



Principals and school leaders play a critical role in building positive school cultures that foster academic success and providing professional development for educators.

This week's newsletter highlights how states are supporting principals to be effective leaders.

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## State Spotlights

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Based on the belief that school leaders are key to student success, the **Nevada** Department of Education is focusing on providing principals with the support they need to be strong instructional leaders that can guide teachers to help students achieve.

Along those lines, the state's Teacher and Leaders Council has developed a system to evaluate and support both principals and principal supervisors as they take on instructional leadership roles.

This work revolves around ensuring that principals and principal supervisors are equipped to help

teachers be the best teachers they can be.

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## New York State EDUCATION DEPARTMENT

**Knowledge > Skill > Opportunity**

To enhance student success by improving the quality of leadership in schools, **New York** State Education Commissioner MaryEllen Elia assembled a Principal Project Advisory Team of parents, K-12 and higher education leaders, and civil rights organizations.

The Advisory Team's recommendations for improving state support for the preparation of future principals and the development of current principals included modernizing regulations, improving the standards for performance assessments and micro-credentials, and defining a P-20 partnership framework between university-based preparation programs and school districts that host internships for aspiring leaders.

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This year, **North Carolina's** Transforming Principal Preparation program will prepare more than 100 highly-trained principals to take on effective leadership roles in the highest need schools.

This program includes rigorous theory and practice coursework, full-time paid clinical practice, opportunities for observation and coaching, and partnerships with school districts.

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Since 2015, **Nebraska** has used the Accountability for a Quality Education System Today and Tomorrow (AQuESTT) system to identify priority schools of need based on graduation rates, proficiency rates, and other factors.

AQuESTT helps leaders from the designated schools create solutions that address positive partnerships, student transitions, educational opportunities and access, college and career readiness, educator effectiveness, and assessments.

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The **Tennessee** Leaders for Equity Playbook is a flexible support tool developed by the Tennessee Department of Education in collaboration with a statewide design team of education leaders to help school, district, and community leaders in Tennessee and beyond provide and sustain equitable outcomes for all students.

This tool coaches leaders on how to shift mindsets about equity and details tangible actions leaders can take focused on seven commitments to create equitable outcomes for all students - including reducing disproportionate suspension and expulsion rates, increasing early postsecondary opportunities, recruiting and retaining a diverse teaching force, and embedding cultural competence in school practice.

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CCSSO highlights **New Mexico's** successful Principals Pursuing Excellence program that leverages the expertise of educational leaders to support dramatic improvement in student achievement.

This program is focused on building leadership capacity in the state's schools and providing professional development and mentorship to newer school leaders.

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Recognizing that school improvement can't happen without the leadership of principals, superintendents, and school boards, the **Arkansas** Department of Education is realigning its school turnaround work with its Professional Standards for Educational Leaders.

Several Arkansas schools will pilot a new rubric to support proactive actions leaders can take to drive improvement in schools.

The effort is part of the state's larger Leader Excellence and Development System, which provides school leaders with professional networking and learning opportunities.

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# Must Read

In September 2016, 10 states gathered in New York City and made a commitment to take advantage of the opportunities in the Every Student Succeeds Act (ESSA) to elevate school leaders as their primary agents for school improvement.

Each state established a team made up of staff from the state education agency, the state's largest urban districts, and Urban League affiliates. Learn more about their approaches in this blog series, which features insights from **Pennsylvania**, **Ohio**, and **Nebraska**.

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## Tools & Resources

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Education Commission of the States released *School Leadership: A Primer for Policymakers* to guide newly elected or appointed state officials as they create policies that better support schools leaders.

This resource details show school leadership standards, recruitment, preparation design and

program approval policies, and certification policies all play an important role in how states ensure schools have effective leaders.

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NGA’s *Improving Educational Outcomes: How State Policy Can Support School Principals as Instructional Leaders* details how states and school districts can provide principals with support to guide high-quality instruction in their buildings.

This resource offers governors and state policymakers short- and long-term strategies, including improving principal professional development and preparation systems and shifting certification policies.

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CCSSO partnered with The Wallace Foundation to release *State Efforts to Strengthen School Leadership: Insights from CCSSO Action Groups* to help inform state leaders in their efforts to strengthen the recruitment, preparation, support, and supervision of school leaders.

The report highlights the importance of mentoring principals, providing effective professional development opportunities, and building school leaders' capacity to develop teachers.

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*Seven Questions Boards Should Ask About School Leadership*, a resource from NASBE, helps inform state leaders and other policymakers as they create policies that significantly impact school leadership.

These questions generate thinking around recruitment strategies, evaluation processes, professional learning, and opportunities to leverage ESSA.

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**We want to hear from you!**

Send your state's stories or organization's resources to [communications@ccsso.org](mailto:communications@ccsso.org)

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The States Leading campaign celebrates the progress states are making toward providing equitable education for all students through the Every Student Succeeds Act (ESSA) and innovative policies in other key areas of education, such as early childhood education, teacher preparation, and career readiness, among others.

**Thank you to our proud partners:**

The Council of Chief State School Officers  
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