



## 75 JOBS WILL CHANGE CHATTANOOGA

### A Leadership Pipeline for Hamilton County Schools

#### AGENDA:

**Rick Smith, Superintendent, Hamilton County Department of Education**

**Robert Sharpe, Assistant Superintendent for Education & Leadership Support,  
Hamilton County Department of Education**

**Gail Huffstutler, Principal, East Ridge Elementary School**

**Johnny Smith, Executive Director, McKenzie Foundation**

**Cissy Williams, Vice President of Global Programs, Unum**

**Dan Challener, President, Public Education Foundation**

*Special thanks to the many partners in this work, including the Chattanooga Area Chamber of Commerce and the University of Tennessee at Chattanooga for their work with the Principal Leadership Academy; the leadership teams at HCDE and PEF who dedicated over a year to research and develop a plan for the Leadership Pipeline; the many businesses and individuals who have invested time and money in this work; Stevaker Design and Mace+Carmichael for helping turn ideas into inspiring visuals; the talented principal coaches who are willing to share their expertise to influence the next generation of leaders; and most importantly the 75 principals and 3,000 teachers who work every day to lead and inspire the students of Hamilton County.*



**Joe Davenport**



**Hamilton County Department of Education**  
**Public Education Foundation**  
A Leadership Pipeline for Hamilton County Schools

- ∞ Thanks to a generous grant from the McKenzie Foundation, Hamilton County Department of Education and Public Education Foundation worked from August 2012 until August 2013 to develop a plan for a comprehensive Leadership Pipeline to **recruit, identify, support, and evaluate** principals in Hamilton County.
- ∞ The goal of the pipeline is to significantly change the system of identifying and supporting leaders within 5 years, moving our district from one with principals who work in isolation to a district with 75 outstanding instructional leaders who inspire 3,000 teachers who in turn transform the future of 42,000 students, with a potential \$620 million impact to the economy.
- ∞ The Leadership Pipeline is created around the vision that every principal in Hamilton County must:
  1. Increase the academic achievement of *all* students.
  2. Know effective instruction and assessment and use this knowledge to strengthen teaching.
  3. Build honest and effective relationships with students, parents, teachers, and community members.
  4. Fiercely advocate for *all* students.
- ∞ If these 75 jobs are to truly transform Chattanooga, the entire community is collectively responsible for supporting principals, teachers, and students. Almost \$1 million has been raised for the launch of the Leadership Pipeline, with pledges totaling over \$2 million for the 5 year initiative. Additionally, there are multiple ways the community can help the public schools- go to [www.75jobs.com](http://www.75jobs.com).
- ∞ Attached is a breakdown of the components of the Leadership Pipeline.

### **Estimated Cost of the Leadership Pipeline**

#### **SPECIFIC PIPELINE COMPONENTS**

##### **Leadership Fellows**

The year-long, twenty-day Leadership Fellows program is designed to give emerging school leaders in Hamilton County the skills and knowledge needed to participate in decision-making and school improvement. Serving over 30 teachers per year, the program involves monthly workshops, job shadowing, school visits, mentoring, study groups, leadership projects, presentations and a portfolio. Leadership Fellows gives aspiring leaders the foundation they need to become agents of change in the Hamilton County schools. As it enters into its 15<sup>th</sup> year, there are over 400 graduates, with almost 200 Fellows serving in diverse leadership roles, from assistant superintendent to principal to instructional coach, in 72 schools across the district. Leadership Fellows is a partnership between PEF and Hamilton County Department of Education.

##### **Principal Leadership Academy**

Launched in June 2010, the Principal Leadership Academy is a 12-month program of preparation in business and education leadership skills for aspiring Hamilton County school principals. The curriculum utilizes a combination of learning sessions, hands-on training, research projects, and mentoring by both experienced business people and veteran principals. The topics covered range from management and finance to human resources and external development. Additionally, every aspiring principal is paired with a mentor from the business community. There are 36 graduates of the PLA, 23 of whom are now serving as principals. PLA is a partnership between PEF, Hamilton County Department of Education, UTC, and the Chattanooga Area Chamber of Commerce.

### **Support for First Year Principals**

In their critical first year, principals will benefit from intensive coaching from a successful, retired principal who has been extensively trained and carefully paired with a first year principal.

Each coach will spend at least one full day a week providing support and advice and will also be “on-call” around the clock. One full day each month, all the coaches and first year principals will come together to collaborate and share what’s working, solve problems, and learn best practices.

They will also travel together to a highly effective school to extend their knowledge and build their relationship.

### **Support for Second Year Principals**

Like first year principals, principals in their second year will be paired with a successful retired principal who has been extensively trained as a coach. Second year principals and their coaches will organize their own meeting schedule, but will spend a minimum of 25 days together throughout the year. All second year principals and their coaches will meet together every month, establishing a learning network where they can solve problems, share successes, and stay up to date on research and best practices. Second year principals and their coaches will travel together to a national meeting where they will learn what’s working across the country.

### **Support for Third Year Principals**

Principals in their third year will begin their year by participating in the Val-Ed evaluation process. This Val-Ed leadership effectiveness evaluation will help to identify the principals’ strengths as well as weaknesses. Based on the results from Val-Ed, third year principals will be matched with a successful sitting principal mentor to work together and develop a year-long calendar for learning. Throughout the year, the two principals will meet and discuss progress on the learning plan. The mentor principal will be available to serve as a coach and will spend at least one day a month in the third year principal’s building. Third year principals and their coaches will also form a learning network that meets monthly and provides support as well as opportunities to learn.

### **Support for Principals beyond the Third Year**

Principals beyond their third year will participate in one of at least four learning networks: Leaders of Innovation, Leaders of Peer Learning, Leaders of Title One Schools, and Leaders of High Priority Schools. These networks will meet monthly and provide principals with an opportunity to deepen their knowledge as well as develop camaraderie with fellow principals.

### **Evaluation**

The development of the Rubric for Leader Effectiveness and the Leader Evaluation Model as well as the administration of the ValEd 360 will help evaluate principals. A combination of internal and external evaluators, in combination with the Rubric and Evaluation Model, will allow us to evaluate the impact of the Pipeline.

### **Investors Include:**



**Joe Davenport**





United Way of  
Greater Chattanooga



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