

# Principals as Human Capital Leaders

## A Networked Experience for Principals

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### PROGRAM OVERVIEW

USHCA has always emphasized the critical role of the principal as a human capital leader of their school. The pandemic this past year has only refocused and further impacted that role during these unprecedented times. They have led through these uncertain times while continuing to recruit, develop, support and retain teachers. Yet, with all that is on their plates, human capital functions have not always been part of their leadership development.

The USHCA has developed a **human capital toolkit** that guides principals in this work throughout the year and facilitates principals in a year-long **network** learning together about human capital management and implementing key strategies.

The **toolkit** addresses a need identified by districts and states for a relevant and “principal-informed” set of tools and processes that can be used by school leaders of any size school, in any size district, with any degree of district HR support. Districts with fewer than 12 principals should contact us for other options.

We know that these are novel and busy times, but we also know that principals must continue to manage and develop their workforce. The **principal network** will consider how to improve on some of the less effective, long-standing practices that were in place before the status quo was interrupted by the pandemic, and how to adapt to the longer-term shifts that will be necessary to improve equitable outcomes and address the challenges of a diminished teacher pipeline.

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## PROGRAM COMPONENTS

Each district's network will be designed to support the professional growth of principals as human capital leaders. The Principal Network will meet for **90 minutes once a month for 10 months, beginning between July-September**. Some districts have dedicated some of their regular principal meetings to a network, because of its importance and as a way to avoid scheduling an additional meeting for busy school leaders. This group of 12-24 principals will learn about a specific and timely human capital topic and use a set of tools that correspond to that month's focus area.

Monthly topics include:

- Induction and new teacher experience
- Teacher leadership
- Managing low performers and teacher absenteeism
- Teacher retention
- Workforce planning
- Teacher selection

Each of the virtual monthly meetings, facilitated by USHCA team members, will provide principals with **new skills**, the chance to **explore problems of practice**, and the opportunity to **learn from one another**. Participants are expected to attend at least 80% of the meetings, be active participants and use the tools as much as possible. The sessions will be engaging and interactive, offering principals time for small breakout room discussions in addition to general learning together.

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