
- 6. Leveraging Community Systems and Resources**
  - a. Family and Community**
  - b. District**
  - c. Policy Environment**

**B. The major strands of study will be delivered and supported as follows:**

- 1. The curriculum for the Academy will be co-delivered by OVEC district, state or university staff, either on campus or at the OVEC office or at a district site.**
- 2. The 18 hours of coursework for the Level I principal certification (which can be applied toward MA degree) will begin in the summer, 2008.**
- 3. A principal mentor will work with each candidate in the program.**
- 4. A part-time Leadership Coach/Coordinator will be employed to oversee the program, including assisting with the delivery of the curriculum and providing professional development for candidates and principal mentors. (See Job Description)**

**C. TIMELINES**

*Academy Start Date: June, 2009*

Timelines	Academy Activity	U of L Coursework
November, 2008	Share brief report to the OVEC Board and P-16 Council.	
August-December, 2008	Planning (develop job description for leadership coach, dates and locations of sessions, budget development, GRE sessions arranged, application materials developed and distributed, interview schedule set, curriculum developed.	
December 5, 2008	Send overview of program, candidate application, Scoring Rubric to Superintendents	
December 17, 2008	Final commitment from OVEC Board on interested "slots."	
January 20, 2009	Superintendents submit application packets and completed Rubric to OVEC.	
January 23, 2009	Review of applications and Rubrics. Notification of interviews	
January 30, 2009	Interviews conducted by committee.	
February 9-12, 2009	Invitations issued to candidates	
February 20, 2009	Leadership Coach hired	
March 1, 2009		

Timelines	Academy Activity	U of L Coursework
June-August 2009	<ul style="list-style-type: none"> <li>➤ Develop individual learning plan and begin implementation of the plan.</li> <li>➤ Begin coursework the weeks of June 2-July 7: July 8-August 11, 2009</li> <li>➤ Begin work on Portfolio</li> <li>➤ OVEC Summer Leadership Focus</li> </ul>	Yes
Fall 2009	<ul style="list-style-type: none"> <li>➤ Select 1-4 OVOP Meetings to attend</li> <li>➤ Meetings with Leadership Coach</li> <li>➤ Work with Principal Mentor</li> <li>➤ Continue implementation of the learning plan</li> <li>➤ Begin Internship Activities (minimum of 20 hours for the year.)</li> </ul>	Yes
Spring 2009	<ul style="list-style-type: none"> <li>➤ Continue Academy Activities</li> <li>➤ ISLLC Assessment</li> <li>➤ Kentucky Principal Assessment</li> </ul>	Yes
Summer 2010	<ul style="list-style-type: none"> <li>➤ Submit paperwork to EPSB for certification</li> </ul>	Complete Level I Coursework-18 hours

**VII. Program Costs**

- A. Candidate Costs-pay tuition, graduate fees, materials, books, supplies, GRE exam fee, assessment application fees, Live Text fee.
- B. District Costs-Year 1-\$1750 per candidate (Non-OVEC districts-\$2250); Year 2-\$1225 to cover partial salary of the Leadership Coach, PD, travel for Coach, materials, and follow up with each candidate in the district, training of the mentors.
- C. OVEC-office space for the Leadership Coach/Coordinator.
- D. UL-Year 1-\$750 per candidate; Year 2-\$525 per candidate and funds to cover salary for the professors teaching any of the courses.

**VIII. Evaluation Measures**

- A. Formative-to measure whether aspiring principals are making progress in mastering the essential competencies as they move through the preparation program.
- B. Summative-to provide evidence of mastery of the program and also to evaluate the program to point the way for needed improvements for the future.
- C. Survey students at beginning of the Academy to gain their understanding of their levels of knowledge of the “knows and be able to dos”.
- D. Survey students at the end of the Academy to compare their growth of knowledge of the “knows and be able to dos”.

**Academy Advisor/Selection Committee:**

- Tim Abrams-Superintendent, Henry County
- Mark Cleveland-Superintendent, Owen County
- Deb Brown, Principal, Gallatin County
- Donnie Owens, Principal, Franklin County
- Terry Price, Director, Bullitt County
- Tina Tipton, OVEC
- Dr. Molly Sullivan, University of Louisville
- Dr. Thaddeus Dumas-University of Louisville
- Jason Adkins-OVEC
- Rick McHargue-Assistant Superintendent, Oldham County

**The following sources were used to develop this document:**

- Principal Training on the Ground, by Stein and Gewirtzman.
- New York Leadership Academy
- Learning-Centered Leadership: Preparation and Support for the Next Generation of Kentucky's School and District Leaders. (October, 2007)
- Kentucky's Definition and Standards for High Quality Professional Development
- “The Providence School Department and the University of Rhode Island Partnership, Southern Regional Education Board.
- Kentucky Cohesive Leadership System-Continuum for Principal Preparation and Development. (May 1, 2008)

**Updated August, 2009**