

A report to the
Arkansas
Joint Education Committee

October 13, 2014

ACT 222 of 2009: An Act to Strengthen the System of
Arkansas Educational Leadership Development; and for
other purposes.

Two Focuses of the ACT

- * Strengthen Arkansas Educational Leadership Development
- * Provide School Support

Division of Report

- * Work of the Leadership Coordinating Council

(Act 222; Section 1)

- * Work of the Arkansas Leadership Academy

(Act 222; Section 2)

Leadership Coordinating Council

Three Purposes:

- * Serve as a central body to coordinate the leadership development system efforts across the state;
- * Assist the Department of Education, the Department of Higher Education, the Department of Workforce Education, the Arkansas Leadership Academy, and other leadership and school support efforts; and
- * Aid in the development of model evaluation tools for use in the evaluation of school administrators.

Leadership Council Members, 2013-14

Mary B. Gunter, Chair	Arkansas Association for Supervision and Curriculum Development
Tony Wood	Arkansas Department of Education
Shane Broadway	Arkansas Department of Higher Education
David Cook	Arkansas Leadership Academy
William L. Walker	Arkansas Department of Career Education
Richard Abernathy	Arkansas Association of Educational Administrators
Bill Abernathy	Arkansas Rural Education Association
Merle Dickerson	Arkansas Center for Executive Leadership
David Bangs	Arkansas Professors of Educational Leadership
John Manning	Educational Service Cooperatives
Peggy Doss	Arkansas Association of Colleges of Teacher Education
Tony Protho	Arkansas School Board Association
Rich Nagel, Acting Executive Director	Arkansas Education Association

Vision for Educational Leadership

Educational leaders will create a culture of systems thinking which builds leadership capacity and results in student and adult growth, success and achievement.

Arkansas School Superintendent Mentoring Program

Authorized by Act 586 of 2011

Arkansas School Superintendent Mentoring Program

- * Authorized by Act 586 of 2011
- * Required for first-year Arkansas superintendents
- * Includes professional development and the assignment of a trained mentor.
- * Requirements must be completed within twelve (12) months of employment to maintain licensure.

Superintendent Mentoring Program Requirements

- A minimum of 18 hours of professional development on curriculum/instruction, ethics, finance, facilities, human resources, school board relations, technology, leadership, and the AR Standards for Accreditation.
- 12 hours of documented interaction between the new superintendent and a practicing or recently retired superintendent that has successfully completed mentor (coaching) training.

Arkansas School Superintendent Mentoring Program

- * 2012-13: 19 first-year AR superintendents successfully completed the mentoring program.
- * 2013-14: 29 first-year AR superintendents are successfully completed the mentoring program.
- * 2014-15: 36 first-year AR superintendents are currently enrolled in the new superintendent mentoring program.



Evaluation of 2nd Year Conducted Spring, 2014

- * Q1: Duplication of mentoring curriculum and college preparation program?
 - * 81.25% responded “no duplication.”
 - * Comments from those that responded “some duplication.”
 - * “Much was duplicated but the refresher course was a good thing.”
 - * “There can never be enough financial training.”
 - * “Mentoring program was more beneficial.”

Evaluation of 2nd Year, Continued

- * Q2: What value was the training to you?
 - * 94.12% responded the training had been helpful.
 - * “A plethora of pertinent information .”
 - * “The program covered many aspects of the role of superintendent.”
 - * “We were given opportunities for input & feedback.”
 - * “Great information!”
 - “More time, more finance.”
 - “I did not get enough help/advice from my mentor.”

Evaluation of 2nd Year, Continued

- * Q3: What changes would you recommend?
 - * “Small group training with AAEA financial consultant on APSCN.”
 - * “More time on financial issues.”
 - * “Budget prep with district bookkeeper.”
 - * “Training on how to conduct and lead board meetings.”
 - * “More information on legislative policy-making.”



2014-15 Training to Date

- * July 24/25- 12 hours of training on school finance, facilities, legal issues, ethics, bid laws, audits, and accreditation standards.
 - Developing a school budget – calculating revenue and projecting expenditures.
 - Understanding adequacy, the funding matrix, and the foundation print-out.
 - Master planning and the partnership program.
 - Arkansas Standards for Accreditation.
 - Legal issues pertinent to school districts.

Principal Evaluation

Update

October 2014

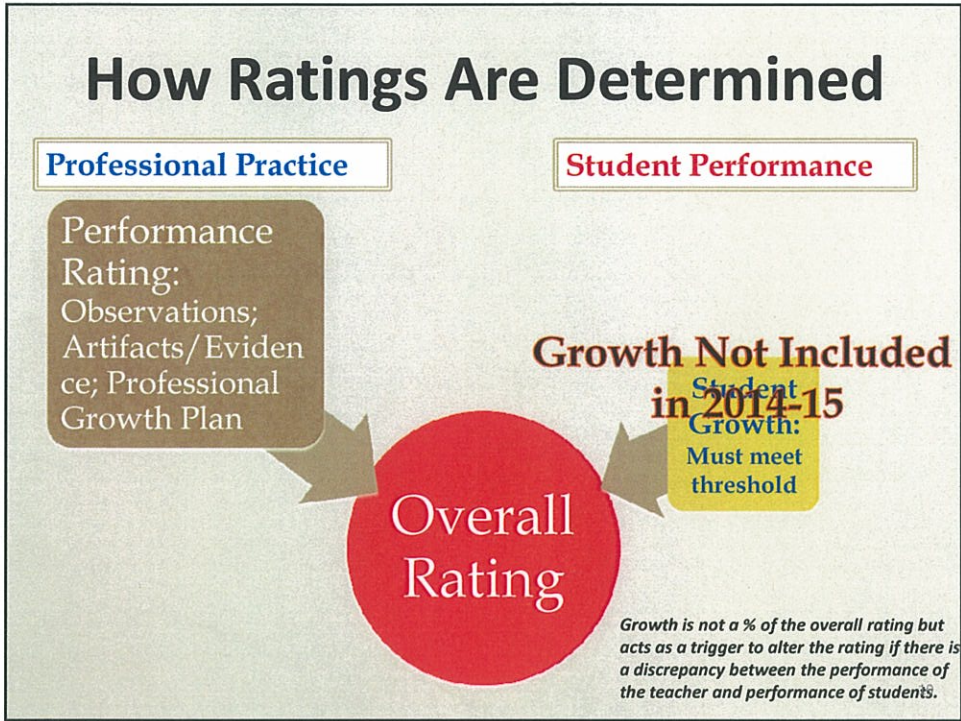
History of LEADS

- * Act 222 of the 2009 Legislative Session created the Leadership Coordinating Council
- * Creating a principal evaluation system was a charge given to the Leadership Coordinating Council
- * During the 2010-2011 school year, a principal evaluation task force comprised of practitioners, representatives from educational organizations, and representatives from higher education worked to create a principal evaluation rubric based on the Interstate School Leaders Licensure Consortium (ISLLC) standards
- * During the 2011-2012 and 2012-2013 school year 10 districts participated in a pilot of the principal evaluation system (LEADS)
- * LEADS is designed to mirror TESS
 - * Quality Assurance important
 - * Primary Focus is on Growth and Development

- * During the 2013-2014 school year all school districts participated in a statewide evaluation pilot of the LEADS system
- * All districts have now fully implemented LEADS the 2014-2015 school year but will NOT be required to include student growth in the leader's summative rating
- * Since June 2013, ongoing training has been provided by ADE for all school and district-level administrators for LEADS. Additional support trainings are currently in progress

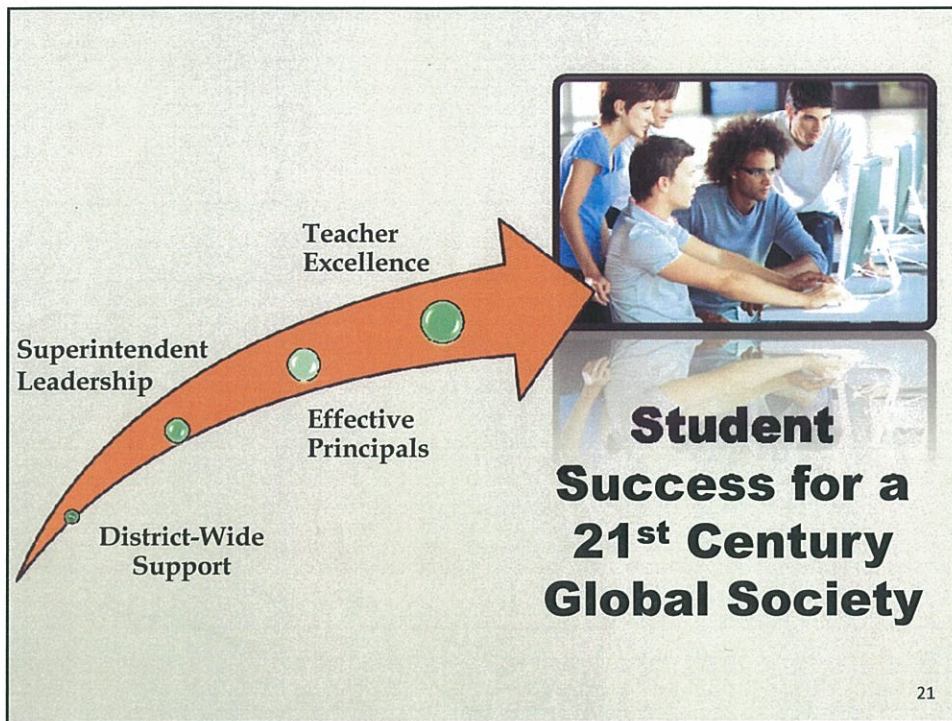
LEADS 2014-15

- * LEADS Rules were passed to outline the Leader Excellence and Development System beginning in July 2014.
- * LEADS has been expanded to include administrators in other school (building) and district leadership roles, such as:
 - * Federal Program Coordinators, Curriculum Program, Special Education, and Gifted and Talented Administrators
- * Building and District Leaders will be evaluated on:
 - * Professional Practice
 - * Student Growth (in the future)



Superintendent Evaluation

Update
October 2014



**SUPERINTENDENT EVALUATION COMMITTEE
2014-2015**

NAME	POSITION	REPRESENTING
Dr. David Bangs	Associate Professor	ED, LEADERSHIP - IHE
Dr. Shelly Albritton	Associate Professor	ED, LEADERSHIP - IHE
Dr. Larry Smith	Superintendent	AAEA - WHITE HALL SCHOOL DISTRICT
Mr. Carl Easley	Superintendent	AAEA - WYNNE SCHOOL DISTRICT
Dr. Tony Thurman	Superintendent	AAEA - Cabot School District
Dr. David Hopkins	Superintendent	AAEA - Clarksville School District
Ms. Shirley Billingly	Asst. Superintendent	AAEA - EL DORADO SCHOOL DISTRICT
Mr. David Rutledge	Asst. Superintendent	AAEA - TRUMANN SCHOOL DISTRICT
Ms. Sandra Porter	School Board Member	ASBA - BRYANT SCHOOL BOARD
Ms. Erma Brown	School Board Member	ASBA - STEPHENS SCHOOL BOARD
Mr. Gene Bennett	School Board Member	ASBA - RIVERCREST SCHOOL BOARD
Mr. Wesley White	School Board Member	ASBA - RUSSELLVILLE SCHOOL BOARD
Ms. Phoebe Bailey	Co-op Director	SOUTHWEST EDUCATION SERVICE CO-OP
Dr. Richard Abernathy	Executive Director	AAEA
Mr. Mike Mertens	Asst. Executive Director	AAEA
Dr. Tony Prothro	Executive Director	ASBA
Ms. Brenda Robinson	President	AEA
Dr. Michele Linch	Executive Director	ASTA
Mr. Bill Abernathy	Executive Director	AREA
Dr. Mary Gunter	Director Center for Leadership and Learning	Chair Act 222 Committee
Dr. Connie Kamm	Consultant	Consultant
Dr. Diann Gathright	Consultant	Consultant
Mr. Jim Johnson	Consultant	Consultant
Mr. Kyrion Jones	Learning Services	ADE
Ms. Ivy Pfeffer	Assistant Commissioner	ADE
Mr. Jason Sanders	School Board Member	AAEA - ASHDOWN SCHOOL DISTRICT

SUPERINTENDENT EVALUATION SYSTEM DEVELOPMENT

- * ADE partnered with the Arkansas Association of Educational Administrators (AAEA) and the Arkansas School Board Association (ASBA) to create a superintendent evaluation system
- * Dr. Connie Kamm, the consultant who worked with the state to create the principal evaluation system, has worked with a committee beginning in 2013 school year to build the system
- * Committee has met 4 times with 2 additional meetings planned for 2014-15

Process during Development

- ✓ Reviewed Leadership Research
- ✓ Researched Other State Superintendent Evaluation Systems
- ✓ Determined Components to Include in Arkansas' System
- ✓ Set Goals for System
- ✓ Developed a timeline for work

Arkansas' Superintendent Evaluation System's Purpose

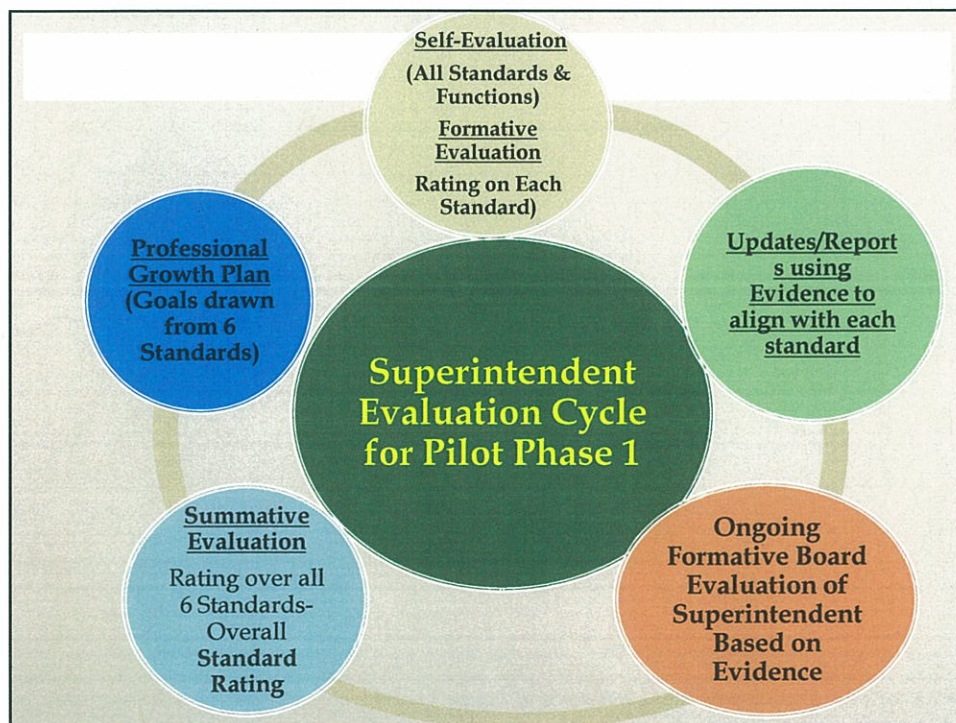
- * Provide the board with an *effective, useful instrument* to conduct an annual evaluation.
- * Assist the superintendent to *grow professionally*.
- * Support an *instructional improvement and reflection* model.
- * Incorporate *intervention tools* for districts to ensure high academic and fiscal practices through a superintendent's *accountability* system.
- * Support *collaboration* between board and superintendent regarding superintendent/board/district growth.
- * Create *alignment* between superintendent, leader, and teacher evaluation systems to develop *equity, credibility, and consistency* between systems.
- * Prompt districts to develop *strategic plans for long-range goals* for the district.

Components of System

- ✓ Evaluation Rubric based on ISLLC Standards
 - 6 Standards; 31 Functions (Functions to reflect work of school superintendent)
 - Self-Evaluation – All Standards and Functions
 - Self-Rating at Standard and Function Levels for reflection and PGP development
- ✓ Professional Growth Plan
- ✓ Optional Survey for Staff and Community Members

Components of System

- ✓ Board Evaluation Rubric to Evaluate Superintendent Performance (Annually)
 - Rating at Standard Level (6 Standards)
- ✓ Guiding Questions for the Board (formative and summative evaluation)
- ✓ Reflection/ Reports/ Updates
- ✓ Student/District Growth Data- Not yet determined



Proposed Timeline

- * Phase 1 Superintendent Evaluation Pilot (*10 Districts*)
 - * **December 2014-May 2015**
- * Phase 2 Superintendent Evaluation Pilot (*Phase 1 plus additional 20 Districts*)
 - * **August 2015-May 2016**
- * Phase 3 Superintendent Evaluation Pilot (*Additional Districts*)
 - * **August 2016-May 2017**
- * Phase 4: Full Implementation
 - * **August 2017-May 2018**

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Training

- * Superintendents
 - * ADE
 - * AAEA
- * Boards of Education
 - * ASBA
 - * (Pilot Trainings December/January)

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Rubrics and Resources

- * Drafts of the Evaluation Rubrics and other supporting documents will be available on the ADE website in November, after the Pilot Superintendent's Training
- * Working documents and committee resources may be accessed at: <http://conniekamm.com/supteval.php>

Questions?