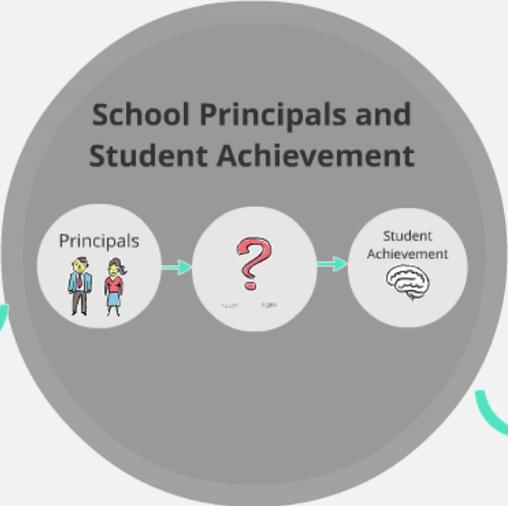


Principals matter but how and how much remains up for debate

"Although there is little disagreement concerning the belief that principals have an impact on the lives of teachers and students, the nature and degree of that effect continues to be open for debate."
 -Hollinger and Heck, 1996



Legislature's Role

"Legislators can establish a cohesive statewide policy framework to recruit and select, prepare, train, support and evaluate good school principals, depending on the state's needs and context. Legislators have a number of options to build strong school principal pipelines."
 NCSL

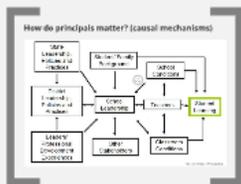


How much do principals affect student achievement?

The Wallace Foundation categorized research on this topic into three broad categories:

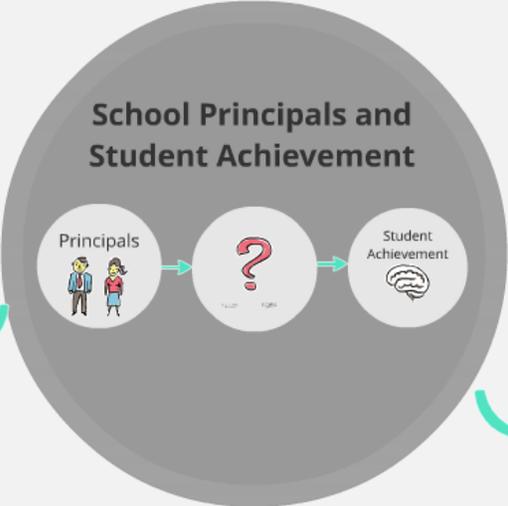
- 1. Principals' impact on student achievement is significant and positive.
- 2. Principals' impact on student achievement is mixed or inconclusive.
- 3. Principals' impact on student achievement is minimal or negative.

Key Factors to Student Achievement: School Principals



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Key Factors to Student Achievement: School Principals

School Principals and Student Achievement

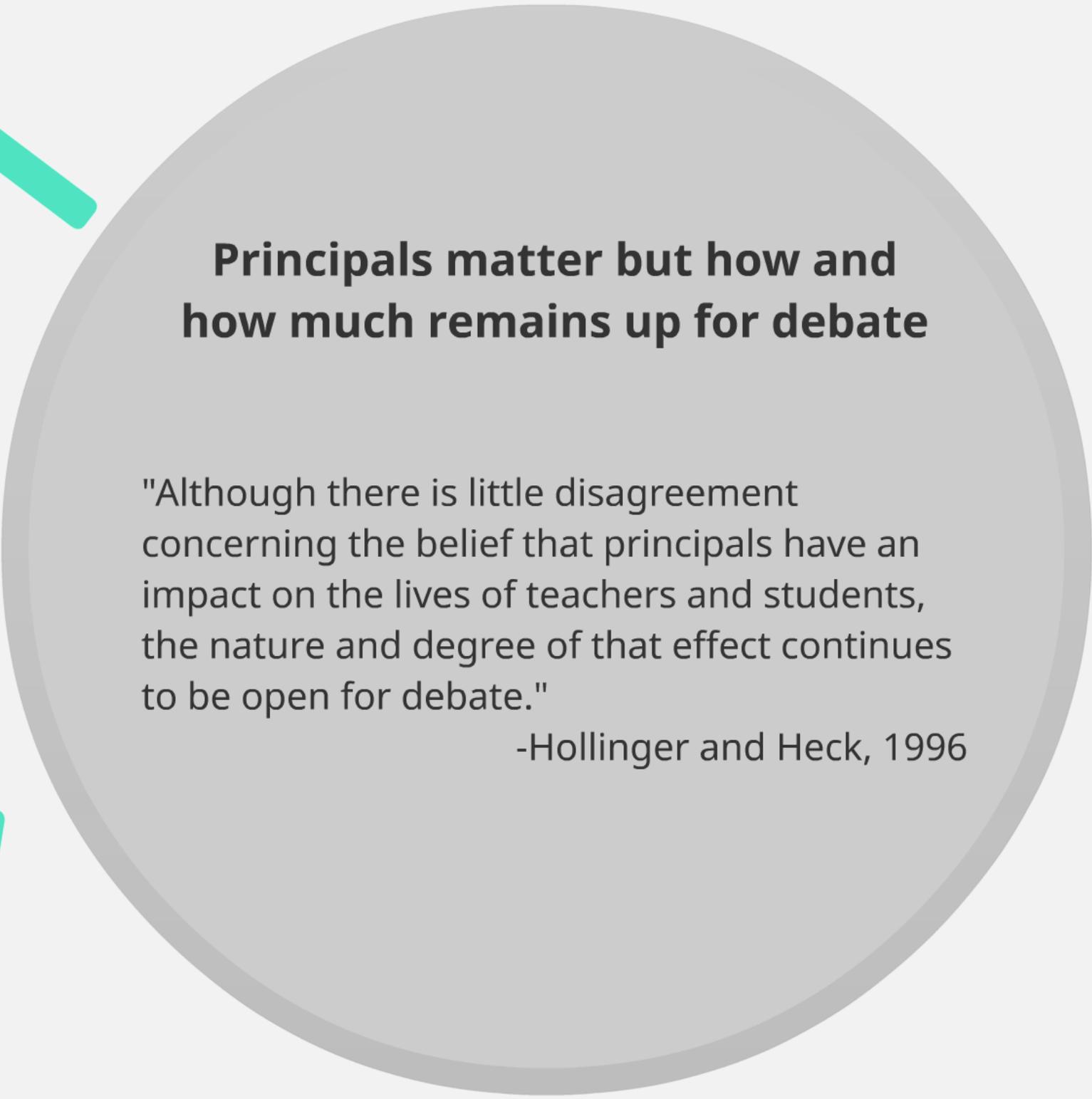
Principals



Student Achievement



**What does the research say about
the link between principals and
student achievement?**

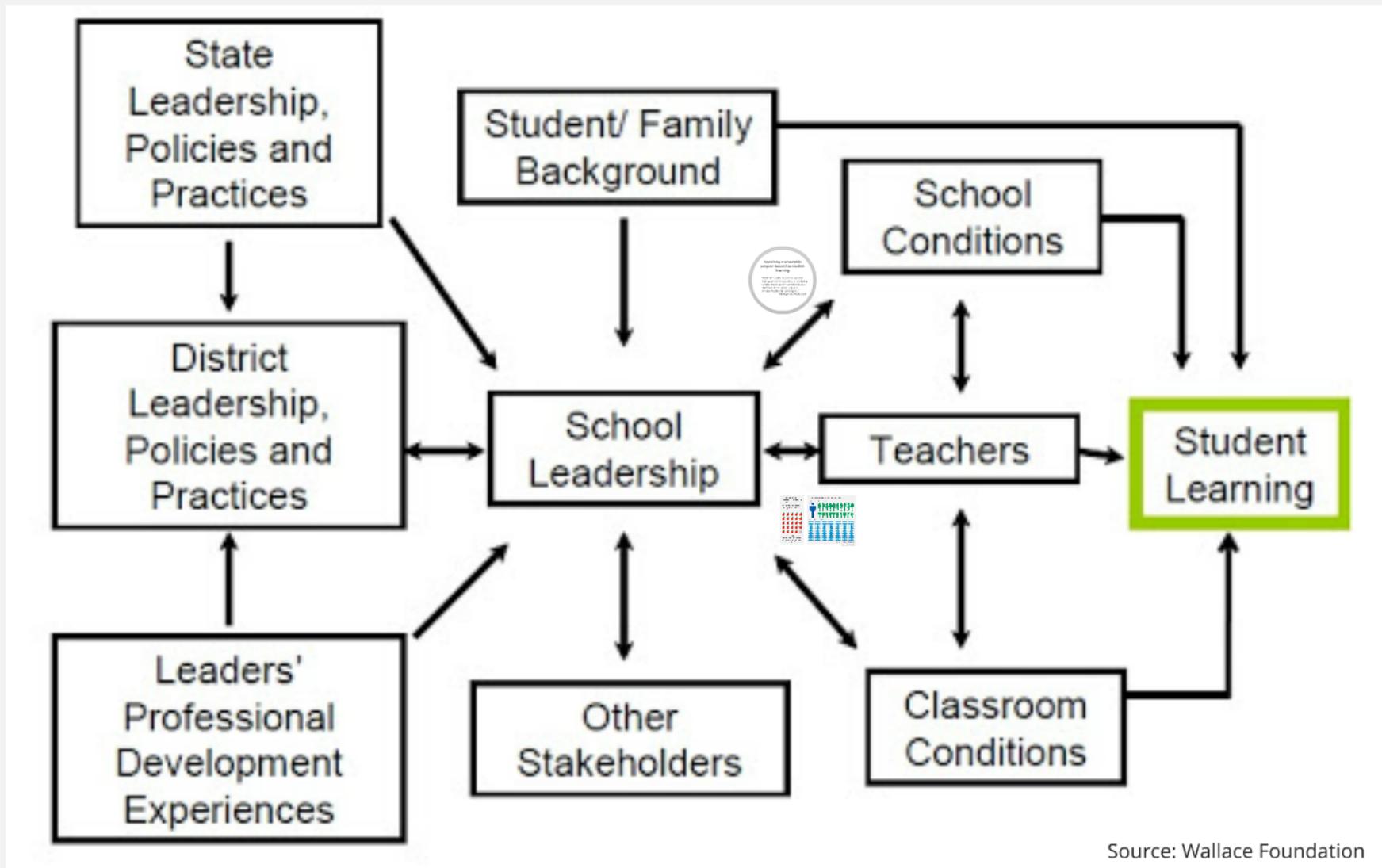


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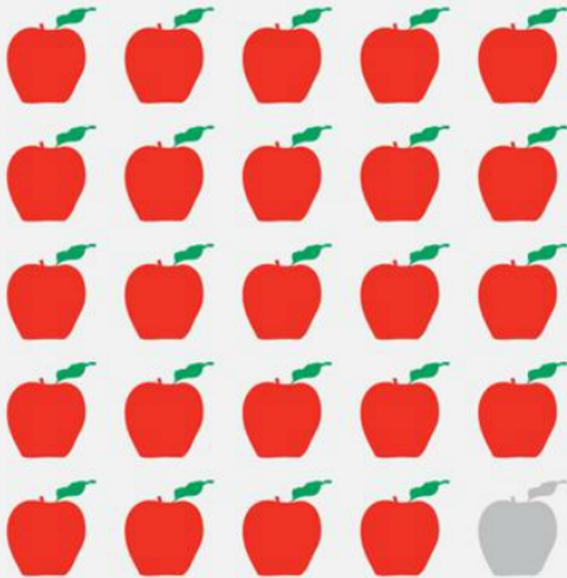
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How do principals matter? (causal mechanisms)



GREAT LEADERS ATTRACT AND RETAIN GREAT TEACHERS

A high-quality principal will hire, develop and support talented teachers...



...and 24 out of 25 teachers say that the number one factor in whether or not they stay at a school is their principal.

PRINCIPALS HAVE A MULTIPLIER EFFECT

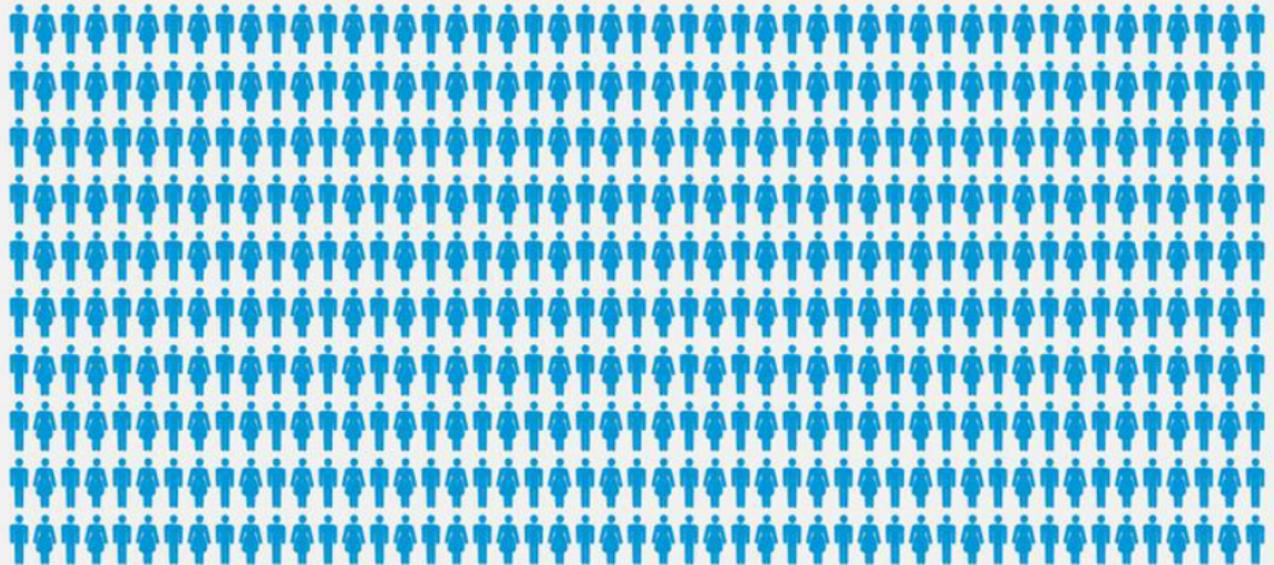
1 Principal



20 Effective Teachers



500 Student Successes



Approximate numbers based on national averages

Source: New Leaders

Sustaining a schoolwide purpose focused on student learning

"When the studies that report positive findings are reviewed, only one mediating variable shows up with consistency as a significant factor interacting with principal leadership: school goals."

Hallinger and Heck, 1996

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Qualitative estimates of impact



Large effects but limited generalizability
-Wallace Foundation

Quantitative: Leadership effects on schools and students

Leadership Accounts For...

3-5%



Overall Student Achievement

12-20%



School-level Factors

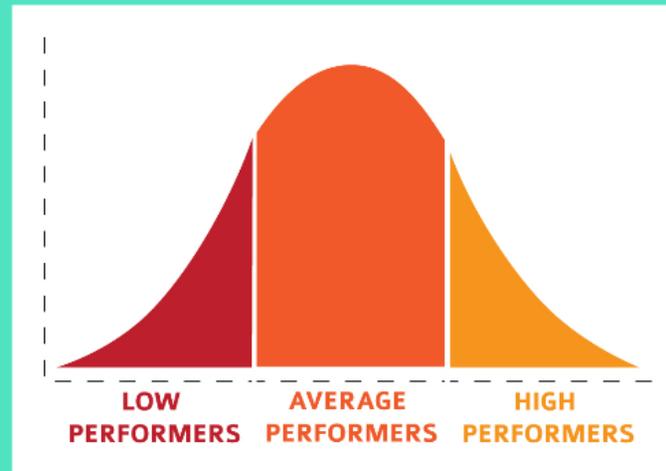
Small effects but educationally significant
-Wallace Foundation

Quantitative: Effects of specific leadership practices

Ten percentile point increase in student test scores resulting from the work of an average principal if the principal improved his or her demonstrated abilities in all 21 responsibilities by one standard deviation.

-Wallace Foundation review of Waters et al. 2003

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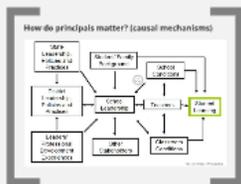
Leadership is second only to classroom instruction among all school-related factors that contribute to what students learn at school.

-Wallace Foundation

Quantitative: Effects of specific leadership practices

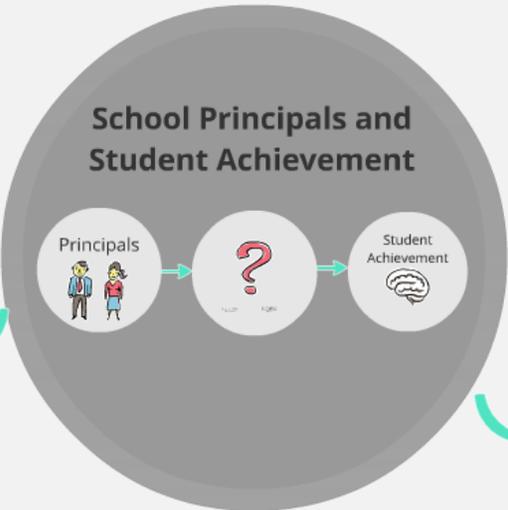
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Legislature's Role

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 NCSL



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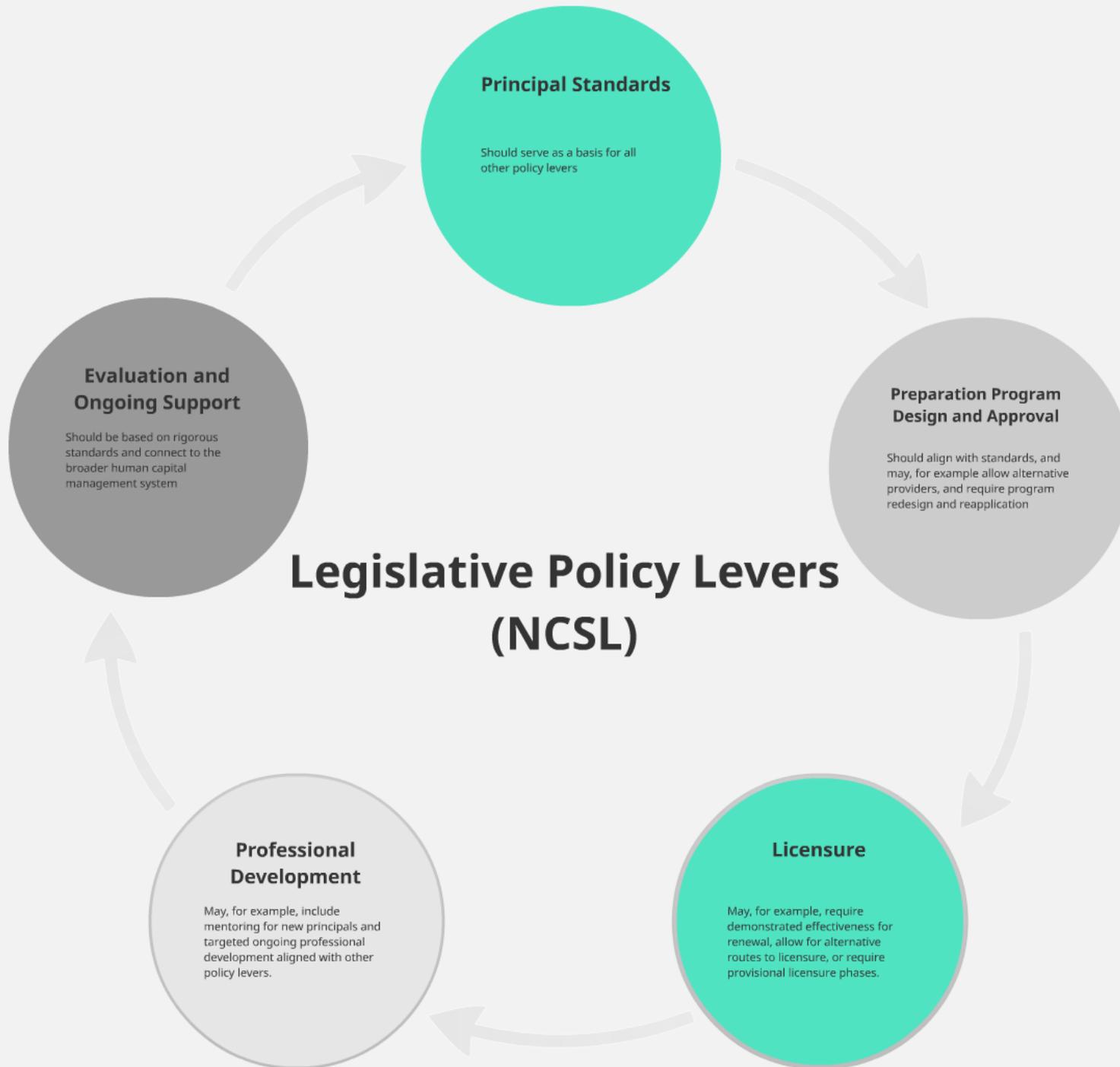
Key Factors to Student Achievement: School Principals

**What is the Legislature's role
in building the link to ensure
schools are led by effective
principals?**

Legislature's Role

"Lawmakers can establish a cohesive statewide policy framework to recruit and select, prepare, license, support and evaluate good school principals. Depending on the state's needs and context, lawmakers have a number of options to build strong school principal pipelines"

-NCSL



Principal Standards

Should serve as a basis for all
other policy levers

Preparation Program Design and Approval

Should align with standards, and may, for example allow alternative providers, and require program redesign and reapplication

ers

Licensure

May, for example, require demonstrated effectiveness for renewal, allow for alternative routes to licensure, or require provisional licensure phases.



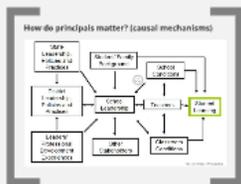
Professional Development

May, for example, include mentoring for new principals and targeted ongoing professional development aligned with other policy levers.

Evaluation and Ongoing Support

Should be based on rigorous standards and connect to the broader human capital management system

Leg



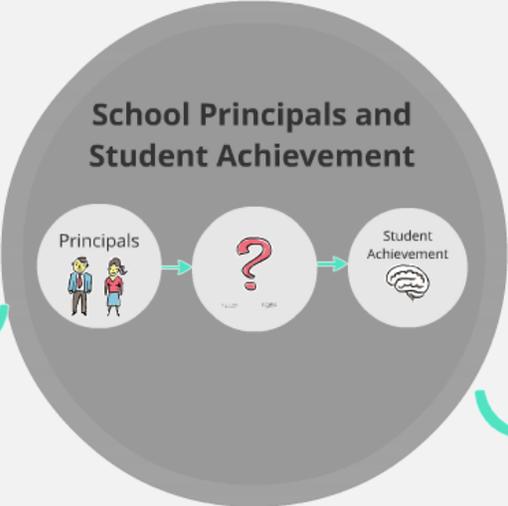
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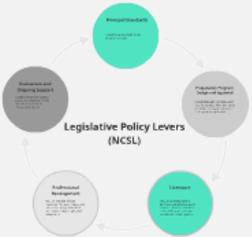
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- 1. Principals' impact on student achievement is small.
- 2. Principals' impact on student achievement is moderate.
- 3. Principals' impact on student achievement is large.



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Key Factors to Student Achievement: School Principals