

MEMORANDUM

TO: Superintendents

FROM: Chancellor Frances Haithcock

DATE: July 13, 2009

SUBJECT: ADMINISTRATION CHANGES IN LOW-PERFORMING SCHOOLS

The Leadership section of the Strategies and Support document for Differentiated Accountability (DA) identifies the responsibility of the district to review and replace members of the school leadership team as necessary in DA schools. The Department will review school leadership with the district for Intervene and Correct II-F and D former F schools. Intervene, Correct II- D and F, and Prevent II-D schools must have administrative leadership with a clear record of increasing student achievement in schools with similar student demographics.

Determining the need for administrative changes requires dialogue and partnership between districts and the Department.

The following guidelines should be considered when determining if a change in leadership is necessary:

- The school grade declines or there is consistent failure (D or F) under the same leadership for 2 years - The principal should be replaced.
- The school grade declines under the same leadership for 1 year and the percentage of Annual Yearly Progress (AYP) Criteria Met decreases - The principal should be replaced.
- The school grade declines under the same leadership for 1 year but the learning gains in reading and mathematics increase - The principal has one more year to show growth.
- The school grade declines under the same leadership for 1 year and the percentage of AYP Criteria Met increases - The principal has one more year to show growth.
- The school grade declines under the same leadership for 1 year and the learning gains in reading and mathematics declines - The principal should be replaced.

Strong leadership is a key component of school reform. Without instructional leadership and sound administration, low-performing schools rarely show improvement. It is important to determine if administrators in DA schools have a demonstrated record of improving low-performing schools and/or are effectively improving student achievement. The Regional Executive Directors will work with districts to provide feedback and recommendations to identify schools where leadership changes are needed.

If you have any questions or concerns, please feel free to contact me, or you may contact Nikolai Vitti, Deputy Chancellor of School Improvement at Nikolai.Vitti@fldoe.org, or your Regional Executive Director.