Lehigh University: College of Education
Distinguished Lecture Series

Urban Education:
Leadership that Makes a Difference

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The School District of Philadelphia
Philadelphia, Pennsylvania

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Theory of Action

Quality leadership is associated with quality schools

Quality leadership that is focused on instructional improvement is essential to school reform
Great Leaders are needed to transform schools

William H. Loesche School
Karí King-Hill, Principal, 3rd Year

Enrollment: 799 Students Kindergarten-Grade Five
African American: 11.4%  Asian: 19.6%  Latino: 6.9%  White: 57.1%  Other 4.5%
English Language Learners: 16.1%  Special Education: 13.1%
Mentally Gifted: 1.3%  Economically Disadvantaged 49.4%

PSSA Data: Percent of Students Scoring Advanced or Proficient

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Change Agent: Focused Mission and Vision; D.R.E.A.M. Big!

Instructional Leader: Elements of Mastery Teaching; Observation and Analysis of Teaching

Community Developer: Partnership; School Advisory Council; State Representative Partnerships
Great Leaders are needed to transform schools
Thurgood Marshall School
Edward Penn, Principal, 3rd Year

Enrollment: 715 Student Kindergarten-Grade Eight
African American: 63.4%  Asian: 6.9%  Latino: 25.6%  White: 1.1%  Other 2.8%
English Language Learners: 6.2%  Special Education: 17.9%
Mentally Gifted: 0.7%  Economically Disadvantaged 84.8%

PSSA Data: Percent of Students Scoring Advanced or Proficient

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<td>Mathematics</td>
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Change Agent: Focused Mission and Vision; RAH RAH!

Instructional Leader: Clinical Supervision; Professional Learning Communities

Community Developer: Partnerships: Beacon School; City Year
What we’ve learned...

Effective leadership will lead schools to attaining high student achievement.

Recruitment and retention of the best and the brightest at every level of the organization is essential to the realization of the district’s mission, vision and goals.

Leadership development of a district needs to be job-embedded, organization-embedded, and system-embedded.
How to get there...

- Strategic Thinking, Planning and Doing
  Develop a common understanding of **Effective Leadership**
  - Enact Change
  - Collegiality
  - Builds Capacity
  - Visionary
  - Cultural Cohesiveness

- Recruitment and Retention Plan
  Assess and enhance
  Identify specific mission-critical core competencies

- Leadership Development
  Researched-based, job embedded
  Framework of *Instructional Leadership, Organizational Leadership, Family/Community Engagement Leadership and Cultural Leadership*
SDP Strategic Plan; *Imagine 2014*

**Goal 1: Student Success; Goal 2: Quality Choices; Goal 3: Great Staff; Goal 4: Accountable Adults; Goal 5: World-Class Operations**

**Goal 3: Great Staff**

Imagine…

- A district that starts every school year with a full compliment of highly effective staff that reflects the diversity of our student population
- A district that recruits and retains the best and brightest teachers, principals, support staff and managers
- A district that provides ongoing opportunities for staff to enhance skills, talent and expertise to better serve students
Goal 4: Accountable Adults

Imagine…
- A district where every employee believes that his or her work is directly linked to the district’s core mission and goals
- A district where every employee understands what is expected of them
- A district where excellence is rewarded and mediocrity is not tolerated
Leadership Development in the SDP

* Academy for Leadership in Philadelphia Schools (ALPS)
  Year I/Launch I and Year II/Launch II Principals; Grant funded in partnership with The Broad Foundation

* Building Distributed Leadership
  Grant written by The University of Pennsylvania; funded by The Annenberg Foundation

* Urban Principal Development Program
  Grant written in partnership with Lehigh University
* Philadelphia High School Leadership Program
  Grant written in partnership with Lehigh University; funded by the United States Department of Education

* Turnaround Specialist Program (University of Virginia)
* Pennsylvania Inspired Leadership Initiative (Pennsylvania Department of Education)
* Institute for Leadership and Learning
* District and Regional Professional Development Opportunities
Final Thoughts

• Together, entire District Communities can see their missions realized with strong leadership at every level of the organization

• The work of the District takes place in schools and the work of the schools takes place in the classrooms.
The hearts, souls, and minds of children are, have been, and will always be our work.

- Joanne Rooney,
  Midwest Principals’ Center
Thank you!