

Strategic Imperative 4 Leadership

Update to the State Board of Education

presented by

**J. David Armstrong, Chancellor
Community Colleges and Workforce Education
October, 2004**

Management Objectives and Outcome Measures

- **4.1 Leadership Criteria – each sector will have leadership criteria by FY 2005**
 - K-12 – school boards, superintendents, principals
 - Choice – boards, principals
 - CCWE – boards of trustees, presidents
 - SUS – boards of trustees, presidents
 - DOE – senior management, mid-level management
- **4.2 Professional Development - each sector will have curriculum related to the criteria and programs built on the curriculum**
- **4.3 Accountability for Results – each sector will have evaluation measures for the number of people trained and the effectiveness of the leadership programs**

Projects and Activities

Criteria Development

- K12 – has developed a new set of leadership criteria for principals.
- Choice - working with K12 to implement leadership criteria for principals. Developed criteria for charter school governing boards.
- CCWE – is working with a researcher and a consultant to develop criteria for community college leaders.
- SUS - none have been developed or shared system-wide, although discussions are underway regarding the need for leadership training.
- DOE – criteria for DOE leadership training are based on the Strategic Imperatives of the SBE and the mission, vision, and values of the New Department of Education.

Projects and Activities

Professional Development Curriculum and Programs

- K12 – the recently developed leadership criteria for principals will be incorporated into existing programs offered by professional associations and educational consortia. Additionally, a comprehensive menu for professional development resources targeting K-12 leaders has been designed and phased implementation is underway. A budget request for Developing Educational Leaders for Tomorrow's Achievers (DELTA) will continue a focus on leadership training for K-12 (and charter school) principals.
- Choice - recently hosted the 1st annual charter school principal leadership seminar. Currently planning future workshops and seminars to address leadership issues.
- CCWE – recently hosted the 4th annual Chancellor's Leadership Seminar for mid to senior level administrators who have a goal of becoming college presidents. Additional activities include ongoing leadership training opportunities for trustees hosted by the professional association and the Division.

Projects and Activities

Professional Development Curriculum and Programs, continued

- SUS – has an annual series of leadership development meetings for new deans and department chairs.
- DOE – the Department has conducted the following leadership training:
 - The Certified Public Manager program since December 2002
 - The Commissioner's Cabinet recently participated in a Leadership Workshop
 - Selections have been made for participation in a Leadership Seminar for DOE upper middle managers. The first session will begin later this month.

Projects and Activities

Accountability

- Research will be conducted to determine the number of individuals who can benefit from current and planned programs, and a plan will be developed for increasing the number of individuals participating in these programs.
- Accountability and evaluation plans will be developed to both outputs and outcomes.
 - Output examples include the number of participants and program completers.
 - Outcome examples include the level of training application and individual effectiveness of a leader (measured through the annual evaluation process) and the number of promotions.