

# Phase II Master Principal Application Arkansas Leadership Academy

Date \_\_\_\_\_

Applications are due by Tuesday, June 30, 2009

Please print the following:

## INDIVIDUAL INFORMATION

LAST NAME: \_\_\_\_\_

FIRST NAME: \_\_\_\_\_ MIDDLE INITIAL: \_\_\_\_\_

HOME ADDRESS - STREET: \_\_\_\_\_

CITY: \_\_\_\_\_ STATE: \_\_\_\_\_ ZIP CODE: \_\_\_\_\_

HOME PHONE: \_\_\_\_\_ HOME E-MAIL: \_\_\_\_\_

FEMALE: \_\_\_\_\_

MALE: \_\_\_\_\_

AFRICAN AMERICAN: \_\_\_\_\_

ASIAN: \_\_\_\_\_

CAUCASIAN: \_\_\_\_\_

HISPANIC: \_\_\_\_\_

NATIVE AMERICAN: \_\_\_\_\_

OTHER: \_\_\_\_\_

## SCHOOL INFORMATION

SCHOOL DISTRICT: \_\_\_\_\_

SCHOOL NAME: \_\_\_\_\_

WORK ADDRESS - STREET: \_\_\_\_\_ CITY: \_\_\_\_\_ STATE: \_\_\_\_\_

ZIP CODE: \_\_\_\_\_ COUNTY: \_\_\_\_\_ PHONE: \_\_\_\_\_

WORK FAX: \_\_\_\_\_ WORK E-MAIL: \_\_\_\_\_

EDUCATIONAL COOPERATIVE FOR YOUR DISTRICT: \_\_\_\_\_

TOTAL YEARS AS PRINCIPAL: \_\_\_\_\_ (PLEASE RECORD YEARS OF EXPERIENCE AS A PRINCIPAL BELOW)

DATES

SCHOOL / GRADE LEVEL

DISTRICT

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

PLEASE CHECK THE ONE THAT MOST ACCURATELY DESCRIBES YOUR SCHOOL'S CURRENT LEVEL OF STUDENT PERFORMANCE: LOW \_\_\_\_\_ MIDDLE \_\_\_\_\_ HIGH \_\_\_\_\_

CURRENTLY PRINCIPAL OF THE FOLLOWING SCHOOL LEVEL:

ELEMENTARY: \_\_\_\_\_

MIDDLE SCHOOL: \_\_\_\_\_

OTHER (please specify): \_\_\_\_\_

JUNIOR HIGH: \_\_\_\_\_

HIGH SCHOOL: \_\_\_\_\_

GRADE LEVELS SERVED \_\_\_\_\_

**Arkansas Leadership Academy  
Master Principal Institute  
Phase II**

**PORTFOLIO REQUIREMENTS**

**Section I: Context Information (comprises 15% of selection criteria)**

The Context Information section focuses on three areas: professional references, professional contributions, and student achievement. The candidate is expected to provide the evidence requested for each area.

**1. References**

Three letters of reference are required from people who represent the different stakeholder groups which are listed below. As the reference is requested, applicants should explain the five performance areas to those who are making the referral. It is the applicant's discretion whether these letters of reference should be returned to the applicant in sealed envelopes or not. The letters should be **included** with the portfolio upon delivery to the Academy. You may use plastic sheet covers for the letters of reference

- 1.1 Reference letters should be provided by **one** person **from each** of the following three categories:
  - School leaders (example: teacher, administrator, student)
  - District leaders (example: board member, superintendent, other central office senior staff)
  - Community leaders: (example: parent organization, business, civic leader, higher education, regional cooperative)
  
- 1.2 Reference letters should provide evidence of the candidate's leadership knowledge, skills, and/or experience. Each letter may or may not reflect all five areas; however, all five areas should be reflected within the summation of the correspondence from all letters of reference:
  - Creating and Living the Vision and Mission
  - Leading and Managing Change
  - Developing Deep Knowledge about Teaching and Learning
  - Building and Maintaining Collaborative Relationships
  - Building and Sustaining Accountability Systems

**2. Professional Contributions**

Describe professional contributions from your career as a building administrator. Limit your description to 375 words for all 5 categories. Use a 12-point legible font with double spacing.

- 2.1 Design and/or lead learning experiences for adults (workshops, institutes, training of trainers)
- 2.2 Evaluation of learning experiences for adults that you have presented or facilitated (workshops, institutes, training of trainers)
- 2.3 Leadership position(s) in state, regional, and national associations
- 2.4 Leadership role in state, regional and national presentations, workshops, briefings
- 2.5 Written contributions for state, regional, or national publications
- 2.6 Other

### **3. Student Achievement**

In order to capture a more complete picture of your school, submit graphic representation of your student achievement data as well as written analyses of these data. In your analysis of these data, indicate how long you have been principal at your current school.

**Criterion-referenced test data:** Collect three years of trend data about your students for all sub-populations for which you are responsible as well as combined population data from your criterion-referenced tests in reading, writing, and mathematics. If you do not have three years of trend data for your school, submit an analysis of the data that you do have. Depict these data graphically (e.g. bar graphs, etc.) and provide an analysis of your school's progress based on these data. Submit your graphs and your analyses. Do not submit administrative reports nor any teacher or student identifiable data.

**Norm-referenced test data:** Collect three years of trend data about your students from your norm-referenced tests focusing on elements of literacy and mathematics. If you do not have three years of trend data for your school, submit an analysis of the data that you do have. Depict these data graphically (e.g. bar graphs, etc.) and provide an analysis of your school's progress based on these data. Submit your graphs and your analyses. Do not submit administrative reports nor any teacher or student identifiable data.

**Other data:** Analyze other data that you are using to drive school improvement. Provide graphs to represent your data.

**Interviews** - The Arkansas Leadership Academy may conduct interviews of the candidate, candidate references, and/or others from their school, district or community.

### **Section II: Performance Information (comprises 85% of selection criteria)**

The Performance Information section describes the expectations for the portfolio content submitted by a candidate to demonstrate leadership in each of the five performance areas. The performance-based portfolio guidelines are as follows:

1. Each portfolio should consist of both narratives and artifacts. Artifacts are defined as examples of evidence of the leadership skills described in the narratives. Clearly delineate the purpose for the selection of the artifacts and how those are connected to the narratives.
2. The narrative for each of the five performance areas is limited to ten pages using a 12-point legible font and double spacing.
3. Please do not use plastic sheet covers for the pages of your narratives. If needed, you may encase artifacts in plastic sheets.
4. The artifacts are limited to one for each of the following performance areas:
  - Creating and Living the Vision and Mission
  - Leading and Managing Change
  - Building and Maintaining Collaborative Relationships
  - Building and Sustaining Accountability Systems

The artifacts are limited to two for the performance area of Developing Deep Knowledge about Teaching and Learning.

**In addition to your original portfolio, make twelve additional copies of each of the narratives and include those with your shipment.**

## **Narrative and Supporting Artifact Requirements**

The Narrative and Supporting Artifact Requirements section of the portfolio provides the content and skill areas to be described in the narrative. The portfolio should be coded and titled to align with the sequence listed in this application.

### **1. Performance Area: Creating and Living the Mission and Vision**

#### 1.1 Learning Culture

- 1.1a Shared mission, vision, and beliefs
- 1.1b Learning environment for students
- 1.1c Learning environment for adults

#### 1.2 Leadership Culture

- 1.2a Set strategic directions
- 1.2b Use data for decisions
- 1.2c Align policies and procedures
- 1.2d Accountable for results

#### 1.3 Collaborative Culture

- 1.3a Interactive communication and shared language
- 1.3b Collaborative architectures
- 1.3c Diverse people, ideas, perspectives, and experiences
- 1.3d Open access to information

**Narrative:** The candidate should provide evidence of an analysis among:

- the beginning, existing, and desired learning culture,
- the beginning, existing, and desired leadership culture; and
- the beginning, existing, and desired collaborative culture.

**Artifact:** Based on the evidence presented in your narrative, select one artifact that will clearly illustrate your school's performance.

### **2. Performance Area: Leading and Managing Change**

#### 2.1 System Change

- 2.1a Strategic results-based framework
- 2.1b Integrated system for systematic improvement
- 2.1c Change process and tools
- 2.1d Political, social, economic, and legal context

#### 2.2 Capacity Building

- 2.2a Leadership philosophy
- 2.2b Assessment of leadership skills

**Narrative:** Describe how you have implemented a particular school-wide change effort by answering the following questions:

- Identify the piece of the system that it was imperative to change?

- Why was this change needed to improve student achievement?
- How did the school staff decide the change was needed?
- What results were expected by implementing the change?
- Where the results achieved? If not, what now needs to happen?

Describe what was done to introduce and lead the change?

- How were people supported in building their capacity for the change?
- What tools and processes were most effective in the change effort? Why?
- How does the school-wide change effort “fit” within a larger change effort to increase student achievement?
- What are the implications of this change effort for other parts of the system?
- How is the change effort part of an integrated system for systemic improvement of student achievement?

**Artifact:** Based on the evidence presented in your narrative, select one artifact that will clearly illustrate your school’s performance.

### **3. Performance Area: Deep Knowledge about Teaching and Learning**

#### 3.1 Academic Rigor and Relevance

- 3.1a Standards
- 3.1b Curriculum
- 3.1c Assessment
- 3.1d Student relevance

#### 3.2 Quality Teaching

- 3.2a Vision of quality teaching and learning
- 3.2b Best practices
- 3.2c Interventions
- 3.2d Learning tools

**Academic Rigor and Relevance Narrative:** The candidate should provide evidence of a school-wide process for continuous assessment of academic rigor and relevance and quality teaching that is aligned with the school-wide learning framework.

**Academic Rigor and Relevance Artifact:** Based on the evidence presented in your narrative, select one artifact that will clearly illustrate your school’s performance in the area of Academic Rigor and Relevance.

**Quality Teaching Narrative:** The candidate should provide evidence of school-wide quality teaching and the implementation of flexible quick response interventions for assisting underperforming students based on the student learning data.

**Quality Teaching Artifact:** Based on the evidence presented in your narrative, select one artifact that will clearly illustrate your school’s performance in the area of Quality Teaching.

#### **4. Performance Area: Building and Maintaining Collaborative Relationships**

##### 4.1 Collaborative Leadership

4.1a Working relationships among school staff, parents, and community

4.1b Collaborative architectures supporting learning and work

4.1c Multiple stakeholder feedback and interactive communication system

##### 4.2 Community Resources and Action to Support Student Learning

4.2a Community leadership

4.2b Community engagement of the eight sectors

4.2c Community economic and political support

**Narrative:** The candidate should provide evidence that describes how they have used *collaborative leadership* to strengthen both internal and external *collaborative relationships* to provide *collaborative support* for increased student achievement and organizational continuous improvement.

**Artifact:** Based on the evidence presented in your narrative, select one artifact that will clearly illustrate your school's performance.

#### **5. Performance Area: Building and Sustaining Accountability Systems**

##### 5.1 Student Performance

5.1a Disaggregated data

5.1b Achievement gap targets and data

5.1c Instructional strategies

5.1d Performance monitoring systems

5.1e Public reporting

##### 5.2 Adult Performance

5.2a Alignment of standards, curriculum, professional development, and assessments

5.2b Instructional gap focus (based on student learning data)

5.2c Teaching practices result in students achieving standards

5.2d Reflective practice and continuous learning

##### 5.3 Distribution and Allocation of Resources

5.3a Alignment of human resources (school staff, tutors) to student learning needs

5.3b Alignment of financial resources to student learning needs

5.3c Alignment of time (schedules) to student learning needs

**Narrative:** The candidate should provide evidence about each of the three accountability systems operating within your school in terms of:

- Analysis of implementation and effectiveness of each system, including challenges, consequences, and trade-offs
- Targets to increase effectiveness of each system
- Leadership challenges to build and maintain these systems

**Artifact:** Based on the evidence presented in your narrative, select one artifact that will clearly illustrate your school's performance.

Additional information about the Master Principal Institute is available on the Arkansas Leadership Academy web site at <http://www.arkansasleadershipacademy.org>.

Copies of the scoring guide for all five performance areas of the Master Principal Institute may be found at [http://www.arkansasleadershipacademy.org/master\\_principal.htm#scoring\\_guides](http://www.arkansasleadershipacademy.org/master_principal.htm#scoring_guides).

**Principal Institute Dates:** October 20-23, 2009  
January 26-28, 2010  
May 4-6, 2010



**COMMITMENT:**

**PRINCIPAL**

All information submitted is accurate to the best of my knowledge.

PRINCIPAL  
SIGNATURE \_\_\_\_\_ DATE \_\_\_\_\_

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**SUPERINTENDENT**

IF \_\_\_\_\_ IS SELECTED TO ATTEND THE ARKANSAS  
MASTER PRINCIPAL INSTITUTE,  
I COMMIT TO SUPPORT HIM/HER THROUGH THIS ENDEAVOR.  
I UNDERSTAND THAT HIS/HER ATTENDANCE AT ALL SESSIONS IS MANDATORY  
I AGREE TO ATTEND A MASTER PRINCIPAL ORIENTATION SESSION IF THIS  
APPLICANT IS SELECTED.

I CERTIFY THAT THIS CANDIDATE IS A FULL-TIME BUILDING PRINCIPAL AND HAS A  
TOTAL OF \_\_\_\_ YEARS EXPERIENCE AS A PRINCIPAL (EXCLUDING ASSISTANT  
PRINCIPAL EXPERIENCE).

SUPERINTENDENT  
SIGNATURE \_\_\_\_\_ DATE \_\_\_\_\_

Submit application by June 30, 2009 to: Arkansas Leadership Academy  
University of Arkansas, West Avenue Annex  
346 N. West Avenue, Room 300  
Fayetteville, AR 72701  
Office: (479) 575-3030