

Leadership for Highly Successful Middle Level Schools

**Volume II of NASSP's National Study of Leadership in
Middle Level Education**

Don Clark, University of Arizona (Emeritus)

Don Hackmann, Iowa State University

Vicki Petzko, Univ. of Tennessee-Chattanooga

Jerry Valentine, University of Missouri

Understanding Leaders and Programs in Highly Successful Middle Level Schools

Introductions and Overview of the Study	Jerry Valentine	10
Leaders and Programs in 98 Highly Successful ML Schools	Don Hackmann	15
Programs and Practices in Six Highly Successful ML Schools	Don Clark	15
Leadership in Six Highly Successful ML Schools	Vicki Petzko	15
Small Group Discussions of Selected Key Issues for Success	Site-Visit Principals and Research Team Members	20
Closing Comments	Jerry Valentine	10

NASSP's ML Decade Studies

- **1980-1982 The Middle Level Principalship**
- **1991-1993 Leadership in ML Education**
- **2000-2003 Leadership in ML Schools**
 - **Phase I: National Survey of Schools (2000: 14,107 > 1,423)**
 - **Phase II: Study of Highly Successful Schools (2001-02: 100 > 98 > 6)**

Identification of Highly Successful Schools

- **ML Leaders from each State Nominated 275 Schools from across the country (Winter 2001)**
- **Principal Responded to Survey about Self and School's Programs and Practices**
- **Panel Identified 100 Highly Successful Schools**
 - **Processes for Change in Past 5 Years**
 - **Direction for Change (Values/Beliefs/Mission/Vision/Goals)**
 - **Address Challenges Facing the School**
 - **Document Meeting Student Needs (especially achievement)**
 - **Turning Points 2000 Recommendations**
- **98 of the 100 Participated in the Study (Fall 2001)**

Data Collected from the 98 Highly Successful Schools

- **Principals completed extensive survey**

- Demographics of self and school
- School Programs and Practices

- **Teachers completed surveys**

- School Climate/Culture
- School Leadership
- School Programs and Practices

- **Students completed surveys**

- School participation
- Self-efficacy
- Student Behavior

- **Parents completed survey**

- School Improvement Processes
- School Programs and Practices

Comparisons of 98 Highly Successful ML Schools to National Sample

- Grade patterns were similar; slightly more 7-8 in Highly Successful group
- Per pupil expenditures were slightly higher in Highly Successful group
- Average teacher to pupil ratios were slightly higher in Highly Successful group
- Student ethnicity/diversity very similar; slightly more Asian/American students in Highly Successful schools.
- Percent of students eligible for Free/Reduced Lunch slightly lower in Highly Successful schools.

Site-Visit Schools

- Research Team Studied All Data from the 98 Schools
- Invited Six Schools to Participate in On-Site Study
- Site-visits of Three Days (Spring, 2002)

Site-Visit Schools' Demographics

Schools	Grade Levels	Enroll.	Comm. Type	Ethnicity	% F/R Lunch
Einstein Academy	6-8	550	Small City	Eur/Am: 69% Afr/Am: 29%	20%
Fourstar MS	5-8	309	Small Suburb Town	Eur/Am: 94% Asi/Am: 3%	4%
Kent MS	6-8	1046	Metro Suburb	Eur/Am: 48% Afr/Am: 17% His/Am: 18% Asi/Am: 16%	29%
Mark Twain MS	6-8	180	Small Rural Town	Eur/Am: 96% Afr/Am: 2%	40%
Pioneer MS	6-8	1485	Metro Suburb	Eur/Am: 72% Afr/Am: 9% His/Am: 10% Asi/Am: 8%	12%
Southside Intermed.	7-8	589	Small City	Eur/Am: 37% Afr/Am: 13% His/Am: 50%	66%

Leader Demographics: Six Site Visit Schools

	Gender	Yrs. Exp. Teacher	Yrs. Exp. Asst Prin.	Yrs. Exp. Principal	Yrs. Prin. Site School
Einstein Academy	F	8	4	8	8
Fourstar MS	M	6	2	10	3
Kent MS	M	6	20	6	6
Mark Twain MS	M	5	0	4	3
Pioneer MS	F	7	3	11	9
Southside Intermed.	F	6	4	8	7