

# Plainedge School District

## Principal's Annual Professional Performance Review Plan

2013-2014



**Dr. Edward A. Salina Jr., Superintendent of Schools**

**Board of Education**

**Maryann Capone, President**

**Douglas Pascarella, Vice President**

**Catherine Flanagan , Debra Grieci, Dennis Gustafson, Mary Lowe, Raymond Paris, Trustees**

# Plainedge School District

## Annual Professional Performance Review Plan

### SECTION I: GENERAL AGREEMENT

**APPR Addendum to the collective bargaining agreement between the Plainedge Administrators Association and the Plainedge Union Free School District, Covering the period: 2013-2014**

**Reference in contract: Section 2.g**

Whereas the parties above are obligated to negotiate APPR provisions for principals consistent with Education Law 3012-c and subsequent NYSED regulation, they hereby agree to the following:

1. Application:

- This provision shall apply only to the title of principal
- This plan will be in effect for the 2013-2014 school year and will be reviewed annually. Should the law (3012-c) of 2012, the corresponding regulations or NYSED guidance regarding 3012-c change from what was in place at the time of this agreement, the agreement shall be renegotiated to be consistent with further changes in law, regulation or NYSED guidance.

2. The Superintendent of Schools shall be the lead evaluator(s) for principals.

3. The 20 or 25 points for student growth measures shall be the state provided score. Where there is no state score generated, the principal shall develop Student Learning Objectives (SLO) for approval by the superintendent for the 20 points comparable measure. They shall be developed by October 15. The superintendent shall meet with the principals and provide the decision on approval within 5 days of submission by the principal.

4. The 15 or 20 points for locally selected measures of student achievement shall be based on an achievement target setting process to be mutually agreed upon between the principal and superintendent. This plan developed shall include what approved assessment measures will be utilized, what expectations will be set and how points will be earned regarding achievement in relation to the targets. The superintendent shall verify comparability and rigor in the utilization of this achievement target-setting process as required by regulation. For all targets, the superintendent and principal shall identify measures from the following NYSED identified options:

- Student performance on any district-wide locally selected assessments approved for use in teacher evaluations. (Examples: NWEA, AIMSweb, EXPLORE, PLAN)  
Achievement on state tests (e.g., % proficient or advanced) in ELA and Math grades 4 to 8

- Growth or achievement for student subgroups (SWD, ELL) on State Assessments in ELA and Math grades 4 to 8.
- Growth or achievement for students in ELA and Math grades 4 to 8 starting at specific performance levels (e.g. level 1, 2) on state or other assessments.
- Percent of cohort achieving specified scores on Regents exams, AP, IB or other Regents-equivalents.
- Graduation rates ( 4,5,6 years) and/or drop-out rates
- Graduation % with Advanced Regents designation and/or honors
- Credit accumulation (e.g. 9th and 10th grade) or other strong predictor of progress to graduation.
- Student Learning Objectives if principals do not have state-provided growth or value-added measures for the growth subcomponent

5. The district shall utilize the LCI Multidimensional rubric for principal evaluation as the basis for the 60 “Other” points allocated to measures of leadership and management. This shall be according to the attached instrument. The superintendent’s assessment shall be based on a least 2 visits of 30 minutes or more to the school, while in session. At least one will be announced, and one will be unannounced.. Visits are to be completed no later than May 30. The two additional sources of information for the Superintendent of Schools consideration in utilizing the rubric and instrument shall be:

- a. The principal’s self--analysis on the rubric for the superintendent’s consideration and discussion.
- b. A selection of artifacts such as those suggested in the appendix.
- c. The Superintendent of Schools shall consider the following discussions and reviews in assessing performance of the principal in leadership and management: 1.) The principal and superintendent shall conduct a joint critical analysis of the NYS School Report Card (or other similar NYS accountability report) no later than October 15, including identification of actions to be taken to address components and district resources to be made available to the principal and building. 2.) No later than May 31, the principal and superintendent shall meet to review the related initiatives and actions of the principal over the year as well as the availability and utilization of district provided resources.

6. As per NYSED regulation, the method for assigning subcomponent points will identify how points will be awarded within four performance levels (HEDI) for the “local measures of student achievement” and the “other measures of effectiveness” subcomponents using the following standards:

<b>Level</b>	<b>Achievement Growth Measures</b>	<b>Local assessment of growth or achievement</b>	<b>Other Measures (principal standards)</b>
<b>Highly Effective</b>	Results are well-above state average for similar students. (Or district goals if no state test).	Results are well-above District or BOCES -adopted expectations for growth or achievement of student learning standards for grade/subject.	Overall performance and results exceed standards.
<b>Effective</b>	Results meet state average for similar students. (Or district goals if no state test).	Results meet District or BOCES-adopted expectations for growth or achievement of student learning standards for grade/subject.	Overall performance and results meet standards.
<b>Developing</b>	Results are below state average for similar students. (Or district goals if no state test).	Results are below District or BOCES-adopted expectations for growth or achievement of student learning standards for grade/subject.	Overall performance and results need improvement in order to meet standards.
<b>Ineffective</b>	Results are well-below state average for similar students (or district goals if no state test).	Results are well-below District or BOCES-adopted expectations for growth or achievement of student learning standards for grade/subject.	Overall performance and results do not meet standards.

7. Final evaluations shall be provided to principals no later than September 1 annually. Scores and ratings on Locally Selected Measures of Achievement and the “Other Measures” of Effectiveness shall be provided no later than September 1<sup>st</sup>, but earlier if possible.

8. Improvement plans for principals with developing or ineffective ratings shall be according to the attached format and process. Such plans shall be mutually agreed upon within 10 school days at the beginning of the year annually.

9. An appeal of a principal’s evaluation shall be only for ineffective ratings or any rating tied to compensation. The reasons for appeal shall be those identified in 3012-c. The attached appeal process shall be utilized. An appeal of an evaluation may NOT be initiated prior to the issuance of the final composite score and rating.

10. That the parties agree to enter into negotiations for a successor addendum no later than June 1, 2014.

**HEDI SCORING BANDS SET IN LAW AND REGULATION: BOTH  
ACHIEVEMENT COMPONENTS PLUS COMPOSITE**

**POINT BANDS FOR USE PRIOR TO ADOPTION OF VALUE ADDED  
MODEL**

<b>Level</b>	<b>Measures of Student Growth (20%)</b>	<b>Local measures of student achievement (20%)</b>	<b>Overall Composite Score</b>
<b>Highly Effective</b>	<b>18-20</b>	<b>18-20</b>	<b>91-100</b>
<b>Effective</b>	<b>9-17</b>	<b>9-17</b>	<b>75-90</b>
<b>Developing</b>	<b>3-8</b>	<b>3-8</b>	<b>65-74</b>
<b>Ineffective</b>	<b>0-2</b>	<b>0-2</b>	<b>0-64</b>

**POINT BANDS FOR 2013-14 IF A VALUE ADDED MODEL IS ADOPTED**

<b>Level</b>	<b>Measures of Student Growth (25%)</b>	<b>Local measures of student achievement (15%)</b>	<b>Overall Composite Score</b>
<b>Highly Effective</b>	<b>22-25</b>	<b>14-15</b>	<b>91-100</b>
<b>Effective</b>	<b>10-21</b>	<b>8-13</b>	<b>75-90</b>
<b>Developing</b>	<b>3-9</b>	<b>3-7</b>	<b>65-74</b>
<b>Ineffective</b>	<b>0-2</b>	<b>0-2</b>	<b>0-64</b>

## **Section II: LOCAL ACHIEVEMENT MEASURES FOR PRINCIPALS**

**(15 PTS. OR 20 PTS.)**

### **Elementary Schools:**

**The Local Measure will be based on the percent of students who meet the district's minimum growth target on the NWEA Measures of Academic Progress Assessment (Measured from Fall to Spring)**

### **Middle School:**

**The Local Measure will be based on the percent of students who meet the district's minimum growth target on the NWEA Measures of Academic Progress Assessment (Measured from Fall to Spring)**

### **High School:**

**The Local Measure will be based on the percent of students who achieve a Regents Diploma with Advanced Designation**

**See HEDI Charts in Section VIII for conversion details**

**SECTION III: "OTHER" MEASURES OF EFFECTIVENESS (60 POINTS)**

**Principal's Leadership and Management  
Assessment Summary: LCI Multidimensional Rubric**

Using the rubric, the superintendent will circle the descriptor for each item that best matches the principal's performance. Using a holistic approach, a HEDI rating shall then be determined for each domain and overall on the rubric. Based on the overall rating on the rubric, points will be assigned according to the ranges below.

Name of Principal \_\_\_\_\_ School Year \_\_\_\_\_

<b>Domain</b>	<b>High Effective</b>	<b>Effective</b>	<b>Developing</b>	<b>Ineffective</b>
<b>Shared Vision of Learning</b>	<b>14</b>	<b>12</b>	<b>9</b>	<b>0</b>
<b>School Culture and Instructional program</b>	<b>14</b>	<b>12</b>	<b>9</b>	<b>0</b>
<b>Safe, Efficient and Effective Learning Environment</b>	<b>14</b>	<b>12</b>	<b>9</b>	<b>0</b>
<b>Community</b>	<b>14</b>	<b>12</b>	<b>9</b>	<b>0</b>
<b>Integrity, Fairness and Ethics</b>	<b>14</b>	<b>12</b>	<b>9</b>	<b>0</b>
<b>Political, Social, Economic, legal and Cultural Context</b>	<b>14</b>	<b>12</b>	<b>9</b>	<b>0</b>

<b>Score from Chart above</b>	<b>Point Ranges</b>	<b>Rating</b>
82-84 80-81 78-79	60 59 58	Highly Effective
65-77 61-64	57 56	Effective
55-60 54	55 54	Developing
0-53	0-53	Ineffective

**Overall Rating:**      Highly Effective      Effective      Developing      Ineffective  
(Circle one)

**Points Awarded 0-60:** \_\_\_\_\_

**SECTION IV: OVERALL EVALUATION SUMMARY**

**Principal Annual Professional Performance Review Summary**

Principal's Name \_\_\_\_\_ Position/Site \_\_\_\_\_

School Year \_\_\_\_\_

Evaluator's Name \_\_\_\_\_

Evaluator's visit dates \_\_\_\_\_ Date of Evaluation \_\_\_\_\_

Evaluation Component	Points Range (check one)	Points Earned	HEDI Rating	Comments
State Growth or SLO	<input type="checkbox"/> 0-20 <input type="checkbox"/> 0-25			
Local Measure (LAT)	<input type="checkbox"/> 0-20 <input type="checkbox"/> 0-15			
MultiDimensional Rubric (Other)	0-60			
<b>Total Points</b>				

HEDI Composite Scale	
Highly Effective	91-100
Effective	75-90
Developing	65-74
Ineffective	0-64

**APPR Overall Rating (HEDI):** \_\_\_\_\_

Supervisor's Signature and date \_\_\_\_\_

Principal's Signature and date \_\_\_\_\_



## **SECTION V: IMPROVEMENT PLAN**

### **Plainedge School District Principal Improvement Plan Process**

Upon rating a principal as ineffective or developing, an improvement plan designed to rectify perceived or demonstrated deficiencies must be developed and commenced no later than ten (10) school days after the start of a school year. The superintendent or designee, in conjunction with the principal, must develop an improvement plan that contains:

1. A clear delineation of the deficiencies that resulted in the ineffective or developing assessment.
2. Specific improvement goal/outcome statements.
3. Specific improvement action steps/activities.
4. A reasonable time line for achieving improvement.
5. Required and accessible resources to achieve goal.
6. A formative evaluation process documenting meetings strategically scheduled throughout the year to assess progress. These meetings shall occur at least twice during the year: the first between December 1 and December 15 and the second between March 1 and March 15. A written summary of feedback on progress shall be given within 5 business days of each meeting.
7. A clear manner in which improvement efforts will be assessed, including evidence demonstrating improvement.
8. A formal, final written summative assessment delineating progress made with an opportunity for comments by the principal.

# Principal Improvement Plan

Name of Principal \_\_\_\_\_

School Building \_\_\_\_\_ Academic Year \_\_\_\_\_

Deficiency that promulgated the “ineffective” or “developing” performance rating:

Improvement Goal/Outcome:

Action Steps/Activities:

Timeline for completion:

Required and Accessible Resources, including identification of responsibility for provision:

Dates of formative evaluation on progress (lead evaluator and principal initial each date to confirm the meeting):

December:

March:

Other:

Evidence to be provided for Goal Achievement:

Assessment Summary: Superintendent is to attach a narrative summary of improvement progress, including verification of the provision of support and resources as outlined above no later than 10 days after the identified completion date. Such summary shall be signed by the superintendent and principal with the opportunity for the principal to attach comments.

## **SECTION VI: APPEAL PROCESS**

# **Plainedge School District Principal APPR Appeal Process**

### **CHALLENGES IN AN APPEAL:**

Appeals are limited to those identified by Education Law §3012-c, as follows:

- (1) The substance of the annual professional performance review;
- (2) The school district's or board of cooperative educational services' adherence to the standards and methodologies required for such reviews;
- (3) The adherence to the Commissioner's regulations, as applicable to such reviews;
- (4) Compliance with any applicable locally negotiated procedures applicable to annual professional performance reviews or improvement plans; and
- (5) The school district's or board of cooperative educational services' issuance and/or implementation of the terms of the principal improvement plan.

### **RATINGS THAT MAY BE APPEALED:**

Appeals of annual professional performance reviews may be brought for ineffective, or any rating tied to compensation. An appeal may only be initiated once a principal receives the overall composite score and rating.

### **PROHIBITION AGAINST MORE THAN ONE APPEAL**

A principal may not file multiple appeals regarding the same performance review. The issuance of an improvement plan may prompt an appeal independent of the performance review. The implementation of an improvement plan may be appealed upon each alleged breach thereof. All grounds for appeal must be raised with specificity within such appeal. Any grounds not raised shall be deemed waived.

### **BURDEN OF PROOF**

The burden shall be on the district to establish by the preponderance of the evidence that the rating given to the appellant was justified or that an improvement plan was appropriately issued and/or implemented.

### **TIME FRAME FOR FILING APPEAL**

All appeals shall be filed in writing. The act of mailing the appeal shall constitute filing. An appeal of a performance review must be filed no later than fifteen (15) business days of the date when the principal receives their final and complete annual professional performance review. The failure to file an appeal within these timeframes shall be deemed a waiver of the right to appeal and the appeal shall be deemed abandoned. An extension of the time in which to appeal may be granted by the Superintendent upon written request. When filing an appeal, the principal must submit a written description of the specific areas of disagreement over his or her performance review. Supportive evidence about the challenges may also be submitted with the appeal. Any additional documents or materials relevant to the appeal must be provided by the district upon written request for same.

### **TIME FRAME FOR DISTRICT RESPONSE**

Within twenty (20) business days of receipt of an appeal, the district must submit a detailed written response to the appeal. The response must include all additional documents or written materials relevant to the point(s) of disagreement that support the district's response.

### **DECISION**

A written decision on the merits of the appeal shall be rendered by the superintendent of schools. The decision shall set forth the reasons and factual basis for the determination on each of the specific issues raised in the appeal. A copy of the decision shall be provided to the principal.

### **EXCLUSIVITY OF SECTION 3012-C APPEAL PROCEDURE**

This appeal procedure shall constitute the means for initiating, reviewing and resolving challenges to a principal performance review. A principal may not resort to any other contractual grievance procedures for the resolution of challenges and appeals related to a professional performance review and/or improvement plan.

### **OTHER**

1. In addition to any further limitations agreed to within the APPR agreement, an evaluation shall not be placed in a principal's personnel file until either the expiration of the fifteen (15) business day period in which to file an notice of appeal without action being taken by the principal or the conclusion of the appeal process described herein, whichever is later.
2. A principal who takes advantage of the appeals process described herein does not waive his/her right to submit a written rebuttal to the final evaluation. A principal who elects to submit a written rebuttal to his/her evaluation prior to the expiration of the fifteen (15) business days in which to file a notice of appeal does not waive her/his right to file an appeal.

## **SECTION VII:**

Listed below are sample artifacts that can be submitted as evidence if determined to be necessary by the Superintendent and Principal. Please note that artifacts are not limited to those listed here.

- **Mission/vision statement**
- **Strategic plan**
- **School improvement plan: building goals**
- **Administrative calendar**
- **Grade or department goals**
- **Staff development plan**
- **Staff development calendar**
- **Staff development agendas and materials**
- **Conference day programs**
- **Guide for staff on disaggregating data**
- **Building cabinet meeting agendas**
- **Faculty meeting agendas**
- **Department, grade level and/or team meeting agendas**
- **Committee meeting agendas**
- **Parent meeting agendas**
- **Board presentations**
- **Staff memos**
- **Parents memos**
- **Scheduled collaboration and common planning time**
- **School newsletter**
- **Parent and student communications**
- **Parent, student, staff or community letters of support or praise**
- **Press releases**
- **Public coverage of school events or accomplishments (media or print)**
- **Collaboration with higher education**
- **Career day programs**
- **Parent volunteer recognition program**
- **Collaboration with community organizations**
- **Social worker outreach programs**
- **School health services**
- **Mental health resource connections**
- **Drug abuse prevention programs**
- **Character education programs**

## Section VIII: Appendix 2: Principals Local Measure HEDI Tables (15 points)

### Elementary & Middle School Principals

Note: HEDI scores for each subject (Reading and Math) are averaged together for one final 15 point score. Based on NWEA MAP Score

#### Reading

Pts	Percent of students who met or exceeded growth targets
15	81+
14	76-80
13	71-75
12	66-70
11	61-65
10	56-60
9	51-55
8	46-50
7	41-45
6	36-40
5	31-35
4	26-30
3	21-25
2	16-20
1	11-15
0	10 and below

#### Mathematics

Pts	Percent of students who met or exceeded growth targets
15	81+
14	76-80
13	71-75
12	66-70
11	61-65
10	56-60
9	51-55
8	46-50
7	41-45
6	36-40
5	31-35
4	26-30
3	21-25
2	16-20
1	11-15
0	10 and below

# High School Principal

## Local HEDI Chart

Based on Percent of Students Receiving a Regents Diploma with Advanced Designation

Pts	Percent
15	67+
14	64-66
13	62-63
12	61
11	60
10	57-59
9	54-56
8	50-53
7	46-49
6	42-45
5	39-41
4	36-38
3	33-35
2	30-32
1	28-29
0	Below 28

## Section VIII: Appendix 2: Principals Local Measure HEDI Tables (20 points)

### Elementary & Middle School Principals

Note: HEDI scores for each subject (Reading and Math) are averaged together for one final 20 point score (Based on NWEA MAP Assessment)

#### Reading

Pts	Percent of students who met or exceeded growth targets
20	81+
19	73-80
18	66-72
17	61-65
16	57-60
15	54-56
14	51-53
13	50
12	48-49
11	46-47
10	44-45
9	42-43
8	39-41
7	35-38
6	31-34
5	27-30
4	23-26
3	19-22
2	15-18
1	11-14
0	10 and below

#### Mathematics

Pts	Percent of students who met or exceeded growth targets
20	81+
19	73-80
18	66-72
17	61-65
16	57-60
15	54-56
14	51-53
13	50
12	48-49
11	46-47
10	44-45
9	42-43
8	39-41
7	35-38
6	31-34
5	27-30
4	23-26
3	19-22
2	15-18
1	11-14
0	10 and below



# High School Principal

## Local HEDI Chart

Based on Percent of Students Receiving a Regents Diploma with Advanced Designation

Pts	Percent Receiving Advanced Regents Diploma
20	67+
19	66
18	65
17	64
16	63
15	62
14	61
13	60
12	58-59
11	56-57
10	53-55
9	50-52
8	46-49
7	42-45
6	39-41
5	35-38
4	33-34
3	31-32
2	30
1	29
0	28 of below

## Multidimensional Principal Performance Rubric

### Domain 1 – Shared Vision of Learning

An education leader promotes the success of every student by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by all stakeholders.

	<b>Ineffective</b> 1	<b>Developing</b> 2	<b>Effective</b> 3	<b>Highly Effective</b> 4
<b>Culture<sup>1</sup></b> <i>(attitudes, knowledge, behaviors and beliefs that characterize the school environment and are shared by its stakeholders)</i>	<p>claims to have a vision and mission for the school, but keeps it private</p> <p>school vision and mission are unrelated to the district vision and mission</p> <p>disregards the need to use the school’s vision and mission to guide goals, plans and actions</p>	<p>identifies the school’s vision and mission, and makes them public</p> <p>school vision and mission are created in isolation of the district’s vision and mission and aligned as an afterthought</p> <p>refers to the school vision and mission as a document unconnected to programs, policies or practices</p>	<p><b>collaborates</b> with key stakeholders in the school <b>to develop and implement a shared vision and mission for learning</b></p> <p>school vision and mission aligns with the vision and mission of the district</p> <p>explicitly links the school’s vision and mission to programs and policies</p>	<p>engages stakeholders representing all roles and perspectives in the school in the development, monitoring and refinement of a shared vision<sup>2</sup> and mission for learning</p> <p>school vision and mission intentionally align with the vision and mission of the district and contribute to the improvement of learning district wide</p> <p>uses the school’s vision and mission as a compass to inform reflective practice, goal-setting, and decision-making</p>
<b>Sustainability</b> <i>(a focus on continuance and meaning beyond the present moment, contextualizing today’s successes and improvements as the legacy of the future)</i>	<p>assumes that the school’s improvement is either an event or the responsibility of a single individual</p>	<p>provides selected staff with opportunities to discuss school improvement efforts</p>	<p>has a process and structure in place for organizational improvement and uses it to assess the school</p>	<p>uses and regularly evaluates strategic processes and structures to <b>promote the school’s continuous and sustainable improvement</b></p>

<sup>1</sup> In the electronic version, Culture is hyperlinked to an input PowerPoint.

<sup>2</sup> In the electronic version, shared vision is hyperlinked to an annotated shared visioning activity.

## Multidimensional Principal Performance Rubric

### Domain 2 – School Culture and Instructional Program

An education leader promotes the success of every student by advocating, nurturing, and sustaining a school culture and instructional program conducive to student learning and staff professional growth.

	Ineffective 1	Developing 2	Effective 3	Highly Effective 4
<p><b>Culture</b> <i>(attitudes, knowledge, behaviors and beliefs that characterize the school environment and are shared by its stakeholders)</i></p>	<p>acknowledges the need for communication and collaboration</p> <p>provides selected individuals with basic information about various collaborative teaching, learning and work-related concepts or practices to several individuals</p> <p>creates a learning environment that relies on teacher-controlled classroom activities, rote learning, student compliance and learning opportunities that are disconnected from students' experiences, needs or cultures</p>	<p>considers proposals for collaborative structures and projects</p> <p>encourages selected staff to expand their understanding of particular practices that support collaboration such as collaborative planning, co-facilitation or integrated curriculum design</p> <p>creates a learning environment in which students are passive recipients in learning opportunities that are only peripherally connected to their experiences or cultures</p>	<p>supports various teaming opportunities, common planning and inquiry time, and visitations within the organization to increase learning and improve practice</p> <p>develops a culture of collaboration, trust, learning, and high expectations by encouraging staff to work together on key projects (e.g., induction processes, program design, integrated curriculum, or other individual or organizational projects)</p> <p><b>creates a personalized and motivating learning environment for students</b> in which they are involved in meaningful and relevant learning opportunities that they recognize as connected to their experiences, needs and cultures</p>	<p>establishes different ways of accessing staff expertise and work by promoting activities such as lab sites, peer coaching, mentoring, collegial inquiry, etc. as an embedded part of practice</p> <p><b>nurtures and sustains a culture of collaboration, trust, learning, and high expectations</b> by providing structured opportunities for cross role groups to design and implement innovative approaches to improving learning, work and practice</p> <p>engages stakeholders (e.g., students, staff, parents) in developing and sustaining a learning environment that actively involves students in meaningful,<sup>3</sup> relevant learning that is clearly connected to their experiences, culture and futures, and require them to construct meaning of concepts or processes in deductive or inductive ways</p>

<sup>3</sup> In the electronic version, *meaningful* will hyperlink to an activity on engagement and meaningfulness

## Multidimensional Principal Performance Rubric

### Domain 2 (cont.)

	<b>Ineffective</b> 1	<b>Developing</b> 2	<b>Effective</b> 3	<b>Highly Effective</b> 4
<p><b>Instructional Program</b> <i>(design and delivery of high quality curriculum that produces clear evidence of learning)</i></p>	<p>promotes a curricular program that provides students with limited, surface or cursory exposure to a topic, concept or skill set and establishes or defines meaning for students, focusing on the recall of isolated concepts, skills and/or facts</p> <p>maintains a hands off approach to instruction</p> <p>initiates actions that interrupt instructional time and distract from learning (e.g., meetings, announcements, unplanned assemblies, phone calls to teachers in classrooms, etc.)</p>	<p>establishes a curricular program focused primarily on recall, comprehension and factual knowledge acquisition that enables students to develop a basic understanding of a topic and/or process and includes few, if any, opportunities for them to construct meaning</p> <p>provides mixed messages related to expectations for instructional methodology and own understanding of “best practices”</p> <p>allows actions that disrupt instructional time and distract from learning (e.g. meetings, announcements, unplanned assemblies, phone calls to teachers in classrooms, etc.)</p>	<p><b>creates a comprehensive, rigorous, and coherent curricular program</b> that address all levels of thinking, enables students to develop knowledge and skills related to a concept, problem, or issue, and supports their construction of meaning during the most important lessons and tasks</p> <p><b>supervises instruction</b> and makes explicit the expectation that teachers remain current in research-based, best practices and incorporate them into their own work</p> <p><b>maximizes time spent on quality instruction</b> by protecting it from interruptions and inefficient scheduling, minimizing disruption to instructional time</p>	<p>engages students and teachers in designing and revising a learner-centered curricular program that integrates basic and higher levels of thinking throughout and provides opportunities for students to emulate professionals and construct meaning as they engage in a thorough exploration of a concept, problem, issue, or question</p> <p>supervises instruction on an ongoing basis, and engages in collegial opportunities for learning, action research and/or inquiry related to best practices in teaching and learning</p> <p>involves diverse stakeholders in uncovering issues that challenge time spent on quality instruction and in innovative approaches to dealing with them</p>

## Multidimensional Principal Performance Rubric

### Domain 2 (cont.)

	<b>Ineffective</b> 1	<b>Developing</b> 2	<b>Effective</b> 3	<b>Highly Effective</b> 4
<p><b>Capacity Building</b> <i>(developing potential and tapping existing internal expertise to promote learning and improve practice)</i></p>	<p>assumes titled leaders are able to handle administrative responsibilities and teachers to be able to instruct students</p> <p>is unaware of effective and appropriate technologies available</p>	<p>invests in activities that promote the development of a select group of leaders</p> <p>provides the necessary hardware and software, and establishes the expectation that teachers will integrate technology into student learning experiences</p>	<p><b>develops the instructional and leadership capacity of staff</b></p> <p><b>promotes the use of the most effective and appropriate technologies to support teaching and learning</b> and ensures that necessary resources are available</p>	<p>develops and taps the instructional and leadership capacity of all stakeholders in the school organization to assume a variety of formal and informal leadership roles in the school</p> <p>engages varied perspectives in determining how to best integrate the use of the most effective and appropriate technologies into teaching, learning and the daily workings of the school organization</p>
<p><b>Sustainability</b><sup>4</sup> <i>(a focus on continuance and meaning beyond the present moment, contextualizing today's successes and improvements as the legacy of the future)</i></p>	<p>uses “accountability” to justify a system that links student achievement with accolades and blame</p>	<p>assessment and accountability systems, though in place, are misaligned so that it is difficult to see how data from one explicitly relates to or informs the other</p>	<p><b>develops assessment and accountability systems to monitor student progress,</b> uncover patterns and trends, and provide a way to contextualize current student strengths and needs inside a history that connects changes in teaching and learning to student achievement.</p>	<p>facilitates regular use of easily accessible assessment and accountability systems that enable students, teachers, and parents to monitor student progress, teacher learning, uncover patterns and trends, and provides a way to contextualize student achievement, both inside history and projected into the future.</p>

<sup>4</sup> In the electronic version, *Sustainability* will hyperlink to a PowerPoint providing input on Sustainability.

## Multidimensional Principal Performance Rubric

### Domain 2 (cont.)

	<b>Ineffective</b> 1	<b>Developing</b> 2	<b>Effective</b> 3	<b>Highly Effective</b> 4
<p><b>Strategic Planning Process:</b></p> <p><b>monitoring/inquiry</b> <i>(the implementation and stewardship of goals, decisions and actions)</i></p>	<p>judges the merit of the instructional program based on what is used by others</p>	<p>evaluates the impact of the instructional program based on results of standardized assessments</p>	<p>gathers input from staff and surveys students as well as formal assessment data as part of process to <b>monitor and evaluate the impact of the instructional program</b></p>	<p>provides time and the expectation for students and staff to participate in multiple cycles of field testing, feedback and revision of the instructional program in order to monitor and evaluate its impact and make necessary refinements to support continuous improvement</p>

## Multidimensional Principal Performance Rubric

### Domain 3 – Safe, Efficient, Effective Learning Environment

An education leader promotes the success of every student by ensuring management of the organization, operation, and resources for a safe, efficient, and effective learning environment.

	<b>Ineffective</b> 1	<b>Developing</b> 2	<b>Effective</b> 3	<b>Highly Effective</b> 4
<b>Capacity Building</b> <i>(developing potential and tapping existing internal expertise to promote learning and improve practice)</i>	<p>obtains and uses human, fiscal and technological resources based on available funds or last year’s budget instead of need</p> <p>considers self as the sole leader of the organization while allocating limited responsibilities for unwanted tasks to others</p>	<p>obtains human, fiscal and technological resources and allocates them without an apparent plan</p> <p>shares “leadership” by providing others with limited responsibilities for tasks and functions but no decision making ability</p>	<p><b>obtains, allocates, aligns, and efficiently utilizes human, fiscal, and technological resources</b></p> <p><b>develops the capacity for distributed leadership</b> by providing interested individuals with opportunities and support for to assuming leadership responsibilities and roles</p>	<p>considers vision and solicits input from various stakeholders in determining, obtaining, allocating and utilizing necessary human, fiscal and technological resources, aligning them with present and future needs</p> <p>embeds distributed leadership into all levels of the organization by enabling administrative, teacher, student and parent leaders to assume leadership roles and co-creates a process by which today’s leaders identify, support and promote the leaders of tomorrow</p>
<b>Culture</b> <i>(attitudes, knowledge, behaviors and beliefs that characterize the school environment and are shared by its stakeholders)</i>	<p>speaks to the importance of school safety, but is inconsistent in creating and implementing specific plans to ensure it</p>	<p>establishes rules and related consequences designed to keep students safe, but relies on inconsistent procedures</p>	<p><b>promotes and protects the welfare and safety of students and staff</b></p>	<p>engages multiple, diverse groups of stakeholders in defining, promoting and protecting the welfare and safety of students and staff, within and beyond school walls</p>

## Multidimensional Principal Performance Rubric

### Domain 3 (cont.)

	<b>Ineffective</b> 1	<b>Developing</b> 2	<b>Effective</b> 3	<b>Highly Effective</b> 4
<b>Sustainability</b> <i>(a focus on continuance and meaning beyond the present moment, contextualizing today's successes and improvements as the legacy of the future)</i>	avoids engaging with management or operations systems	<b>monitors and evaluates the management and operational systems</b>	monitors, evaluates and revises management and operational systems	establishes processes for the ongoing evaluation, monitoring and revision of management and operational systems, ensuring their continuous, sustainable improvement
<b>Instructional Program</b> <i>(design and delivery of high quality curriculum that produces clear evidence of learning)</i>	allocates time as required to comply with regulations and mandates	schedules time outside of the typical school day for teachers to support instruction and learning	<b>ensures teacher and organizational time is focused to support quality instruction and student learning</b>	engages groups of students and teachers in determining how to best allocate and manage time to support ongoing and sustainable improvements in quality instructional practices and student learning



## Multidimensional Principal Performance Rubric

### Domain 4 - Community

An education leader promotes the success of every student by collaborating with faculty and community members, responding to diverse community interests and needs, and mobilizing community resources.

	<b>Ineffective</b> 1	<b>Developing</b> 2	<b>Effective</b> 3	<b>Highly Effective</b> 4
<b>Strategic Planning Process: Inquiry</b> <i>(gather and analyze data to monitor effects of actions and decisions on goal attainment and enable mid-course adjustments as needed to better enable success)</i>	makes decisions about whether or not to change the educational environment based on own impressions and beliefs	<b>collects and analyzes data and information pertinent to the educational environment</b>	collects and analyzes data and information pertinent to the educational environment, and uses it to make related improvements	engages in ongoing collection and analysis of data on the educational environment and information from diverse stakeholders to ensure continuous improvement
<b>Culture</b> <i>(attitudes, knowledge, behaviors and beliefs that characterize the school environment and are shared by its stakeholders)</i>	considers the community as separate from the school	provides isolated opportunities for including the community in a school activity or for engaging students in community outreach or service projects	<b>promotes understanding, appreciation, and use of the community's diverse cultural, social, and intellectual resources</b> through diverse activities	engages students, educators, parents, and community partners in employing a range of mechanisms and technology to identify and tap the community's diverse cultural, social and intellectual resources, promote their widespread appreciation, and connect them to desired improvements in teaching and learning
<b>Sustainability</b> <i>(a focus on continuance and meaning beyond the present moment, contextualizing today's successes and improvements as the legacy of the future)</i>	identifies lack of family and caregiver involvement as a key explanation for lack of achievement	takes actions intended to increase family and caregiver support for the school	<b>builds and sustains positive relationships with families and caregivers</b>	builds sustainable, positive relationships with families and caregivers and enables them to take on significant roles in ongoing improvement efforts

## Multidimensional Principal Performance Rubric

### Domain 5 – Integrity, Fairness, Ethics

An education leader promotes the success of every student by acting with integrity, fairness, and in an ethical manner.

	<b>Ineffective</b> 1	<b>Developing</b> 2	<b>Effective</b> 3	<b>Highly Effective</b> 4
<p><b>Sustainability</b> <i>(a focus on continuance and meaning beyond the present moment, contextualizing today's successes and improvements as the legacy of the future)</i></p>	<p>associates “accountability” with threats and blame for students’ academic and social difficulties</p> <p>makes decisions based on self-interest and is caught off guard by consequences of decisions and responds by denying, becoming defensive or ignoring them.</p> <p>blames mandates for decisions or actions that challenge the integrity or ethics of the school or its various stakeholders</p>	<p>focuses on accountability for academic and social success of students whose test results threaten the school’s standing</p> <p>makes decisions and takes actions without considering consequences, dealing with them if and when they occur</p> <p>assumes responsibility for decisions and actions related to mandates</p>	<p><b>ensures a system of accountability for every student’s academic and social success</b></p> <p><b>considers and evaluates the potential moral and legal consequences of decision-making</b></p> <p>assumes responsibility for thoughtfully considering and upholding mandates so that the school can successfully tread the line between compliance and moral and ethical responsibility</p>	<p>enables an approach to “accountability” that upholds high ethical standards and inspires stakeholders (educators, parents, students and community partners) to own and be responsible for every student’s academic and social success</p> <p>engages the diverse perspectives of various stakeholders in using multiple sources of data to explore potential intended and unintended moral, legal and ethical consequences of decisions and actions that support the greater good</p> <p>promotes resiliency by involving stakeholders in considering how to negotiate and uphold mandates in ways that preserve the integrity of the school’s learning and work and align with its ethical and moral beliefs</p>

## Multidimensional Principal Performance Rubric

### Domain 5 (cont.)

	<b>Ineffective</b> 1	<b>Developing</b> 2	<b>Effective</b> 3	<b>Highly Effective</b> 4
<p><b>Culture</b> <i>(attitudes, knowledge, behaviors and beliefs that characterize the school environment and are shared by its stakeholders)</i></p>	<p>mourns the lack of the self-awareness, reflective practice transparency and ethical behavior in others</p> <p>pays lip service to values related to democracy, equity and diversity</p> <p>implements strategies that group and label students with specific needs, isolating them from the mainstream</p>	<p>proclaims the importance of self-awareness, reflective practice transparency and ethical behavior and seeks it in others</p> <p>holds others accountable for upholding the values of democracy, equity and diversity</p> <p>asserts that individual student needs should inform all aspects of schooling, but has difficulty putting these beliefs into action</p>	<p><b>models principles of self-awareness, reflective practice, transparency, and ethical behavior</b></p> <p><b>safeguards the values of democracy, equity, and diversity</b></p> <p><b>promotes social justice and ensures that individual student needs inform all aspects of schooling</b></p>	<p>engages stakeholders in identifying and describing exemplars of self and cultural awareness, reflective practice, transparency and ethical behavior from within and outside the school, and determining how to replicate them</p> <p>provides opportunities for all stakeholder groups to define, embrace and embody the values of democracy, equity, and diversity</p> <p>creates processes that embed social justice into the fabric of the school, seamlessly integrating the needs of individuals with improvement initiatives, actions and decisions</p>

## Multidimensional Principal Performance Rubric

### Domain 6 – Political, Social, Economic, Legal and Cultural Context

An education leader promotes the success of every student by understanding, responding to, and influencing the political, social, economic, legal, and cultural context.

	<b>Ineffective</b> 1	<b>Developing</b> 2	<b>Effective</b> 3	<b>Highly Effective</b> 4
<p><b>Sustainability</b> <i>(a focus on continuance and meaning beyond the present moment, contextualizing today's successes and improvements as the legacy of the future)</i></p>	<p>appears unaware of decisions affecting student learning made outside of own school or district</p> <p>waits to be told how to respond to emerging trends or initiatives</p>	<p>reacts to district, state and national decisions affecting student learning</p> <p>continues to rely on the same leadership strategies, in the face of emerging trends and initiatives, or copies others who they view as leaders in the field</p>	<p><b>acts to influence local, district, state, and national decisions affecting student learning</b>, within and beyond their own school and district</p> <p><b>assesses, analyzes, and anticipates emerging trends and initiatives in order to adapt leadership strategies</b></p>	<p>engages the entire school community and all of its stakeholders in collaborating to make proactive and positive change in local, district, state and national decisions affecting the improvement of teaching and learning</p> <p>draws upon the perspectives, expertise and leadership of various stakeholders in responding proactively to emerging challenges to the shared vision, ensuring the resilience of the school, its growth, learning and improvements</p>
<p><b>Culture</b> <i>(attitudes, knowledge, behaviors and beliefs that characterize the school environment and are shared by its stakeholders)</i></p>	<p>advocates for self and own interests</p>	<p>advocates for selected causes</p>	<p><b>advocates for children, families, and caregivers</b></p>	<p>guided by the school vision, enables self, children, families and caregivers to successfully and appropriately advocate for themselves and one another</p>

## Multidimensional Principal Performance Rubric

### Other: Goal Setting and Attainment

	<b>Ineffective</b> 1	<b>Developing</b> 2	<b>Effective</b> 3	<b>Highly Effective</b> 4
<p><b>Uncovering Goals</b></p> <ul style="list-style-type: none"> <li>• Align</li> <li>• Define</li> </ul>	<p>“does” goal setting in order to be in compliance with mandates or regulations</p> <p>operates from own opinion and perceptions without attending to vision and data</p> <p>extracts goals from own interests</p> <p>goals are isolated action steps, unaligned to a goal that can actually be worked toward</p>	<p>completes goal setting activities to satisfy external expectations and assumptions about the connection between principal practice and student learning</p> <p>considers data gathered about teacher practice, academic results and/or school learning environment in isolation of the school and district vision</p> <p>establishes goals that focus on improving teacher practice, and academic results and/or school learning environment</p> <p>goals are broad, general, aspirational statements that are too big to be assessed</p>	<p>engages in the goal setting process as part of own professional improvement as related to improving student learning</p> <p>works with the superintendent to consider the school and district vision and student learning needs, as well as information gathered about teacher practice, academic results and/or the school learning environment</p> <p>creates goals that connect changes in principal practice to the improvement of teacher practice, academic results, and/or school learning environment in order to improve student learning</p> <p>goals are stated in ways that allow progress toward them to be assessed</p>	<p>embraces the goal setting process as part of ongoing work to improve learning by decreasing the distance between the school’s current reality and the vision</p> <p>engages a cross role group, including the superintendent, teachers and other administrators, to triangulate the school and district vision with data depicting the current reality of student learning, teacher practice, academic results and/or the school learning environment</p> <p>generates goals that maximize on the principal’s role in improving teacher practice, academic results, and/or school learning environment in the service of improving learning</p> <p>goals are expressed in statements that are both actionable and measurable</p>

## Multidimensional Principal Performance Rubric

Goal Setting and Attainment (cont.)

	<b>Ineffective</b> 1	<b>Developing</b> 2	<b>Effective</b> 3	<b>Highly Effective</b> 4
<p><b>Strategic Planning</b><sup>5</sup></p> <ul style="list-style-type: none"> <li>• Prioritize</li> <li>• Strategize</li> </ul>	<p>considers goals in no special order</p> <p>changes commitment to goals as new ones emerge</p> <p>lists generic strategies that could apply to a variety of goals</p> <p>states the benefits of attaining the goal(s)</p>	<p>prioritizes goals based on own interests</p> <p>relies on own perspective to assert the importance and alignment of identified goals</p> <p>lists strategies that will be used to accomplish goals identified</p> <p>describes, in general terms, what successful goal attainment will look like and accomplish</p>	<p>prioritizes goals by considering what can be gained by pursuing each</p> <p>uses superintendent's perspective to test own assumptions about goals to see if they are truly connected to the school/district vision and needs</p> <p>articulates strategies supporting actions, and reasons for selecting them</p> <p>identifies anticipated specific measures of success for each goal</p>	<p>prioritizes goals by considering the potential benefits and unintended consequences of pursuing certain goals vis-a-vis others</p> <p>uses the perspectives of others to test own assumptions about the goals articulated and to see if they are truly connected to the school/district vision and needs</p> <p>articulates strategies supporting actions and also for overcoming obstacles to the plan, with rationale for selecting them that includes anticipated results, implementation intentions<sup>6</sup> related to each, and evidence of strategy's impact.</p> <p>describes the evidence that, when collected and annotated, will support that attending to these goals actually decreases the distance between current reality and the vision</p>

<sup>5</sup> In this electronic version, *Strategic Planning* will hyperlink to a scaffolded, strategic planning worksheet.

<sup>6</sup> In the electronic version, *implementation intentions* will be a hyperlinked definition with examples.

## Multidimensional Principal Performance Rubric

Goal Setting and Attainment (cont.)

	<b>Ineffective</b> 1	<b>Developing</b> 2	<b>Effective</b> 3	<b>Highly Effective</b> 4
<p><b>Taking Action</b></p> <ul style="list-style-type: none"> <li>• Mobilize</li> <li>• Monitor</li> <li>• Refine</li> </ul>	<p>refers in general to working toward goals, but is unable to articulate related steps or strategies</p> <p>speaks about taking actions, but has trouble committing and getting started</p> <p>changes goals to better match what is currently happening or uses what is happening to rationalize giving up</p>	<p>identifies a series of individual actions for each goal without specifying whether the goals are long or short term</p> <p>implements the action plan quietly and privately</p> <p>adjusts goals and actions based on instinct and self-perceptions</p>	<p>creates an action plan that delineates steps and strategies for all goals, regardless of whether they are short or long term</p> <p>implements the action plan publically, and invites others to use it as a model for goal setting that they can do as well</p> <p>monitors and refines goals and/or action steps, based on formative assessment of evidence collected</p>	<p>designs an action plan that clearly differentiates between short and long term goals and their associated steps and strategies</p> <p>shares and implements the action plan publically, and uses it as an opportunity to build a culture of inquiry by inspiring others to engage in their own goal setting to improve learning</p> <p>seeks multiple, diverse perspectives to review evidence collected and contribute to own questions about process, actions, strategies and progress, to support revisions to the action plan</p>

## Multidimensional Principal Performance Rubric

Goal Setting and Attainment (cont.)

	<b>Ineffective</b> 1	<b>Developing</b> 2	<b>Effective</b> 3	<b>Highly Effective</b> 4
<p><b>Evaluating Attainment</b></p> <ul style="list-style-type: none"> <li>• Document               <ul style="list-style-type: none"> <li>○ Insights</li> <li>○ Accomplishments</li> <li>○ New questions</li> <li>○ Implications for moving forward</li> </ul> </li> <li>• Next steps</li> </ul>	<p>documentation is a beginning and end event and focuses on restating actions taken and noting obstacles to goal achievement</p> <p>categorically claims goal attainment or uses failure to meet goals set as evidence that the goal setting process does not work</p> <p>dismisses the possibility of using goals to define next steps</p>	<p>sporadically documents thinking related to key moments, obstacles or achievements</p> <p>evaluates goals and goal attainment based on own impressions of what success should have looked like and what was actually achieved</p> <p>considers new goals based on success in achieving current goals, adjusting them to match perceived ability of the school to actually improve</p>	<p>periodically documents own thinking and reactions to the progress made obstacles encountered, and insights or questions that arise</p> <p>evaluates goals and goal attainment by assessing “evidence of success,” establishing the degree to which the goal has been achieved, and determining next steps towards attaining the school vision</p> <p>determines next steps and future actions to improve student learning, teacher practice, academic results and/or the school learning environment in light how successful the recent work was in making improvements</p>	<p>throughout the implementation of the action plan, systematically documents and reflects upon emerging insights, questions, perceived accomplishments, obstacles encountered, and unintended consequences</p> <p>taps the perspectives of those who supported the initial data analysis to help evaluate goal attainment and related impact on learning by assessing “evidence of success,” establishing the degree to which the goal has been achieved, and determining next steps in attaining the school vision and improving learning</p> <p>engages stakeholders<sup>7</sup> in planning, future goals, actions and next steps to improve student learning, teacher practice, academic results and/or the school learning environment based on how much closer the school and district are to the vision</p>

<sup>7</sup> In the electronic version, stakeholders would be a hyperlink to a definition and stakeholder identification activity.