**Develop a leadership tracking system to inform all leadership work**

**Step 1:** Identify problems you are trying to solve using a data system

**Step 2:** Identify and collect data

**Step 3:** Set up the most efficient and sustainable infrastructure

***What is the goal?***

The goal of a leadership tracking system is to have a one-stop shop for data pertaining to aspiring and current principals that allows district leaders to quickly identify trends, gaps, and needs in the overall leadership pool. The tool is used to inform decisions about succession planning, recruitment, selection, and development.

***Why is it important?***

An analysis of MNPS principal data illustrates an opportunity for the district to improve its use of data to inform district decision-making:

* High-poverty school have a much higher proportion of first-year principals
* Leadership effectiveness measures seem to vary across clusters
* Principals in lower poverty schools tend to have higher TEAM practice ratings
* Principals hired into high-poverty schools are more qualified in terms of year of experience and years as an AP but were rated less well during their first year in the school

Additional anecdotal evidence from interviews with district leaders illustrated a need to house information about current and future leaders in one, easy-to-access location.

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| Steps | Guiding Questions | Resources |
| 1. Identify problems you are trying to solve using a data system | * Who are your users? * What will a centralized data system allow us to accomplish? * What trends might we see? * What efficiencies will it address across the district? * How might the data support and reinforce district leadership beliefs? * How will the data inform us on practice? * What other districts can we observe and learn from to determine what our tracking system should look like? | [Wallace Foundation Leader Tracking Systems](https://www.wallacefoundation.org/knowledge-center/pages/leader-tracking-systems-turning-data-into-information-for-school-leadership.aspx)  [School Leader Tracking Systems](https://www.ncsl.org/research/education/school-leader-tracking-systems.aspx) |
| 1. Identify and collect data | * What demographic data do we need to track about aspiring and sitting leaders? * What competencies and strengths do we need to track about aspiring and sitting leaders? * What school information by leader needs to be collected? * What data are currently available that measure the 8 responsibilities in the Leadership Framework? * What data are missing? * Is it possible to use proxies or make adjustments to existing data for missing data? * Do the data need to be cleaned up? I.e., using consistent data labels and formatting across files | [Wallace Foundation Chock Full of Data](https://www.wallacefoundation.org/knowledge-center/Documents/Chock-Full-of-Data-Leader-Tracking-Systems-Principal-Pipelines.pdf)  [MNPS Leadership Framework](https://docs.google.com/document/d/1QVgqWGhs6jSTqk-roAygsVSVUwma4ayH/edit) |
| 1. Set up the most efficient and sustainable infrastructure | * Is it possible to create the tool in Data Warehouse, using internal capacity? * Do we need to contract out for the development of the tool? * What should the design and user experience be like? * What applications does the tool need to be able to perform? * How should the tool be organized? * How and how often will data be input into the tool? * Who in central office will manage the data tool and tracking system? * Who will be responsible for collecting and updating data in the tool? * Are there ways to automate data collection? * What protocols does the tool need to include to ensure it can communicate with other reports and tools in the district? * How will the district communicate about the tool to all stakeholders? | [Case Study: Minneapolis Public Schools](https://ccganalytics.com/resources/case-studies/leading-the-way-with-leadership-tracking)  [Wallace Foundation webinar on creating Leader Tracking Systems](https://aasa.org/uploadedFiles/Programs_and_Events/LeaderTracking%20Systems3-21-18FINAL.PDF) |

**Things to Consider:**

Creating a robust data tracking system aligned to the leadership framework will provide the foundation for a multitude of strategies to support principal quality. A successful implementation will support or strengthen *Succession Planning*, *Aspiring Leaders Program*, and *Support for Early Career Principals*, as well as better facilitate the selection and matching of principals by increasing efficiencies and eliminating potential biases. Find the one-pagers for these strategies on the [Explore](https://nashvillepef.org/principal-quality-explore/) page.

**Metrics of Success:**

1. Annual measure of average TEAM practice ratings (calibrated across EDs)
2. Annual average leadership ratings from Panorama or other survey
3. Annual measure of the distribution of effective leaders by TEAM practice rating and economic disadvantage
4. Annual measure of percentage of principals of color as compared with student demographics