

# APPENDIX A: INTERVIEWEES

Interviews with the following people contributed to the development of this case study and implementation guide. The authors extend their deepest gratitude to each interviewee and to Gwinnett County Public Schools for granting access to their district and school leaders.

## Gwinnett County Public Schools

### Quality-Plus Leader Academy Staff

- Erin Hahn, Coordinator, Leadership Development
- Kerry McArdle, Director, Leadership Development
- Dr. Glenn Pethel, Executive Director of Leadership Development
- Kendra Washington-Bass, Director, Leadership Development

### District Leaders

- Jackie Beasley, Mentor and Coach to GCPS Principals
- Dr. Frances Davis, Chief Human Resources Officer
- Dr. Steve Flynt, Associate Superintendent, School Leadership and Operations
- Dr. Gale Hey, Associate Superintendent, Teaching and Learning
- Nancy Martin, Area Superintendent
- Berney Kirkland, Chief of Staff, Superintendent/CEO
- J. Alvin Wilbanks, Superintendent/CEO

### Aspiring Principal Program (APP) Graduates

- Dr. Vince Botta, HR Staffing Director
- Dr. Jeff Matthews, Principal, Gwinnett School of Mathematics, Science, and Technology
- Kim McDermon, HR Staffing Director
- Deborah Scott, Principal, Kanoheda Elementary School
- Dr. Kimberly Smith, Director, Health and Social Services
- Angie Wright, Principal, Craig Elementary School

### Current Aspiring Principal Program (APP) Participants

- Clifton Alexander, Principal, Simonton Elementary School
- Ben Pope, Assistant Principal, Hull Middle School
- Daniel Skelton, Assistant Principal, McConnell Middle School
- Dr. Michele Smith, Principal, Suwanee Elementary School
- Ruth Westbrooks, Principal, Puckett's Mill Elementary School
- Carrie Yougel, Assistant Principal, Harris Elementary School

### Current Aspiring Leader Program (ALP) Participants

- Lydia Bowden, Language Arts Instructional Coach
- Katie Sample, Literacy Coach, Simonton Elementary School
- Jay Nebel, Teacher, Norcross High School
- Katharine Page, Assistant Principal, Shiloh Elementary School

### Parsons Elementary School Staff

- Trisha Baughman, Teacher
- Joyce Bowens, Teacher
- Renee Henderson, Teacher
- Dr. Charlotte Sadler, Principal
- Cara Steed, Assistant Principal
- Karen Williams, Teacher

### Moore Middle School Staff

- Jennifer Clarke, Teacher
- Allen Craine, Assistant Principal
- Johnetta Henry, Teacher
- Lamont Mays, Principal
- Chasiree Stone, Teacher
- Kanika Thomas, Teacher

### Quality-Plus Leader Academy (QPLA) Evaluator

- Dr. Max Skidmore, Academic Professional, Department of Lifelong Education, Administration, and Policy, the University of Georgia

# APPENDIX B: APP APPLICATION AND SAMPLE INSTRUMENT



## Aspiring Principal Program Information for Cohort 7 Applicants

### APP Fast Facts

- **Established: 2007**
- **Graduates: 138**
- **GCPS schools led by APP graduates: 85**
- **Students impacted: 162,000+ each year**

### The Importance

Effective principals are second only to effective teachers in impact on student achievement. Selecting and developing strong school leaders is critical to achieving GCPS' mission of becoming a system of world-class schools.

### The Need In GCPS

GCPS placed 19 new principals in 2011-12 and has a continuous need for new leaders as enrollment grows and current principals retire or move on to other leadership positions in the district.

### The Program

The Aspiring Principal Program prepares prospective GCPS principals to be effective instructional and operational school leaders, with a curriculum spanning:

- Foundations of Leadership
- Human Resources and Organizational Management
- Instructional Leadership and Teacher Evaluation
- Communication and Community Relations
- Finance and Budgeting
- Planning and Assessment

The Gwinnett County Public Schools Aspiring Principal Program (APP) is a selective and rigorous institute that equips high-potential assistant principals with the skills and knowledge they need to increase student achievement as the next generation of GCPS principals. Emerging leaders accepted into APP participate in a yearlong academy aligned to the core competencies needed to succeed in the principalship, as well as a 90-day residency that enables them to apply their learning in a real-world setting with the support of a mentor principal. Senior district leaders teach classes. The sessions stress practical application of concepts through case studies from education and other sectors, performance-based team work, and interactive panels with school leaders.

### Criteria

Admission to the program is competitive. Successful candidates will:

- Be a current assistant principal, with at least two years of experience as an assistant principal;
- Possess the motivation, skills, and knowledge to move into the principal role within one to three years;
- Have a strong track record of past performance and progressive leadership responsibility, including demonstrated success as a teacher and leader;
- Be strongly recommended by their supervisors, and have high levels of credibility in their school community.

Cohort members will be expected to commit fully to all components of APP, including high engagement and participation in all class sessions and successful completion of both individual and collaborative assignments as well as an APP residency. Successful applicants will attend a mandatory full-day orientation on September 10, 2012. The full class schedule and other key dates will be communicated upon acceptance. Professional Learning Units (PLU) will be awarded to APP graduates. Participants will continue to earn their salary during residency, but will not receive additional stipends for APP participation. While APP is the strongly preferred pipeline to the principalship within GCPS, administrative placement is not guaranteed.



# Aspiring Principal Program Cohort 7

## Application Part 1: Candidate Information

Completed applications must be submitted via email no later than 5pm EST on August 3, 2012 to:  
 Quality\_Plus\_Leader\_Academy@gwinnett.k12.ga.us

A complete application includes:

- This information form and essays on next pages, completed and submitted by applicant.
- Reference form, completed and submitted directly by supervisor.

It is strongly recommended that applicants communicate their intent to apply by July 23, 2012. Please submit an email to Quality\_Plus\_Leader\_Academy@gwinnett.k12.ga.us with "Intent to apply: APP Cohort 7" in the subject line; no text or attachments are necessary.

Applicant Name: \_\_\_\_\_

Home Address: \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Home Phone: (\_\_\_\_) \_\_\_\_\_ Work Phone: (\_\_\_\_) \_\_\_\_\_

E-mail Address: \_\_\_\_\_

Current Position and Work Location: \_\_\_\_\_

Total years in education (do not include 2012-2013 school year): \_\_\_\_\_

Total years as AP (do not include 2012-2013 school year): \_\_\_\_\_

Current Certification Level: \_\_\_\_\_

**EDUCATION**

College/University	Year	Degree
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

**WORK EXPERIENCE**

Location	Position	From/To	Total # of Years
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____



## Aspiring Principal Program Cohort 7 Application Part 2: Essay Questions

*Please answer both of the following questions, using no more than 500 words for each.*

- 1. Why are you interested in using your skill set to make an impact as a principal? Include the personal and professional experiences which have inspired and prepared you for this opportunity.*



## Aspiring Principal Program Cohort 7

### Application Part 2: Essay Questions

2. *Describe the most significant work-related leadership role you have taken on. Provide details on the management issues faced (situation/circumstances), explain the specific outcomes achieved, describe which skills you relied on, and summarize what lessons you learned.*

APP Cohort 7 Application Essay Scoresheet

Applicant: \_\_\_\_\_  
 Assessor: \_\_\_\_\_

		Scoring Rubric			Comments
		Score (1-3)	3 - Excellent	2 - Good	1 - Fair to Poor
Question 1	Motivation		Very clear and compelling articulation of motivation in seeking principalship	Clear and compelling articulation of motivation in seeking principalship	Motivation unclear or lacks genuineness
	Desire/Readiness		Strong evidence of desire and readiness for principalship	Moderate evidence of desire and readiness for principalship	Little or no evidence of desire and readiness for principalship
	Experience		Inclusion of highly relevant specific personal and professional experiences	Inclusion of relevant specific personal and professional experiences	Excluded personal or professional experience, or example lacked specificity or relevance
	Leadership Example		Relevant and significant leadership example with especially high stakes or level of responsibility	Relevant and significant leadership example	Leadership example not work-related or significant in responsibility level
Question 2	Outcome		Outcomes achieved particularly impressive in context of situation described	Outcomes achieved successful in context of situation described	Outcomes achieved unclear or unsuccessful
	Skills		Demonstration of exceptionally strong leadership skills relevant to the principalship	Demonstration of strong leadership skills relevant to the principalship	Skills weakly demonstrated or have low relevance to principal position
	Reflection		Lessons learned demonstrate very strong knowledge of self, insight into situation, and ability to express mistakes or opportunities for improvement	Lessons learned demonstrate strong knowledge of self, insight into situation, and ability to express mistakes or opportunities for improvement	Lessons learned not expressed or do not demonstrate strong knowledge of self, insight into situation, and ability to express mistakes or opportunities for improvement
Overall		Writing samples are eloquent	Writing samples are coherent, well-organized, and grammatically correct but short of eloquent	Writing samples lack clarity or organization, and/or contain spelling or grammatical errors	
Total Score (of 24 possible)		0			

## APPENDIX C: GUIDE TO UNIVERSITY PARTNER PROGRAMS SAMPLE PAGE

# The University of Georgia

The University of Georgia (UGA), a land-grant and sea-grant university with statewide commitments and responsibilities, is the state's oldest, most comprehensive, and most diversified institution of higher education<sup>3</sup>.

The College of Education (COE), founded in 1908, is an integral part of UGA. Perennially ranked among the nation's top research-extensive institutes, the College continues to be a center for innovative research, teaching and service projects of local, national and international interest<sup>4</sup>.

The Ed.S. and Ed.D. degrees are offered through COE's Department of Lifelong Education, Administration, and Policy (LEAP). [LEAP faculty](#)<sup>5</sup> have gained national and international recognition through numerous contributions in research and policy development. The performance-based Ed.S. and Ed.D. are designed to provide students with face-to-face learning opportunities, as well as site-based experiences in their sponsoring school district.

### UGA in Gwinnett

The University of Georgia Gwinnett Campus provides state-of-the-art classroom space that allows graduate students from the College of Education the option of completing coursework closer to home. The Gwinnett Campus offers classrooms and meeting rooms, an electronic library, and an on-site bookstore. To learn more about the Gwinnett campus visit:

<http://gwinnett.uga.edu/facilities.html>.

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<sup>3</sup> <http://www.uga.edu>.

<sup>4</sup> <http://www.coe.uga.edu/>

<sup>5</sup> <http://www.coe.uga.edu/leap/about/faculty-staff-directory/>



# APPENDIX D: LEADERSHIP DEVELOPMENT SEMINAR/ SUMMER LEADERSHIP CONFERENCE LIST OF TOPICS



## Gwinnett County Public Schools Leadership Seminars – 2012 Updated 11.12.2012

Date/Time	Seminar Title	Presenter(s)	Target Group	Objective	Projected # of Attendees
4.9.2012	"Qualities of Effective Teachers"	Dr. James Stronge College of William and Mary Williamsburg, VA	District Level Leaders	To identify effective teachers and how to enhance teacher effectiveness.	72 district staff
4.10.2012	"Qualities of Effective Teachers"	Dr. James Stronge College of William and Mary Williamsburg, VA	Assistant Principals	To identify effective teachers and how to enhance teacher effectiveness.	133 assistant principals
4.11.2012	"Qualities of Effective Teachers"	Dr. James Stronge College of William and Mary Williamsburg, VA	Elementary School Principals	To identify effective teachers and how to enhance teacher effectiveness.	79 principals
4.12.2012	"Qualities of Effective Teachers"	Dr. James Stronge College of William and Mary Williamsburg, VA	Middle and High Principals	To identify effective teachers and how to enhance teacher effectiveness.	5 district staff 5 APP residents 63 principals
9.17.2012 8 a.m. - Noon	"Superior Execution and High Reliability"	Jim Eck Mid-continent Research for Education and Learning (McREL)	High School Principals	To learn about high performing/high reliability systems and the impact of superior execution in school and district improvement efforts.	19 principals 4 special entity principals 10 district staff
9.17.2012 1 p.m. - 5 p.m.	"Superior Execution and High Reliability"	Jim Eck Mid-continent Research for Education and Learning (McREL)	Middle School Principals	To learn about high performing/high reliability systems and the impact of superior execution in school and district improvement efforts.	26 principals 4 special entity principals 10 district staff
9.18.2012 8 a.m. - Noon	"Superior Execution and High Reliability"	Jim Eck Mid-continent Research for Education and Learning (McREL)	Elementary School Principals	To learn about high performing/high reliability systems and the impact of superior execution in school and district improvement efforts.	77 principals 10 district staff
9.18.2012 1 p.m. - 5 p.m.	"Superior Execution and High Reliability"	Jim Eck Mid-continent Research for Education and Learning (McREL)	District Leaders	To learn about high performing/high reliability systems and the impact of superior execution in school and district improvement efforts.	25 district level leaders



## Gwinnett County Public Schools... Creating a System of World-Class Schools

“Success is not world-class leadership development but best-in-industry leaders.” – Bradley Hall

### Quality-Plus Leader Academy Annual Summer Leadership Conference

**CEO/Superintendent J. Alvin Wilbanks states:** “According to Peter Drucker, ‘Management is doing things right; leadership is doing the right things.’ I am pleased to say that this year’s Summer Leadership Conference is a model of how Gwinnett leaders do the right thing the right way.” For 33 consecutive years, the annual Summer Leadership Conference has been a signature piece of the leadership development focus in Gwinnett County Public Schools, and, in fact, the school system’s culture. The Summer Leadership Conference provides the opportunity to learn from distinguished, nationally known speakers, but, perhaps more importantly, from each other as our own “in-house experts” share best practices in choice sessions.

#### Conference Detail

- ✚ The conference spans two and a half days of collaborative and intense learning.
- ✚ The conference is convened at The Instructional Support Center, Suwanee, Georgia.
- ✚ School principals, assistant principals, and district-level leaders participate each year, with attendance typically over 750.
- ✚ Nationally known and recognized experts present relevant and insightful keynotes each day of the conference.

#### Conference At-A-Glance

- ✚ Over 85 choice sessions, developed and delivered by leaders and teachers focused on:
  - Closing the Achievement Gap
  - Continuous Quality Improvement
  - Quality-Plus Teaching Strategies
  - Safe, Secure, and Orderly Schools
  - Using Assessment Results to Shape Instruction
  - Development and Support of Staff

#### Representative Keynotes

- ✚ Dr. Robert Marzano, “*School Leadership that Works: From Research to Results*”
- ✚ Dr. Anthony Muhammad, “*Transforming School Culture*”
- ✚ Dr. John Antoinetti, “*The Engagement Cube: What’s Engaging Today’s Learners?*”
- ✚ Dr. Robert Barr, “*The Kids Left Behind: Catching Up the Underachieving Children of Poverty*”
- ✚ Kati Haycock, “*Improving Achievement and Closing Gaps Between Groups*”
- ✚ Dr. Timothy Waters, “*From High Anxiety to High Reliability*”
- ✚ Dr. Mark Milliron, “*A New Generation of Learning: Diverse Students, Emerging Technologies, and a Sustainability Challenge*”
- ✚ Dr. Michael Horn, “*Disrupting Class: How Disruptive Innovation Will Change the Way the World Learns*”



**Part V: Associate Superintendent's Appointment Recommendation**     Reappoint     Other (See Part III)

Signed \_\_\_\_\_ Date \_\_\_\_\_  
Steven W. Flynt, Associate Superintendent

**Part VI: Superintendent's 2013-2014 Appointment of Principal**     Reappoint     Reappoint w/ Recognition     Other (See Part III)

Signed \_\_\_\_\_ Date \_\_\_\_\_  
J. Alvin Wilbanks, CEO/Superintendent