

# Professional Growth Plan

## School Principal

Name: \_\_\_\_\_ School: \_\_\_\_\_ Date: \_\_\_\_\_

### Leadership of People – OUTPUTS

#### Hiring and Retaining Great Teachers *Benchmark / Excellent / Good / Fair / Area for Growth*

Hires and retains outstanding teachers who share the AF core values and beliefs and are able to deliver on the promise of college for all our students; during the recruitment process, quickly responds to candidate and Team Recruit requests; inspires candidates and motivates them to work at the school (high % of offers accepted); participates actively in Team Recruit activities during the year

- Metrics / Observables:*
- Teacher survey results
  - Observations during visits
  - Offer acceptance rates
  - Retention rates
  - Feedback from Team Recruit

Chief Metrics: Percentage of Teachers Returning for Next Year: \_\_\_\_\_  
Percentage of Job Offers Accepted: \_\_\_\_\_

#### Staff Morale & Attendance

*Benchmark / Excellent / Good / Fair / Area for Growth*

Staff morale, buy-in, and attendance are high

- Metrics / Observables*
- Teacher survey results
  - Staff attendance rates
  - Observations during visits
  - Observations of staff meetings

Chief Metrics: Staff Attendance Percentage: \_\_\_\_\_

## Instructional Leadership – OUTPUT

### Student Achievement

*Benchmark / Excellent / Good / Fair / Area for Growth*

Consistently meets/exceeds high standards for student academic achievement and character development; produces “breakthrough” student performance outcomes and ensures we deliver on the promise of college for all our students

*Metrics / Observables:*

- Student achievement results on state tests
- Student Work Examples
- Student achievement results on standardized tests
- AF School Report Card
- Interim assessment data (including Saxon and DI data)

Chief Metrics: State Test results, DRA, DRP, Terra Nova, Stanford 9, SAT, AP college acceptance rates, college graduation rates, types of colleges accepted

## School Culture Leadership – OUTPUT

### Student Attendance

*Benchmark / Excellent / Good / Fair / Area for Growth*

Student attendance is high

*Metrics / Observables*

- Student Attendance Rates

Chief Metric: Student Attendance Percentage: \_\_\_\_\_

# Leadership of People – INPUTS

## Praise of Teachers

*Benchmark / Excellent / Good / Fair / Area for Growth*

Compliments staff constantly on specific contributions they have made to the mission

- Metrics / Observables:*
- Teacher survey results
  - Observations during visits
  - Weekly bulletins and other communication
  - Posi-notes, special letters, etc.

## Difficult Conversations

*Benchmark / Excellent / Good / Fair / Area for Growth*

Does not shy from difficult conversations and provides targeted feedback to staff on problem areas; delivers fair and accurate feedback in a way that maximizes the chance of improvement and fosters a "we're on the same team" feeling; counsels out or removes low performers

- Metrics / Observables:*
- Teacher survey results
  - Observations during visits
  - Conversations with AF central
  - Documentation of difficult conversations

## Follow Through

*Benchmark / Excellent / Good / Fair / Area for Growth*

Follows-up and follows-through; delivers on time on promises made to staff, students, and parents; keeps careful track of commitments and lets staff know the status of outstanding issues; follows up with relevant parties to ensure tasks are completed to full satisfaction; prioritizes effectively and communicates this prioritization (and all timelines for actions/decisions) clearly

- Metrics / Observables:*
- Teacher survey results
  - Observations during visits
  - Principal "to do" list/calendar (if applicable)

**Relationships with Staff**

*Benchmark / Excellent / Good / Fair / Area for Growth*

Regularly checks in with staff, listens, and has a keen sense for how everyone on the team is doing; builds strong relationships with staff, backs them up, and takes care of them; is appreciated and respected generally by staff

- Metrics / Observables:*
- Teacher survey results
  - Observations during visits
  - Principal "to do" list/calendar
  - Weekly bulletins and other communication
  - Staff meeting agendas/aims/outcomes

**Modeling Professional Values**

*Benchmark / Excellent / Good / Fair / Area for Growth*

Is an exemplar of the REACH values in a professional setting

- Metrics / Observables:*
- Teacher survey results
  - Observations during visits
  - Weekly bulletins and other communication
  - Parent Survey results

**Shared Reflection / Problem-Solving**

*Benchmark / Excellent / Good / Fair / Area for Growth*

Creates opportunities for staff members to participate in shared reflection and problem-solving; makes all staff members feel invested and appreciated; actively cultivates opportunities for teacher leadership;

- Metrics / Observables:*
- Teacher survey results
  - Observations during visits
  - Observations of staff meetings
  - Mid-year retreat agenda/aims/outcomes
  - Weekly staff bulletins and other communication – Staff meeting agendas/aims/outcomes
  - Teacher leadership opportunities (formal and informal) at the school

**Communication/Setting the Tone**

*Benchmark / Excellent / Good / Fair / Area for Growth*

Proactively anticipates and communicates key messages and information to all staff so that everyone has the information they need to be successful; religiously distributes weekly staff memo and weekly parent memo on time every week; constantly communicates messages of urgency, excellence, and optimism that become baked into the staff culture; is the most positive person in the building; runs effective staff meetings and other meetings; maximizes the time at all meetings; sends out agendas in advance, has clear outcome goals, and clearly communicates the purpose and outcomes of meetings

- Metrics / Observables:*
- Teacher survey results
  - Observations during visits
  - Observations of staff meetings
  - Meeting agendas/aims/outcomes
  - Weekly staff bulletins and other communication

**Using the Mirror**

*Benchmark / Excellent / Good / Fair / Area for Growth*

Models self-reflection, asks regularly for feedback, admits mistakes, and seeks out thought partners

- Metrics / Observables:*
- Teacher survey results
  - Observations during visits
  - Weekly staff bulletins and other communication
  - Conversations with AF Central
  - Seeking out the AF principal network

**Leading the admin team**

*Benchmark / Excellent / Good / Fair / Area for Growth*

Works collaboratively with the school manager, registrar, deans, teachers, and AF central to ensure a very smooth-running school; empowers the admin team to relentlessly pursue and achieve excellence; fosters trust and open communication among all admin team members

- Metrics / Observables:*
- Teacher survey results
  - Observations during visits, other
  - Weekly staff bulletins and other communication
  - Feedback from AF central
  - Feedback from school manager, registrar

# Instructional Leadership – INPUTS

## Time in Classrooms

*Benchmark / Excellent / Good / Fair / Area for Growth*

Spends at least 2-3 hours a day in classrooms conducting walk-throughs, informal and formal class observations; focuses instruction and school culture; sits in his/her office "doing work" for extended periods only after the kids have gone home

*Metrics / Observables:* - Teacher survey results - Principal calendar - Principal debrief notes  
- Observations during visits

## Content Knowledge

*Benchmark / Excellent / Good / Fair / Area for Growth*

Especially in the elementary and middle school areas, has a deep knowledge of all curricula (e.g. Saxon, DI, FOSS, middle school subject areas) and standards; knows highly effective ways to teach standards in all subject areas and can communicate this knowledge to teachers

*Metrics / Observables:* - Teacher survey results  
- Observations during visits

## Regular, Meaningful Feedback

*Benchmark / Excellent / Good / Fair / Area for Growth*

Regularly provides targeted, high-impact feedback to teachers on areas of strength and specific suggestions for improving instruction; focuses on the "big rocks" of great lessons and then moves on to finer points

*Metrics / Observables:* - Teacher survey results - Observations of visits  
- Write-ups from formal observations and full-class observations  
- Example emails sent to teachers after observations

## Data Analysis

*Benchmark / Excellent / Good / Fair / Area for Growth*

Rigorously collects and analyzes data on student and school performance; guides teachers in effectively using the data to inform instruction

*Metrics / Observables:* - Teacher survey results - Observations of IA debriefs  
- Examples of data posted at the school (in principal's office, classrooms, etc.)  
- Example emails sent to teachers after IA debriefs  
- Examples of data presented to staff for reflection and analysis

### **Great Teaching Comes First**

*Benchmark / Excellent / Good / Fair / Area for Growth*

Talks constantly about great instruction and creates an atmosphere where teachers are always pursuing great lessons and great results for students; creates a "buzz" in the building about great instruction; inspires all teachers to want to be masters of their craft; models excellence in teaching in their own classroom

*Metrics / Observables:*

- Self-evaluation of principal
- Observations of visits
- Professional Development calendar submitted by principal
- Lesson plans, student work
- Teacher survey results
- Student achievement results from your classroom
- Observations of your teaching

### **Homework Vigilance/Strategy**

*Benchmark / Excellent / Good / Fair / Area for Growth*

Galvanizes all teachers to be obsessive about homework and ensures that homework standards are high; uses effective strategies to ensure high homework completion rates.

*Metrics / Observables:*

- Teacher survey results
- Superintendent observation of your teaching
- Homework completion rates
- Quality of the homework

### **Structured Professional Development**

*Benchmark / Excellent / Good / Fair / Area for Growth*

Maximizes the time allocated for professional development; provides meaningful opportunities for all teachers to master their craft; thoughtfully plans best use of scarce and valuable PD time; carefully identifies school and teacher needs and plans engaging, high impact PD to meet these needs; especially at the high school level, finds high-quality subject-specific specialists to develop the skills of teachers

*Metrics / Observables:*

- Teacher survey results
- Observations of PD sessions
- Professional Development plan/calendar developed with AF

## School Culture Leadership – INPUTS

### **Relentlessness**

*Benchmark / Excellent / Good / Fair / Area for Growth*

Persistently, insistently, and consistently reinforces the school’s high expectations for student behavior with all students all the time; creates an environment where all staff sweat the small stuff and act quickly to fix any broken windows ; demonstrates a “whatever it takes” orientation to achieving school and student goals; doesn’t give up on a student or on fixing a problem

*Metrics / Observables:*

- Teacher survey results
- Observations during visits
- Messages and systems visible at the school
- Weekly staff bulletins and other communication

### **Preaching**

*Benchmark / Excellent / Good / Fair / Area for Growth*

Preaches inspirational school-wide messages and mantras constantly, infusing the school with a warm-demanding orientation; inspires students to work hard and model good character; preaches in 1-on-1, class/advisory, grade level, and schoolwide venues; creates opportunities for teachers to preach effectively

*Metrics / Observables:*

- Teacher survey results
- Observations during visits
- Parent survey results

### **Student Relationships**

*Benchmark / Excellent / Good / Fair / Area for Growth*

Builds strong and lasting relationships with students, especially Kids We Love the Most; clearly communicates in words and actions to students, parents, and staff his/her personal commitment and love for every child

*Metrics / Observables:*

- Teacher survey results
- Observations during visits
- Parent survey results

**J-Factor**

*Benchmark / Excellent / Good / Fair / Area for Growth*

Makes sure that everyone – staff, students, and leadership – has fun along the journey; brings the J-Factor! (Joy)

- Metrics / Observables*
- Teacher survey results
  - Parent survey results
  - Observations during visits
  - Messages and systems visible at the school
  - Calendars, records of events (i.e. town mtg., ScholarDollar trips, Funtastic Fridays)

**Parent Relationships**

*Benchmark / Excellent / Good / Fair / Area for Growth*

Reaches out to parents and enlists their proactive support in the dream – and the hard work – of getting their child to college

- Metrics / Observables:*
- Teacher survey results
  - Observations during visits
  - Parents talking with superintendent, president, AF central staff
  - Parent survey results

**Specific Growth Areas for School / Leader:**

1.

2.

3.

# of Personal Days: \_\_\_\_\_ # of Sick Days: \_\_\_\_\_ Total: \_\_\_\_\_

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Supervisor Signature: \_\_\_\_\_ Date: \_\_\_\_\_