

WAVERLY-SHELL ROCK COMMUNITY SCHOOLS ADMINISTRATIVE ARTIFACT IDENTIFICATION GUIDE

Introduction

The process of evaluating a principal is a very important tool in the entire improvement effort of a school district. It defines expectations, enhances communication, prioritizes district goals and encourages supervisors to focus their attention on the principal's role in improving achievement for all students.

A new approach to principal evaluation that reflects a systems approach is particularly in order in these times of increased accountability. A process as important as this one should be guided by a set of ethics — values and beliefs — that support the work so both the principal and supervisors can operate with integrity. The following principles are offered as an ethical compass to guide this important work.

An effective evaluation process is predicated on a spirit of providing feedback for growth, not on finding evidence of shortcomings. The purpose of this process is to improve performance, not prove incompetence. If a supervisor is considering evaluation for the purposes of termination, other processes should be employed.

Operating Principles

A comprehensive principal evaluation process must:

1. Align with the six Iowa Standards for School Leaders

Rationale: The Board of Educational Examiners, the State Board of Education, and the Iowa Department of Education have all endorsed the Iowa Standards for School Leaders as the framework for expectations for building principals.

2. Be intended to acknowledge strengths and improve performance.

Rationale: An effective evaluation process is predicated on a spirit of providing feedback for growth.

3. Connect academic, social, emotional and developmental growth for all students in the building/system.

Rationale: Multiple indicators for all types of student growth must be included in the definition of accountability.

4. Recognize the importance of a principal's role in improving the culture of the learning community.

Rationale: Research is very clear that the quality of leadership in a building has a direct correlation to positive relationships and the achievement levels of all learners.

5. Have research-based criteria about effective principal behaviors which are substantiated by measurable data from multiple sources, and are legal, feasible, accurate and useful.

Rationale: Examples may include self-assessment, a portfolio compiled by the principal, 360 degree feedback, the school improvement plan, artifacts that address previous goals, and meeting agendas.

6. Provide opportunities for personal and professional growth as a facilitator/leader of learning.

Rationale: Evaluation processes must consider the needs of the whole professional and be oriented toward continuous improvement.

7. Be ongoing and connected to school improvement goals.

Rationale: An evaluation is a process, not a once a year conversation, and must be connected to Comprehensive School Improvement plans.

8. Align building and district goals with community members' vision for education.

Rationale: Goals cannot be developed in isolation; district and building goals must reflect the community's highest hope for their public schools.

Standard 1

A principal is an education leader who promotes the success of all students facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community. (Shared Vision)

1 a. Uses appropriate data to set priorities and establish high, concrete goals in the context of improving student achievement.

Data Point	Data Source
Building vision/mission statement	administrator
New school year communication	administrator/parents
Building committees	staff bulletins
Staff communication to the administrator	staff notes, email
Building "open house"	administrator/parents

1 b. Considers new and more effective ways to doing things based on research and/or best practices.

Data Point	Data Source
Student handbooks	administrator
Parent communications/JMC	administrator
Character education	curriculum coordinator
Wartburg presentation	administrator
Mentoring	administrator
Staff meetings	staff/administrator

1 c. Articulates and promotes high expectations for teaching and student learning.

Data Point	Data Source
Use of CSIP/District/Board Goals	superintendent
Staff in-service	staff
Posters promoting district vision to students/parents/staff	superintendent
Dissemination of goals to parents/staff	administrator
Preparing job descriptions	administrator
Student handbook	administrator
Parent handbook	administrator
District calendar	administrator

1 d. Aligns the educational programs, plans and actions to the district's vision and goals for student learning.

Data Point	Data Source
Character education	staff
Back to school nights	administrator
Open houses	administrator
Building mission statement	building staff
Student activities	administrator/staff/parents
Building "open house"	administrator/parents
Student opening day assembly	administrator

1 e. Acts as the driving force behind major initiatives.

Data Point
Parent communication
Staff meetings
JMC emails
Parent Online Connection
District Advisory Group participation

Data Source
administrator/parents
administrator/staff
administrator
administrator/parents
superintendent

Standard 2

A principal is an educational leader who promotes the success of all students by advocating, nurturing and sustaining a school culture and instructional program conducive to student learning and staff professional development. (Culture of Learning)

2 a. Provides leadership for assessing, developing and improving school environment and culture.

Data Point
Staff evaluations
Board presentations
Building celebrations/activities
Uses EASIER data to improved instruction
Evidence of promotion of district vision
Facility planning

Data Source
administrator/staff
administrator/board
staff/parents
administrator
administrator
superintendent

2 b. Systematically and fairly recognizes and celebrates accomplishments of teachers, staff and students.

Data Point
Year-end celebration and awards
Email recognition
Student recognitions
National Honor Society
Student Senate
Parent recognition
PTA

Data Source
administrator
administrator
administrator
administrator
administrator
administrator
administrator

2.c. Provides leadership, encouragement, opportunities and structure for staff to continually design more effective teaching and learning experiences for all students.

Data Point
Curriculum meetings
Federal Program participation
Staff evaluations
Parent newsletters
AEA initiative participation

Data Source
administrator/curriculum coordinator
administrator
administrator/superintendent
administrator/parents
AEA

2 d. Monitors and evaluates the effectiveness of curriculum, instruction and assessment.

Data Point
Curriculum meetings
Staff meetings
Administrative TEAM meetings
Board presentations
Summer curriculum meetings
Board presentations
Curriculum reviews
ITBS/ITED review
SAT/MAP testing
District annual report card to public
District student administrative software

Data Source
administrator/curriculum coordinator
administrator
administrator
administrator/curriculum director
TEAM/teachers
administrator
administrator
administrator
administrator/guidance
administrator
administrator

2 e. *Evaluates staff and provides ongoing coaching for improvement.*

Data Point	Data Source
Use of district evaluation instrument	administrator/staff
Staff bulletins/communication	staff
Career Development Plan	administrator
Annual review schedule	administrator

2 f. *Ensures that staff has necessary professional development opportunities that directly enhance their performance and improve student learning.*

Data Point	Data Source
In-service presentations	administrator
Staff meeting agenda	administrator/staff
Improvement strategies provided for staff	administrator
Professional Development Committee attendance	administrator
Presenter for staff development	Curriculum Director/administrator

2 g. *Uses current research and theory about effective schools and leadership to develop and revise his/her professional growth plan.*

Data Point	Data Source
Professional organization membership	administrator
Professional leadership activities	administrator/organizations
Advocacy examples	administrator
News articles	administrator/public
Administrative Team meeting presentations	administrator
Book reviews with staff	administrator

2 h. *Promotes collaboration with all stakeholders.*

Data Point	Data Source
Building newsletters	administrator
Newspaper articles	administrator
Parent emails	administrator
Administrative software use	administrator
Staff emails	administrator
Staff meeting	administrator
Parent Teacher Organization participation	administrator
Committee membership	administrator
Community partnerships	administrator
Board of Education presentations	administrator

2 i. *Is easily accessible and approachable to students, staff and community.*

Data Point	Data Source
Community organization memberships	administrator
Staff meetings	administrator
Staff evaluation procedures	administrator
Student meetings	administrator
Attendance of student functions	administrator
Walkabout logs	administrator
Parent emails	administrator
Building newsletters	administrator

2 j. *Is highly visible and engaged in the school.*

Data Point	Data Source
Walkabout logs	administrator
Community participation	administrator
News articles	administrator
School event facilitation	administrator
School event attendance	administrator
School board meeting attendance	administrator

2 k. *Articulates the desired school culture and shows evidence about how it is reinforced.*

Data Point	Data Source
In-service presentation	administrator
In-service organization	administrator
Professional development articulation	administrator
Staff emails	administrator
Parent emails	administrator
District committee participation	administrator
News articles	administrator
Student assemblies	administrator

Standard 3

A principal is an educational leader who promotes the success of all students by ensuring management of the organization, operations and resources for a safe, efficient and effective learning environment. (Management)

3 a. *Complies with state and federal mandates and local board policies.*

Data Point	Data Source
Demonstrates knowledge of board policies	administrator
Staff/parent/students memos	administrator
Board meeting attendance and participation	administrator

3 b. *Interviews and recommends teachers and staff to support quality instruction.*

Data Point	Data Source
Staff recruitment/interviewing/hiring practices	administrator
Recommendation letters	administrator
Hiring feedback	hires
Board requests	administrator
Perspective teacher class presenter	administrator
Building cabinet meeting agendas	administrator

3 c. *Protects instructional time from unnecessary distractions and interruptions.*

Data Point	Data Source
Teacher assist programs	administrator
Building policy	administrator
Staff emails	administrator
Parent emails	administrator

3 d. *Addresses current and potential problems in a timely manner.*

Data Point	Data Source
Staff communication	administrator
LSI involvement	LSI
Parent letters	Parents
Action on discipline	Parents
Bus referrals action	Bus Drivers

3 e. *Manages fiscal and physical resources of the schools responsibility, efficiently and effectively.*

Data Point	Data Source
Building budget building/use	Business manager
Timely requisition of materials needed	Business manager
Fundraising projects	administrator
Uses building budget appropriately	Business manager

3 f. *Designs and manages operational procedures to maximize opportunities for successful learning.*

Data Point	Data Source
Building improvement requests	summer project requests
Newsletters, communication to parents	administrator
Web page design/development	administrator
Building schedules	secretary
Student assistance chart	administrator
Budget management records	administrator/business manager

3 g. *Communicates effectively with both internal and external audiences about the operations of the school.*

Data Point	Data Source
Parent meetings	administrator minutes
Staff meetings	Administrative Team
Newspaper articles/pictures	Paper resources
City resources involvement	meeting minutes
Pictures of students home to parents	administrator
Television interviews	administrator
Mentoring activities	administrator
District Report Card submissions	Curriculum Director/Superintendent

Standard 4

A principal is an educational leader who promotes the success of all students by collaborating with families and community members, responding to diverse community interests and needs, and mobilizing community resources. (Family and Community)

4 a. *Engages family and community by enhancing shared responsibility for student learning and support of the school.*

Data Point	Data Source
Parent emails	administrator
News articles	administrator
Budget development	business manager
Community Builder projects	city personnel
City Council attendance	city council
School Board presentations	Board president

4 b. *Promotes and supports a governance structure for family and community involvement in the school.*

Data Point	Data Source
PTA membership	administrator/parents
District communications	superintendent
News articles	administrator
Service organization membership	administrator
Citizen's Advisory Committee membership	superintendent

4 c. *Facilitates the connections of students and families to the health and social services that are needed to stay focused on learning.*

Data Point	Data Source
CHON school-based health participation	administrator
Agency membership	administrator
Health Center communication	superintendent
ROOTS Mentoring	administrator
School Nurse records for building	school nurse
At-Risk program description	Curriculum Director

4 d. *Establishes with staff a school culture that welcomes and honors parents and seeks ways to engage them in their children's learning.*

Data Point
PTO participation
Staff emails
Parent emails
Building policy
District policy
District committees
Parent recognition activities
Building traditions

Data Source
administrator
administrator
administrator
administrator
administrator
administrator
administrator
administrator

Standard 5

A principal is an educational leader who promotes the success of all students by acting with integrity, fairness, and in an ethical manner. (Ethics)

5 a. *Demonstrates ethical, trustworthy, and professional behavior.*

Data Point
TEAM meeting participation
Character Education presentation
Engages in community projects
Participates in professional organizations

Data Source
superintendent
administrator
administrator
administrator

5 b. *Adopts values, beliefs, and attitudes that inspire others to higher levels of performance.*

Data Point
Faculty meeting
Staff emails
Committee membership
Models best practices in teaching
Adjunct professorship

Data Source
administrator
administrator/superintendent
superintendent
administrator/staff
college

5 c. *Maintains caring relationships with teachers and staff.*

Data Point
Staff meeting notes
Staff social gatherings
Emails
Staff recognition
Evaluation instrument
Staff cards, letters

Data Source
administrator
administrator
administrator
administrator
administrator
administrator

5 d. *Demonstrates appreciation for and sensitivity to diversity in the school community.*

Data Point
Building celebrations
Parent communication
LSI student placement
Community participation
Plans activities celebrating diversity
Engages in regional/state programs recognizing diversity
In-service presentations

Data Source
parents/staff
administrator/superintendent
Lutheran Services of Iowa
patrons
administrator
administrator
staff

5 e. *Adopts leadership behavior to the needs of the current situation.*

Data Point
Discipline notices
Bus referrals
Parent letters
TEAM meetings
Community activities
Student reporting

Data Source
administrator
transportation
parents
TEAM
citizens
students

5 e. *Is respectful of divergent opinions.*

Data Point	Data Source
Building policy	administrator
Staff emails	administrator
Student recognition activities	administrator
Input gathering	administrator
Decision-making process	administrator

Standard 6

A principal is an educational leader who promotes the success of all students by understanding the profile of the community and responding to, and influencing the larger political, social, economic, legal, and cultural context. (Societal Context)

6 a. *Collaborates with service providers and other decision-makers to improve teaching and learning.*

Data Point	Data Source
TEAM meeting participation	TEAM colleagues
Professional organization membership	administrator
SAI	administrator
AEA267 staff development meetings	administrator
Conference/state administrative meetings	administrator
FINE participation	administrator

6 b. *Advocates for the welfare of all members of the learning community.*

Data Point	Data Source
Newspaper articles	superintendent
Community committee membership	administrator
Radio	superintendent
Staff in-service	administrator
Curriculum development	curriculum director
ROOTS	administrator
Big Brothers/Sisters	administrator
Service learning activities	administrator
Student/parent handbook	administrator
Staff/student/parent communication	administrator
JMC emails	administrator
Diversity projects	administrator

6 c. *Respects the varied dynamics of decision-making and designs appropriate strategies to reach desired goals.*

Data Point	Data Source
Delegation of responsibilities	administrator
Staff emails	administrator
Administrative TEAM participation	administrator
Evaluation procedures	administrator
PTO organization	administrator
Student committee attendance	administrator
Board of Education meeting attendance	administrator