

VITAE
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Professor

Educational Leadership Programs
Graduate Studies Division
College of Health, Education and Professional Studies
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EDUCATION

Post Doctoral Study: Hamline University School of Law, St. Paul, Minnesota, 1997-98

Ph.D., Educational Policy and Administration

University of Minnesota, 1990

Dissertation Title: *“The Relationship of Characteristics of Large, Metropolitan Area High Schools to School Attendance Rates”*, Neal Nickerson, Advisor

Educational Specialist: Educational Policy and Administration, University of Minnesota, Minneapolis, 1984

Master of Arts: Educational Psychology (Special Education): University of Minnesota, Minneapolis, 1975

Bachelor of Science: Behavioral Disabilities, University of Wisconsin, Madison, 1972

POSITIONS HELD

The University of Tennessee at Chattanooga, July 1998-present

Graduate Studies Division, College of Health, Education and Professional Studies

Programs: Ed.D., Learning and Leadership; M.Ed., School Leadership

Appointment Date: July 1998 Tenure Granted: July 2004

Promotion to Full Professor: July 2005

Saint Mary’s University, Minneapolis, MN, Adjunct Associate Professor, Educational Leadership, 1993-98

Principal, Shakopee (MN) Junior High, 1990 –1997: U.S. Department of Education “National School of Excellence”, 1996

Associate Principal, Eden Prairie (MN) High School, 1983-1990

Special Education Teacher (Behavioral Disabilities and Learning Disabilities), K-12, 1972-1983.

COURSES TAUGHT AND ADVISEMENT RESPONSIBILITIES

The University of Tennessee at Chattanooga, Graduate Studies Division

Courses Taught (*all courses have been redesigned with a distance learning supplement*)

Current Courses:

- EDD 710&720 Leadership Perspectives and Reform and Ethical and Moral Bases of Education
(Ethical Leadership interdisciplinary block)
- EDD 711&721 Organizational Reform and Organizational Theory
(Organizational Theory and Development interdisciplinary block)
- EDAS 551 Foundations of Educational Administration
- EDAS 552 The Principal as the Instructional Leader (redesigned according to ISLLC standards)
- EDAS 563 School Law
- EDAS 579-80 Practicum I and II
- EDAS 590: Capstone
- Leadership Coach for the “Osborne Fellows” Program (2006-07)

Previously taught:

- EDAS 562 Politics of Education
- EDAS 567 Educational Finance and Facilities
- EDUC 508 Collaboration and Consultation
- EDSP 517 Strategies for Inclusion

Program Development

- Principal Licensure Program Redesign (M.Ed. in School Leadership): In progress, 2008-09 academic year
- Ed.S. in Instructional Leadership. Proposal Author. Approved for implementation Fall 2007. <http://www.utc.edu/Faculty/Vicki-Petzko/index.htm>
- M.Ed. in School Leadership: Teacher Leadership Concentration. Proposal Author. Approved for implementation Fall 2007. <http://www.utc.edu/Faculty/Vicki-Petzko/SLeadPage2007.htm>
- Ed.D. in Learning and Leadership. Proposal and Curriculum Writing Team (2002-2004). Implemented Summer 2005. www.utc.edu/edd
- Post Master’s Certificate in School Leadership. Proposal Author. Approved for implementation 2003. <http://www.utc.edu/Faculty/Vicki-Petzko/PMCSLPage2007.htm>
- M.Ed. in School Leadership. Major Revisions Author. Approved for implementation 2001.

Advisement Responsibilities

- Ed.D. in Learning and Leadership, Program (ILLP) and Dissertation Advisor (currently 12 doctoral advisees)
- Ed.S. in Instructional Leadership: Advisement to be determined
- Post Master’s Certificate in School Leadership Advisor (approximately 15 advisees yearly)
- Master’s in School Leadership (Principal Licensure concentration: approximately 12 advisees yearly. Teacher Leadership concentration to be determined)
- Website to assist in advisement: Procedures, deadline, requirements, links to forms, links to testing services and professional websites: <http://www.utc.edu/~vpetzko>
- Developed School Leadership Program Evaluation (on-line survey for program finishers)
- Developed and authored *Mentorship Handbook*, 2001
- Developed EDAS Advisee Planning Procedure 1998, revised 2000
- Revised EDAS Program in compliance with new TN State Standards, 1999-2000
- Developed format for evaluation of credentials and program planning for Administrative Endorsement students, 1999

PUBLICATIONS (listed in reverse chronological order of publication date)

Petzko, V. (2008). The perceptions of new principals regarding the knowledge and skills important to their initial success. *National Association of Secondary School Principals Bulletin*. 92(3).

Petzko, V. (in peer review process). Don't Just Survive as a New Principal: E.N.J.O.Y.!

Petzko, V. (2006). Focus on transition: Ask the experts. (In) *Breaking ranks in the middle: Strategies for leading middle level reform* (p. 255). National Association of Secondary School Principals. Reston, VA: Author.

Petzko, V. (2005) Recommendations from principals of highly successful schools regarding principal preparation. (In) Petzko, V. and Salazar, P. (Eds.) *Connections: Journal of Principal Preparation and Development* (6). National Association of Secondary School Principals, Reston, VA.

Petzko, V. (2004). Tailoring professional development for a better fit. *Principal Leadership*. National Association of Secondary School Principals. 5(3)

Valentine, J., Clark, D., Hackmann, D., Petzko, V. (2004). *A national study of leadership in middle level schools, Volume II: Leadership for highly successful middle level schools*. Reston, VA: National Association of Secondary School Principals.

Petzko, V. (2004). Findings and implications of a national study of leadership in middle level schools: Teachers in middle level schools. *National Association of Secondary School Principals Bulletin*. 88(638). (peer reviewed as of 1/2001)

Petzko, V. (2003) Support for new and experienced middle level principals: A proposed model for professional development. (In) Andrews, P. G. and Anfara, V. A., *Leaders for a movement: Professional preparation and development of middle level teachers and administrators*. Greenwich, CT: Information Age Publishing.

Petzko, V. (2002, October). *Recommendations and implications emerging from a national study of middle level leadership*. A paper presented to the Mid South Educational Research Association. Chattanooga, TN.

Petzko, V. (2002, October). *Teachers in middle level schools: Implications and recommendations from a national study*. A paper presented to the Mid South Educational Research Association. Chattanooga, TN.

Petzko, V., Clark, D., Valentine, J., Hackman, D., Lucas, S. (2002). Leaders and leadership in middle level schools: Implications from the National Study of Leadership in Middle Level Schools. *National Association of Secondary School Principals Bulletin*. 86(631).

Hackmann, D., Petzko, V., Valentine, J., Nori, J., Clark, D., Lucas, S. (2001). Interdisciplinary teaming: National study findings reinforce important middle level practices. *National Association of Secondary School Principals Bulletin*. 86(632).

Valentine, J., Clark, D., Hackmann, D., & Petzko, V. (2002). *A national study of leadership in middle level schools, Volume I: A national study of middle level leaders and school programs*. Reston, VA National Association of Secondary School Principals.

- Petzko, V. (2001). Preventing legal headaches: Part II. *Principal Leadership*. National Association of Secondary School Principals. 1(8).
- Petzko, V. & Searcy, L. (2001). The aspiring principal: A two-year follow up study. *Connections: A NASSP Journal of Secondary and Higher Education*. National Association of Secondary School Principals. (3).
- Petzko, V. (1998). Preventing legal headaches through staff development. *National Association of Secondary School Principals Bulletin*. 82(602).
- Petzko, V. (1994). Middle level students at risk: Attack from all sides. *National Association of Secondary School Principals Bulletin*. 78(558).
- Petzko, V. (1991). Research Brief: School characteristics and attendance rates: What is their relationship? *National Association of Secondary School Principals Bulletin*. 75 (538).

BOOK REVIEWS

- Aquila, R. (2004). *School Law*. Sage Publications
- Essex, N. (2000). *School Law and the Public Schools*, Allyn and Bacon.
- Author (2000). *The Principal as the Facilitator of the Learning Organization*. McGraw Hill.
- Spring, Joel (1999). *Conflict of Interest: The Politics of American Education*. McGraw Hill.

SCHOLARLY ACTIVITY AND PRESENTATIONS (listed in reverse chronological order)

National Level

- Presenter (February, 2008). *Don't Just Survive as a New Principal: E.N.J.O.Y.!* National Association of Secondary School Principals Annual Conference and Convention. San Antonio, TX.
- Editorial Board (2005-present). *The National Association of Secondary School Principals Presenter Research Bulletin*. Len Foster, Ed.
- Presenter (April 2007). *Middle Schools as Small Learning Communities: A National Study of Leaders and Leadership in Middle Level Schools*. Small Learning Communities National Conference. Chattanooga, TN.
- Presenter (Feb. 2007). *Are You a New Principal? A Special Session on Professional Development for Principals and Assistant Principals with 1-3 years Experience...* National Association of Secondary School Principals Annual Conference and Convention. Reno, NV.
- Presenter (March 2006). *Challenges Faced by New and Aspiring Principals*. National Association of Secondary School Principals Annual Conference and Convention. Reno, NV.
- Panelist (October, 2005). *Presenting Ethical Leadership in a Doctoral Program Course Block*. A Panel Discussion. Illuminating Ethical Leadership: Faculty and Administrative Roles Conference. Kennesaw State University. Atlanta, Georgia

Facilitator and Panelist (February 2005). *Challenges Faced by New and Aspiring Principals: A Panel Discussion*. National Association of Secondary School Principals Annual Conference and Convention. San Francisco, CA.

Presenter (February 2005). *Leadership for Highly Successful Middle Level Schools*. National Association of Secondary School Principals Annual Conference and Convention. San Francisco, CA.

Editor (2002-2005). *Connections: Journal of Principal Development and Preparation, Volume 5*. *Connections* is a peer reviewed, on-line publication of NASSP (National Association of Secondary School Principals) with an annual hard-copy yearbook. Available at: <http://www.nassp.org/publications/connections/>

Task Force Member (2001-2004). *Principal Preparation Task Force*. National Association of Secondary School Principals. One of 12 task force members, 5 of whom represent higher education.

Research Team Member (2000-2004). *NASSP National Study of Leadership in Middle Level Schools*. Research Team: Valentine, Jerry, Director (University of Missouri), Clark, Don (University of Arizona), Hackmann, Donald (University of Illinois), Nori, John (NASSP), Petzko, Vicki (University of Tennessee at Chattanooga). Publication of Volumes I and II listed in previous section as Valentine, et al. (2002) and Valentine, et al. (2004). *See research project description last page*.

Presenter: *National Study of Leadership in Middle Level Schools (NSLMLS, Phase 1 and 2)*
Various aspects of the study were presented at the following:
National Association of Secondary School Principals Annual Conference/Convention 2001-2004
The National Middle School Association 2001, 2003, 2004

Facilitator and Panelist (February 2004). *Challenges that Face the New Principal: A Panel Discussion*. National Association of Secondary School Principals Annual Conference and Convention. Orlando, FL.

Panelist (February 2003). *A Focus on New Principals*. National Association of Secondary School Principals Annual Conference and Convention. San Diego, CA.

Panelist (2002). *National Association of Secondary School Principals Distinguished Middle Level Dissertation Award*.

Presenter (1999). *The Aspiring Principals Workshops*. National Association of Secondary School Principals Annual Conference and Convention.

Local and Regional Scholarly Activities and Presentations (listed in reverse chronological order)

Presenter (2008). Using LIFO ® to Enhance Outcomes at E₄TN. State of Tennessee Grant Program, Chattanooga TN.

Presenter (2008). The Change Process in Leadership in Early Childhood. United Way, Chattanooga, TN.

Presenter (2008). New Teachers Workshop: Team Work and Legal Issues. Cleveland City Schools, Cleveland TN.

Presenter and Facilitator (2007). *Inherit the Wind [Jerome Lawrence and Robert E. Lee (1950)] and the State of Tennessee v. John Thomas Scopes, July 21, 1925: A brief comparison prepared for NDHS*.

Facilitator/Speaker/Consultant. *Middle Schools for a New Society Initiative*. The Public Education Foundation and Hamilton County Schools. 2005-present.

Speaker (1999-2007). *Legal Issues for Prospective Teachers*. Tennessee Governors School for Prospective Teachers.

Speaker (1998-2006). *Legal Issues for Student Teachers*. University of Tennessee at Chattanooga Professional Development School II. Also 2008: Athens City Schools.

Presenter/Facilitator (2004-2006). *Team Building*. Chattanooga Senior Neighbors.

Presenter/Facilitator (2003). *A Self-Assessment of Leadership Style and Strengths*. Professional Development Workshop for the administrators of Catoosa County Schools.

Presenter/Facilitator (2003). *Lenses of Leadership: A Self-Assessment of Leadership Style and Strengths*. Professional Development Workshop for the North Georgia Regional Educational Service Agency.

Speaker (2001, 2003). *Legal Issues for Teachers*. Cleveland City High School and Sequatchie County Schools.

Presenter/Facilitator (2002). *School Improvement, Student Achievement and the Change Process*. A three-day workshop conducted for school leaders in TN for TASL (TN Academy of School Leaders).

Presenter/Facilitator (2002). *Analyzing Your Schools Readiness for Change*. Public Education Foundation Leadership Institute. Public Education Foundation (Chattanooga).

Director (2000-2002). *The Instructional Leadership Institute*. The University of Tennessee at Chattanooga. Goals 2000 Grant received for 2000-2001: \$49,000

Commentator (2001). *Affirmative Action*. Keynote Address by Ward Connerly, Burkett Miller Distinguished Lecture Series.

Presenter/Facilitator (2001). *Common Trouble Spots for Principals and How to Avoid Them: IDEA Revisited*. Cumberland County Administrators, August 2001.

Presenter/Facilitator (2001). *Common Trouble Spots for Principals and How to Avoid Them: Individuals with Disabilities Education Act in Tennessee*. Lorman Education Services Seminar.

Keynote Address (1999). *The Principal as the Leader of the Improvement of Reading Instruction*. Tennessee Reading Conference.

Speaker (1998). *Improving Schools with a Continuous Improvement Model*. Southeast Tennessee Title I Schools Conference.

Speaker (1998). *The Aspiring Principal*. Tennessee Association of Secondary School Principals Assistant Principals Conference.

Facilitator/Presenter (1996-1998). *Aspiring Principals' Workshops*. Minnesota Association of Secondary School Principals.

COMMUNITY AND PUBLIC SERVICE (listed in reverse chronological order)

Task Force Member (2002-present). *Task Force on Administrator Evaluation/Licensure Standards*. State of Tennessee, Department of Education.

Facilitator/Speaker/Consultant. *Middle Schools for a New Society Initiative*. The Public Education Foundation and Hamilton County Schools. 2005-present.

Advisory Board: *NEA Foundation Middle Level Grant*. Hamilton County Public Schools. 2.5 million awarded.

Board of Directors (2002-2006). *Tennessee Academy for School Leaders*. State of Tennessee, Department of Education.

Consultant and Higher Education Representative (1999-present). *Process for Progression from the BAL to the PAL for New Principals* (Chattanooga regional area).

Facilitator/Trainer: *Team Building and the Change Process*. 1999-present
Hamilton County Schools: Barger Academy of Fine Arts, Dalewood Middle School, East Lake Academy of Fine Arts, Tyner Middle School, East Side Elementary, 21st Century Academy, Chattanooga High School for the Creative Arts, McBrien Elementary School

Cleveland City Schools: Cleveland City Schools Administrative Team, Cleveland City Schools New Teachers, Blythe-Bower Elementary School

Catoosa County Public Schools: Ringgold Primary School, Ringgold Middle School.

Athens City Schools, Athens Junior High School, North City Elementary School,

Facilitator/Trainer (1999-present). *Curriculum Alignment*. Hamilton County Public Schools, Catoosa County Schools. Normal Park Academy, Barger Academy of Fine Arts, Ringgold Primary School.

Facilitator/Trainer (2003, 2004). *Leadership Academy Retreat. Day 1 and Day 2: "Getting Acquainted" and "Building a Team Effort"*. Senior Neighbors of Chattanooga Leadership Program.

Selection/Evaluation Committees (2002-2004). *Public Education Foundation's Leadership Fellows Program*. Chattanooga, TN.

Facilitator/Trainer (2003): *The TN School Improvement Planning Process*. Cleveland High School, Cleveland, TN.

Speaker (2001, 2003): *Legal Issues for Teachers*. Cleveland City High School and Sequatchie County Schools.

External Reviewer (2002). *State of TN Program Review Process*. ETSU Department of Educational Leadership and Policy Analysis.

President (2001-2002). *Tennessee Association of Professors of Educational Administration*. Board of Directors 1998-2003.

Committee Member (2002). *Hamilton County Schools Principal Preparation Task Force*.

Video Review Committee (2002). *Highly Effective Teacher Videos*. Public Education Foundation. Chattanooga, TN.

Facilitator for Grant Writing Committee (2000). *Carnegie Grant for High School Reform*. Public Education Foundation and Hamilton County Schools: Grant received \$8 million.

Search Committee Chair (2000). *Our Lady of Perpetual Help School, Principal Search*.

School Observer (1999-2000). *CSRD Grant (Comprehensive School Reform and Development)*. Various schools.

Facilitator (1999, 2000). *Title I School Improvement Planning*. Hamilton County Magnet Schools, Marion County Public Schools.

Development of conceptual model and implementation of the *Instructional Leadership Institute* collaboratively sponsored with the UTC College of Business and piloted 1999-2000.

Development of model recommended for use by Tennessee Professors of Educational Administration (TPEA) for progress from the *Beginning Administrators License to the Professional Administrators License*, introduced at the Fall TPEA Conference, November 1999.

Standard Setting/Content Validity Panel (1998-1999). *School Leadership Licensure Assessment (SLLA)*. Tennessee State Department of Education and Educational Testing Service.

Long Range Planning Focus Group (1999). *Moccasin Bend Girl Scout Council*.

Development of model for progression from “*Beginning Administrators License*” to “*Professional Administrators License*” with Hamilton County Public Schools, November 1998.

Legislative Committee/Co-chair (1991-1997). *Minnesota Association of Secondary School Principals*.

Accreditation Committee Chair (various schools: 1985-1996). *North Central Accreditation Association*. Minneapolis, MN.

Grant Reader (1995). *Charter Schools Grant Applications*. State of Minnesota.

Board of Directors (1991-1993). *Minnesota Association of Middle Level Educators*.

Board of Directors (1988-1990). *Metropolitan Principals’ Academy*. State of Minnesota.

GRANTS

Advisory Board: *NEA Foundation Middle Level Grant*. Hamilton County Public Schools. 2.5 million awarded.

Carnegie Grant for High School Reform, Public Education Foundation and Hamilton County Schools. Facilitator for Grant Writing Committee: Grant received \$8 million.

The Instructional Leadership Institute: The University of Tennessee at Chattanooga, 1999-2002. Goals 2000 Grant received for 2000-2001: \$49,000

MEMBERSHIP IN PROFESSIONAL ORGANIZATIONS

American Association of School Administrators (1998-present)

American Educational Research Association (2001-present)

American Association of University Women (1997-present)

Association for Curriculum Development (1990-present)

Tennessee Professors of Educational Administration (1998-2005. TPEA became inactive in 2005)
President Elect: 2001-02
President: 2003-04

Tennessee Association of Secondary School Principals (1998-present)

Tennessee Association of Middle Schools (1998-present)

National Association of Secondary School Principals (1982-present)

National Middle School Association (1990-present)

Phi Delta Kappa (1985-present)

University Council of Educational Administration (2003-present)

Minnesota Association of Middle Level Educators (1990-1998)

Minnesota Association of Secondary School Principals (1982-1998)

HONORS (listed in reverse chronological order)

Exceptional Merit EDO Performance (1998-1999, 2003-04, 2005-06)

Invited Trainer: *UT Leadership Institute* (2002)

UTC Faculty Fellow (2001-2002). Project title: *The Use of On-Line Survey and Data Collection Mechanisms.*

Outstanding Research/Scholarship Award. College of Education and Applied Professional Studies (2001)

Invited Participant: UT Leadership Institute (2001)

University of Chattanooga Foundation Associate Professor (2000-2005)

Principal of the Year, Minnesota Association of Secondary School Principals, Hennepin Division,
(1997)

Principal, Shakopee Junior High: *Blue Ribbon School of Excellence*, US Department of Education
(1996)

“Teacher of the Year”, Wayzata (MN) Public Schools (1978)

COMMITTEES: The University of Tennessee at Chattanooga (listed in reverse chronological order)

Chair, The UTC Graduate Council (2007-2009)

Chair, GSD Promotion, Tenure and Retention Committee (2004-2006)

Chair, UTC Faculty Rating of Administration Committee (2003-04)

Chair, UTC/CEAPS/GSD Doctoral Search Committee (2002-03 and 2004-05)

Chair, UTC Student Recommendations on Faculty Instruction Committee (2000-2001 and 2001-2002;
committee member 1999-2000)

Chair, Graduate Studies Division Petitions Committee (1999-2001, member 2001-2002)

Member, Ed.D. Advisory Committee (2006-present)

Member, Doctoral Writing Committee, UTC Ed.D: Learning and Leadership (2000-2004)

Member, UTC Graduate Council (2003-present)

Member, UTC Graduate Council Sub-committee on Doctoral Program Requirements and Procedures:
(2003-present)

Member, GSD Reappointment/Promotion/Tenure Committee. 2004-present. (Chair 2004-2006).

Member, NCATE Steering Committee (2003-2005, also 1999-01)

Member, Library Promotion/Tenure Committee (2005-2006).

Member, UTC Institutional Review Board (2004-06)

Member, CEAPS Search Committee, Counseling Faculty (2003-04)

Member, UTC Strategic Planning Committee (2002-03)

Member, UTC Faculty Council (2001-2003)

Member, UTC Faculty Council Committee of Faculty Rating of Administration (2002-03)

Invited Trainer, UT Leadership Institute (2002)

Member, UTC Faculty Council Committee on Faculty Development Grants (2001-2002)

Member, UTC Faculty Council Committee on Committees (2001-2002)

Member: Faculty Advisory Council, CEAPS (1999-2001)

Member, Downtown Schools Committee, CEAPS (2000-2001)

Member, PRAXIS Task Force (1999-2001)

GSD representative as Library Liaison (1998-2001)

Chair, EDAS Program Revision Committee (1999-2000)

Planning Committee, Burkett Miller Lecture Series, John Stossel "Pandering to Fear" (1999)

RECENT PROFESSIONAL DEVELOPMENT ACTIVITIES (listed in reverse chronological order)

Promotion, Tenure and Reappointment Series, WTRC, 2004

National Association of Secondary School Principals Annual Conference (1999-2006)

National Association of Middle School Annual Conference (2001, 2003, 2004)

"LIFO" Certification Training (2003)

Invited examination reader/scorer. School Leadership Licensure Assessment. Educational Testing Service.

Princeton, New Jersey, 2003-04

"Dreamweaver" Seminar, Walker Teaching Resources Center (2003). See updated webpage at

www.utc.edu/~vpetzko

Faculty Fellows Program (UTC): A year-long fellowship to promote excellence in teaching (2001-2002)

Tennessee Association for Professors of Educational Administration, Spring Conference 1999-2003, Fall

Conference 1999-2000. No conferences held in 2004.

Preventing School Violence: Lorman Educational Services, Knoxville, TN (2001)

UT Leadership Institute (2001)

Update on Tennessee School Law, Lorman Educational Consultants, Nashville, TN (2000)

Georgia Association of Educational Leaders, Annual Conference (2000)

Comprehensive School Reform Development, SOMS (School Observation Measure) training (1999)

Tennessee Association of Colleges of Teacher Education, Fall Conference (1999)

University Council of Educational Administration National Convention (1998)

Description of National Study of Leadership in Middle Level Schools

Phase I: A Study of 1400 Middle Level Schools (2000-2002)
Phase II: A Study of 98 Highly Successful Schools (2002-2004)

History

Since 1966, the National Association of Secondary School Principals (NASSP) has provided support and funding for several comprehensive studies of the Principalship. The 1966 study of Junior High Schools provided an initial perspective of junior high school principals. In 1980 the Association sponsored the first national study of “middle level” schools, which set the standard for detail while providing comprehensive baseline data to analyze changes and trends in middle level leadership and programs. A follow-up study was conducted in 1990, concluding that middle level education had developed a unique and solid foothold in the educational community.

Phase I

The 2000 study documented the major changes and trends over the life of middle level education. All middle level schools, (N=14,000) were invited to participate in the on-line survey for Phase I. Approximately 10% responded, generating a substantive amount of data on leadership, teachers, curriculum, school reform, and middle level concepts. The study provided essential data used repeatedly by principals, school district leaders and district policy makers as they contrast their work with that of schools across the nation. Phase I of the report was released by NASSP in February, 2002 (Valentine, J., Clark, D., Hackmann, D., Petzko, V. (2002), National Study of Leadership in Middle Level Schools, Volume I: A National Study of Middle Level Leaders and School Programs.

Phase II

Phase II of the research focused on the identification of highly successful schools and their principals. Representatives from each state were asked to nominate three to five (3-5) schools that they considered to be “potentially exemplary”. These schools were then asked to participate in a second on-line survey, where their programs and practices were analyzed across the standards of middle level reform. Ninety-eight (98) highly successful schools were identified; six representative schools were visited in the spring of 2002. Phase 2 of the study presents a comparison of highly successful schools to the national sample, identifies common characteristics of highly successful schools and builds a model for exemplary schools. Phase II of the study was released by NASSP in December, 2004 (Valentine, J., Clark, D., Hackmann, D., Petzko, V. (2004), National Study of Leadership in Middle Level Schools, Volume II: Leadership for Highly Successful Middle Level Schools.

Significance

NASSP is the leading organization for middle and high school principals across the nation. Its funding of this research speaks to the project’s significance; its distribution of both Volumes I and II to all middle/high school membership speaks to its effect. Invited presentations have been done at the national convention annually since 2001. The study and its impact will have lasting effects on middle level education: it not only identifies the “state of the art” (Phase I) but also clarifies how highly successful middle level schools differ from the national norm (Phase II). Implications regarding leadership, programs and practices will provide recommendations for the next several years. National presentations, Volumes I and II, and “spin-off articles” have provided insights and suggestions regarding best practices in leadership and programs for middle level schools.