

Santa Rosa District Schools



School Leaders Evaluation System ~~2018~~ — ~~2019~~ **2020-2021**

Tim Wyrosdick
Superintendent of Schools

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Santa Rosa District Schools

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Santa Rosa District Schools

School Leaders/ Administrative Evaluation System

Explanation of Terms

Assessment – measurement of student achievement.

Deliberate Practice – means the research-based cause and effect relationships between specific professional learning behaviors and highly effective performance, which are measured during an evaluation period.

Developing – This is a final overall evaluation category which is above “unsatisfactory” but below “effective”.

Domain – There are four domain groupings of the ten Leadership Standards; domain 1 – standards 1 and 2; domain 2 – standards 3, 4, and 5; domain 3 – standards 6, 7, 8, and 9; domain 4 – standard 10. The broad distinguishable areas of professional knowledge and responsibility that are priorities for a performance evaluation.

Effective – a final overall evaluation category just below “highly effective.” This rating would qualify for performance pay. The “Effective” level describes leadership performance that has local impact (i.e., within the school) and meets organizational needs. It is adequate, necessary, and clearly makes a significant contribution to the school. The majority of the leadership workforce will be in the effective area once they have a clear understanding of what the FPLS require and have made the adjustments and growth necessary to upgrade performance. The previous rating system of “satisfactory” and “unsatisfactory” does not provide any guidance as to where those who repeat past performance levels will fall in the shift to research and standards-based assessments. Both school leaders and evaluators should reflect on performance based on the new FPLS and the rubrics of the FSLA.

End of Course Exam (EOC) - Assessment administered at the end of a course of study. Typically this will be at the end of a semester or yearlong course. EOCs may be developed and required by the state for specific courses or may be locally developed for courses that do not have a state EOC associated with them.

Evaluation – an assessment of an individual’s performance over a period of time based on evidence from multiple measures that reflect the performance level of the individual’s work on a student learning, practice, and job responsibilities.

Evidence – the employee’s observed practices, behaviors, and data and of those impacted by the employee’s work performance that represents an individual’s performance on the measures and indicators in the evaluation system.

Feedback – means the timely information, specific to the evaluation system’s rubrics and indicators that is provided about evidence collected in the evaluation system, which serves to improve the quality of future actions or depth of understanding on performance expectations.

~~**Florida Alternative Assessment (FAA)** – the test used to measure learning gains with our most challenged ESE students. The results from this test will be used to measure our ESE teachers.~~

Florida Standards Alternative Assessment (FSAA) – This is the test used to measure learning gains with our most challenged ESE students. The results from this test will be used to measure our ESE teachers.

Florida State Assessment– the major test used to measure student performance in the State of Florida core area classes.

Florida Multidimensional Leadership Assessment System – provides the philosophical and research basis of the new administrative evaluation system.

Florida Principal Leadership Standards – developed by the Florida Department of Education. These standards identify the standards required of a highly effective school administrator. One of the goals of the Administrative Evaluation System is to measure each administrator’s ability to demonstrate their mastery of these standards.

Florida School Leader Assessment (FSLA) – This is the name given to the administrative evaluation adopted by the Florida DOE.

High Effect Size Strategies – means the research-based instructional and school leadership strategies that have a significantly higher probability of impact on student learning growth than other practices. They are components within the core standards and expectations described in the FEAPs (Rule 6A-5.065, F.A.C) and FPLS (Rule 6A-5.080, F.A.C)

Highly Effective – the highest category on the overall teacher evaluation system. This rating would qualify the administrator for performance pay. The “Highly Effective” level is reserved for truly outstanding leadership as described by very demanding criteria. Performance at this level is dramatically superior to “Effective” in its impact on students, staff members, parents, and the school district. Highly effective leadership results from recurring engagement with “deliberate practice.” In brief, the “Highly Effective” leader helps every other element within the organization become as good as they are. In normal distributions, some leaders will be rated highly effective on some indicators, but very few leaders will be rated highly effective as a summative performance level.

Indicators – the descriptions of the expectations for quality practice that are included in observation and evaluation instruments.

Job Code- Each employment position is assigned a job code which describes their job title and the students included in their student performance portion of their evaluation. Each job code is classified as receiving a “C” for Class Wide Score (these employees have a class roster indicating specific students that will count as part of their student performance score), “S” for School Wide Score (all students assessment scores within a given school will count in the employee’s student performance score), “D” for District Wide Score (All student assessment scores in the district will count in the employee’s student performance score.)

Needs Improvement – a final overall evaluation rating. It is above “unsatisfactory” but below “effective.” It does not qualify for performance pay. The “Needs Improvement” level describes administrators who understand what is required for success, are willing to work toward that goal, and, with coaching and support, can become proficient. Needs improvement rating will occur where expectations have been raised and standards made more focused and specific. Professional behavior and focused professional learning will guide school leaders toward increasingly effective performance.

Newly Hired – the first year in which instructional personnel are employed by the district in a full-time instructional position. Such personnel are “newly hired” for their first year of employment in a district regardless of their prior work experience elsewhere.

Observation – the monitoring actions in evaluation systems that contribute evidence on performance or the impact of performance on others. Evidence collected through observation is used for formative feedback and contribute to the summative evaluation rating. Observations may be formal or informal, and announced or unannounced. Observations may be contributed by supervisors, mentors, or peers, and through walkthroughs, conferences, collegial professional learning processes, and artifacts or records relevant to evaluation elements.

Peer Assistant Program – The district provides a mentor (trained veteran administrator) to help the administrator work on their Professional Improvement Plan.

Performance Levels – The summative ratings of performance over the evaluation period based on accumulated evidence of proficiency in each of the criteria of the evaluation system. There are four performance levels: highly effective; effective; needs improvement and unsatisfactory.

Potential School Leaders (PSL) – Class designed and taught by Santa Rosa District Schools that introduces teachers to the Florida Principal Leadership Standards and begins to prepare them for a career in School Administration.

Proficiency Levels – The formative judgments of performance on indicators or clusters of indicators in the instructional or leadership practice component of an evaluation process.

Professional Development Plan (PDP) – All administrators complete a PDP each year and completion of the plan will count fifteen percent of their overall evaluation. The plan should consider student learning goals, the school improvement plan, and focus on the administrator’s professional development.

Professional Improvement Plan (PIP) – a document that guides the improvement of an administrator who has received an evaluation of “needs improvement” or “unsatisfactory.” It specifies the area to be improved and defines a time period for completion.

Proficiency Level – refers to student results on state wide assessments where learning gains are not measured (e.g., FCAT Science).

Reeves, Douglas – A leading authority in the field of Administrative Evaluation System. His work with the Multidimensional Leadership Assessment System is endorsed by the Florida Department of Education.

Rubric – a set of criteria used to distinguish between performances of proficiency levels.

Studer Group – Research group that supports the Santa Rosa School District in various ways including conducting and interpreting surveys and providing leadership training.

TrueNorthLogic – This is a company the Santa Rosa School District works with to provide our evaluation system in an electronic format. This company will work with us to incorporate the student assessment data to complete teacher evaluations.

Unsatisfactory – This is the lowest overall rating on the administrator evaluation system. It does not qualify for performance pay. Performance at the “Unsatisfactory” level describe leaders who do not understand what is required for proficiency or who have demonstrated through their actions and/or inactions that they choose not to become proficient on the strategies, knowledge bases, and skills sets needed for student learning to improve and faculties to develop.

~~UWF~~ Will provide our evaluation system in an electronic format after TrueNorthLogic. ~~UWF will work with us to incorporate the student assessment data to complete teacher evaluations.~~



Santa Rosa District Schools

School Leaders/ Administrative Evaluation System

To complete the writing and construction of this School Leaders/ Administrative Evaluation System the Santa Rosa District Schools appointed a committee of administrators and the union president. This committee included:

Laura Austin, Assistant Principal, Milton High School
Conni Carnley, Director of Employee Evaluations and Accountability
Rhonda Chavers, President of Santa Rosa Professional Educators
Suzette Godwin, Principal, Bennett C. Russell Elementary School
Victor Lowrimore, Principal, Woodlawn Beach Middle School
Margaret McCormick, Assistant Principal, King Middle School
Beth Mosley, Assistant Principal, Holley Navarre Intermediate School
Brian Noack, Principal, Navarre High School
Judy O'Mary, Secretary II, Human Resources

This committee will meet each summer to make revisions to the system as needed.

School Principal Preparation Program

In order to properly describe the evaluation system used in Santa Rosa District Schools for Administrators, it is necessary to briefly describe the process used to identify and select those candidates. A description of the requirements to earn principalship certification is also included. Teachers who aspire to become school administrators in the Santa Rosa District Schools must meet the following requirements: Master's degree or higher from an accredited institution, currently hold or be eligible for certification in Educational Leadership or Administration and Supervision with a passing score on the Florida Educational Leadership Examination (FELE), five years of successful experience in public school education, and successful completion of the Potential School Leader Program, the administrative internship, and/or other administrative experience. The PSL class involves 36 hours of face to face presentations with district and school board administrators who review responsibilities and use real world scenarios to teach the ten Florida Principal Leadership Standards. In addition to these classes, the candidate must complete an online Technology, Ethics and Diversity module through the W.C. Golden website. Once a candidate has completed these requirements and applied for admission to our Assistant Principal pool, they must pass a behavioral interview, written exam, and complete the ASAP Leadership Assessment. When these tasks are successfully completed, each candidate is scored and ranked in our pool of eligible candidates. When a vacancy occurs, the Superintendent decides how many candidates are to be interviewed from that list in rank order.

After a candidate is selected, he/she begins a two or three year training program where he/she works with a team of administrators documenting their mastery of the Florida Principal Leadership Standards. As part of this program the candidate completes a portfolio which is reviewed on a quarterly basis by the support team. During this time, the new administrator is being observed and evaluated on a periodic basis by

members of his/her team which includes their immediate supervisor. At the conclusion of this program, when the supervisor and support team have certified the administrator's documentation of mastery of the Leadership Standards, the administrator has to pass one last oral interview with the Superintendent and the four five Assistant Superintendents. If she/he successfully completes this interview, the Superintendent will recommend they add principalship to her/his certificate.

~~It is the intent of the Santa Rosa District Schools to rewrite the curriculum content of this program during school year 2012-2013. We will incorporate the new leadership standards in this document and reevaluate the structure of the program based on the new philosophy of the administrative evaluation system.~~

Statement of Purpose

The focus of the new administrator evaluation system is to increase student achievement growth by improving the proficiency of instructional, administrative, and supervisory staff. Santa Rosa District Schools have a long history of high student performance. We believe this is due in part to the high expectations set by our school administrators. Consistent leadership has played a factor in this success. Mr. Timothy Wyrosdick is only the fourth Superintendent to serve in our district in over fifty-six years. We have many district level administrators and school principals who have served in these positions for many years. Santa Rosa District Schools have an administrative staff dedicated to high expectations on the part of teachers and students. We also have tremendous support from parents and our communities in these efforts. ~~As we redesigned our School Leaders/ Administrative Evaluation we included surveys from students, teachers, and parents.~~

For our school based administrators, we will use the state adopted Florida School Leaders Assessment (FSLA) short form feedback summaries (**Attachment B**) to evaluate the Florida Principal Leadership Standards (FPLS). Supervisors and administrators will use the FSLA Proficiency Areas with Indicators-Medium Form (**Attachment C**) to conduct an annual self-assessment. The data collection and feedback protocol - long form (**Attachments D, E, F and G**) rubric will be used as a reference when questions arise concerning indicator behaviors or performance ratings. The Santa Rosa District Schools School Leader/Administrative Evaluation System does include a Professional Development Plan in place of the deliberate practice session. A Professional Improvement Plan for administrators is also included as **Attachment U**. This evaluation system is based on contemporary research that reveals educational leadership behaviors that, when done correctly and in appropriate circumstances, have a positive impact on student learning and faculty development. It also is fully aligned with the Florida Principal Leadership Standards – a State Board of Education rule that sets expectations for principal performance (SBE Rule 6A-5.080).

Evaluation Process

All Administrators will be evaluated by their immediate supervisor each year: Principals evaluate Assistant Principals, Directors evaluate Principals, Assistant Superintendents evaluate Directors and Coordinators and the Superintendent evaluates Assistant Superintendents. Training will be provided to all supervisors on an annual basis as part of the Administrative Conference held near the beginning of August. This training will be followed up periodically at Principal meetings held once a month during the school year. As part of this training Administrators will cover topics including the evaluation purpose, research base giving feedback, use of forms and timelines. This Evaluation System will be reviewed each summer and the Administrative

Evaluation Committee will make recommendations for adjustments as needed. (See **Attachment J** for the School Leaders/ Administrators Evaluation Process)

The evaluation process for administrators begins each year with an annual orientation and update of the evaluation system. This update will be conducted each summer at the annual administrative conference attended by all school administrators. This update is followed by an initial meeting between the administrator and their supervisor where the administrator will have completed a self-assessment. The supervisor will add their initial evaluation to this document and together they will arrive at a consensus evaluation. During this initial meeting the administrator and supervisor will decide on two to three indicators which the administrator will focus on during the upcoming school year. This initial meeting will take place during the first nine weeks of the school year. This meeting will be followed by three follow-up observations conducted by the supervisor where feedback will be given after each observation. One observation should take place during each of the remaining three quarters of the school year. This evaluation process will conclude with a final meeting which will take place during the summer session where the supervisor will review the administrator's final evaluation.

Evaluation Instrument Organization

The School Leader/Administrative Evaluation instrument is organized into ~~six~~ **four** sections. These sections are described below including the assigned percentages for each and a timeline for each section. Each section will be evaluated on a four point scale: (4) Highly effective; (3) Effective; (2) Needs improvement; and (1) Unsatisfactory.

Verify Assignments

In this section, the employee will complete demographic data and review their administrative assignment and location. They will also verify the assessment/percentages to be used in their annual evaluation.

Surveys

~~This section will have three parts: student surveys, parent surveys and teacher surveys. School based administrators (Assistant Principals and Principals) will use student, parent, and teacher surveys only. This section will count 15% of the total evaluation for all administrators. The Santa Rosa District Schools have worked with the Studer Group in the construction, administration and reporting of the results of these surveys. The Studer Group also provides leadership training to our administration throughout the school year. More information on the Studer Group is provided in **Attachment K**.~~

~~The surveys will be given annually during the last nine weeks of the school year. This section should be completed by June 1 of each school year. Copies of the surveys are included as attachments: Student survey **Attachment M**; Parent survey **Attachment N**; Teacher survey **Attachment O**; Principal survey **Attachment P**.~~

~~The Studer Group's research with surveys is based on a 5.0 scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree. The Studer Group believes changing this scale would not support the research conducted on surveys. The State of Florida's evaluation system is based on a 4.0 scale:~~

1 = Unsatisfactory, 2 = Needs Improvement, 3 = Effective and 4 = Highly Effective. In order to use the results of the Studer surveys (student, parent, employee, and principal) we will use the following conversion scale:

<u>Studer Group Survey Results</u>	<u>Evaluation Score</u>
4.00 – 5.00	Highly Effective (4.0)
2.75 – 3.99	Effective (3.0)
2.00 – 2.74	Needs Improvement (2.0)
Below 2.00	Unsatisfactory (1.0)

A crosswalk has been developed with the help of the Studer Group which aligns the survey questions used on the student, parent and faculty surveys with the Florida Principal Leadership Standards. This crosswalk is included as **Attachment L**.

Section III—Professional Development Plan

Santa Rosa District Schools have decided to include an administrator’s Professional Development Plan as part of their evaluation in place of the Deliberate Practice section of the state model. Every administrator in Santa Rosa District Schools is required to complete a Professional Development Plan. The Professional development goal will reflect disaggregated student data for the current school year, School Improvement Plan needs as well as District Strategic Plan needs. Each Professional Development Plan will provide an outcome statement at the end of each year that will identify areas of improvement and needs not met. Data from the outcome statements will be used in a continuous cycle to formulate new goals and identify areas of needed improvement for each following year’s School Improvement Plan, District Strategic Plan, and individual goal statement. These plans are initiated by the end of the first quarter of the school year. A space on the PDP is provided at the top of the second page for supervisors to document ongoing support and monitoring of progress relative to the goal. This section should be completed by June 1 of each school year. The Professional Development Plan will count 15% of the total evaluation for school leader/administrator’s. A rubric has been developed and is included as part of the Professional Development Plan that will help the supervisor and administrator in determining the final evaluation of the plan. In order to receive a rating of “highly effective” or “effective” the school leader/administrator must complete the required minimum hours of professional development and include appropriate artifacts and demonstrate evidence of professional growth. See Section II of the evaluation instrument for a copy of the Professional Development Plan.

Section IV II—Supervisor’s Evaluation of the Florida Principal Leadership Standards

This section of the evaluation is where the supervisor measures the newly revised Leadership Standards. **Attachment B** is a copy of the short form provided by the State of Florida. Supervisors will evaluate administrators by rating each proficiency area. Supervisors will mark each indicator below these proficiency areas as supporting documentation of the proficiency area rating. **Attachments D, E, F, and G** provide a detailed rubric for rating the Leadership Standards. They are provided for supervisors and administrators to clarify questions that might arise in defining the evaluation categories for each standard. **Attachment I** is the Department of Education’s High Effect Size Indicators for school leaders. This attachment is provided to administrators and supervisors to help guide their implementation of the

leadership standards. The language in this document should become part of the dialogue of administrators as they work to improve their effectiveness. This resource should be used as supervisors conduct observations and complete evaluations. Supervisors will conduct a minimum of three informal observations of the school leader/administrator during the course of a school year. Supervisors will provide the school leader/administrator feedback after each of these observations. Observations may include scheduled and unscheduled events, walk through, meetings, and examination of materials that reflect the school leader/administrator's work or the impact of the school leader's/administrator's work on others. This section should be completed by June 1 of each school year. It will count 35% 50% of the total evaluation for all school leaders/administrators.

Section V III—Student Performance

This section will count 35% 50% of the total school leader/administrator evaluation. This section will be completed as soon as the data has been received and appropriately processed according to the negotiated method. It is to all employee's benefit that this process is completed in a timely manner. The assessments and assignment of assessment scores reflect the current legislative requirements based upon the students that teachers serve with regard to their instructional assignment. Each school leader/administrator's assignment is identified by a job code. Each job code is classified as receiving an "S" for School Wide Score, or "D" for District Wide Score for calculating the instructor's student performance score (**See Attachment "Q"**). **K** Each job code is further identified by type regarding the site or grade level associated (ex: middle schools, high schools, district)

Each course assigned to an instructor will have an associated assessment. For all courses that have a state assessment provided, that assessment will be used. For all other courses, a local End of Course assessment will be developed/determined. All students scheduled for a course will take the assessment associated with the course. Each student will receive an assessment "Raw Score" which will utilize a conversion scale that has been developed based upon specific content that will return a "Scaled Score" of a 1, 2, 3 or 4. (**See Attachment "R")-L**

Students who are identified due to special considerations such as SWD (Students with Disabilities), ELL (English Language Learners), or students at alternative schools that take local end of course exams will use an alternate conversion scale to return a scale score of 1, 2, 3 or 4. Each student's scaled score will be used as part of the teacher's student performance score unless they have been removed from the Roster Verification Tool due to failure to meet the following minimum attendance requirements:

For a year-long course: The student must be present for both Survey 2 & 3 in the same instructor's course and be present in the class for a minimum of 90% of the number of days the course/section is scheduled to meet and have less than 10 days of absences during each semester.

For semester courses: the student must be present during the FTE Survey period of the course and a minimum of 90% of the number of days a course/section is scheduled to meet and have less than 10 days of absences during the semester.

~~Courses that have an associated assessment that returns a required VAM score for the teacher will utilize a scale to convert the VAM score to a 1, 2, 3, or 4. Each student assigned to the teacher in the course will receive the teacher's scaled VAM score as their converted assessment score. There are no~~

~~alternative scales associated with the VAM score since the VAM calculation takes into consideration student factors that can impact student academic performance.~~

Once students receive a converted scale score, all students associated with a school leader/administrator via the school leader's/administrator's job code will have all of their final converted assessments scores tallied for an "Overall Assessment Score". The total number of assessment scores will be tallied for an "Overall Number of Assessment Scores." The "Overall Assessment Score" will be divided by the "Overall Number of Assessments Scores" to equal a school leader/administrator's Overall Student Performance Score.

An example of a school leader/administrator's student performance calculation is included in **Attachment "S" M** as well as a flow chart showing the process of including student scores in an instructor's student academic performance score.

Attachment "T" N Provides a list of Student Academic Performance Measures utilized in the calculation of a student's academic performance score.

Section VI IV—Overall Annual Evaluation Rating

This section totals the previous ~~four~~ **two** sections and identifies an overall annual evaluation rating. This section will be completed within two weeks of the date the district receives student performance data. ~~from the state.~~ The supervisor must send a copy (may be electronic) of the evaluation to the administrator within 10 days of the completion of the evaluation. The supervisor must discuss the overall evaluation with the administrator. The administrator shall have the right to initiate a written response to the evaluation and the response shall become a permanent attachment to his or her personnel file. The supervisor may amend an evaluation based upon assessment data from the current school year if the data becomes available 90 days after the close of the school year.

To determine the overall evaluation, each section will be totaled and weighted using the assigned percentages. The total evaluation will use the following ratings to determine the overall evaluation:

Highly Effective	4.00 – 3.50
Effective	3.49 – 2.25
Needs Improvement	2.24 – 1.75
Unsatisfactory	Below 1.75

Newly Hired Administrators

Most newly hired administrators are hired during the months of May and June with a starting date of July 1. They then receive support as part of the School Principal Preparation Program. For these administrators, the selection of their support team, initial meeting with that support team, and orientation and training for the evaluation process take place in July and August following their starting date. For those few administrators who start at other times of the year, we provide the same orientation and training on an individual basis. This training is enhanced by monthly administrative meetings where new

administrators in their first year meet one hour prior to the district-wide meeting to review issues such as the evaluation process.

Training

SRDS administrators conduct an administrative conference once each year in late July or early August. This conference lasts two or three full days and attendance is mandatory for all school administrators. Topics include new policies/procedures, or changes to existing policies/procedures. The evaluation process for administrators and instructional personnel is reviewed at this time. We also have monthly meetings after the conference during the school year. Principals and district staff meet on the first Thursday of each month and Assistant Principals meet on the third Wednesday of each month. Policies and issues are reviewed and updated during these meetings. These meetings provide a major delivery for training administrators and create a systematic and continuous reinforcement of the evaluation indicators. In addition to these meetings, administrative training takes place throughout the year online and through face to face sessions. ~~held at our Professional Development Center.~~—A major objective of the training is to achieve inter-rater reliability – similar ratings and feedback consistent across the district in regards to teacher evaluation/observations.

Professional Improvement Plan

Any returning administrator who receives an overall rating of needs improvement or unsatisfactory the previous year will be placed on a Professional Improvement Plan and receive assistance through our Peer Assistance Program. This improvement plan will spell out the deficiency in performance and outline a plan for improvement. The administrator needing assistance will be assigned a mentor by the Assistant Superintendent for Human Resources. This mentor will not work at the school site of the administrator needing assistance. This peer mentor will be given release time to work with the administrator. The peer mentor will not be involved in the evaluation process and will help the administrator meet the goals of the Professional Improvement Plan. Administrators who are identified by the Supervisor as in need of a Professional Improvement Plan may be placed on one at any time during the school year. These plans should be specific in the nature of the area of improvement and should be limited to less than the length of a school year. See **Attachment U-O** for a copy of the Professional Improvement Plan.

References used in creating this Santa Rosa District School Evaluation System are included in **Attachment V-P**

Annual Review

The School Leader/ Administrative Evaluation Committee will meet each summer prior to the Administrative Conference to review and revise the School Leaders/Administrative Evaluation System. They will review recent legislation on the subject, review data collected from the previous year's evaluations, and prepare the annual report on the status of the evaluation implementation. The results of this review will be used in the writing of the district and school improvement plans, professional development planning (district master in-service plan), and the continuous improvement process.

Posting of This Document

Within thirty days of approval of this document by the Florida Department of Education it will be posted on the Santa Rosa District Schools website at www.santarosa.k12.fl.us.

Attachment

A

Florida Principal Leadership Standards

Florida Principal Leadership Standards

Purpose and Structure of the Standards

Purpose: The Standards are set forth in rule as Florida's core expectations for effective school administrators. The Standards are based on contemporary research on multi-dimensional school leadership, and represent skill sets and knowledge bases needed in effective schools. The Standards form the foundation for school leader personnel evaluations and professional development systems, school leadership preparation programs, and educator certification requirements.

Structure. There are ten Standards grouped into categories, which can be considered domains of effective leadership. Each Standard has a title and includes, as necessary, descriptors that further clarify or define the Standard, so that the Standards may be developed further into leadership curricula and proficiency assessments in fulfillment of their purposes.

Domain 1: Student Achievement:

Standard 1: Student Learning Results.

Effective school leaders achieve results on the school's student learning goals.

- a. The school's learning goals are based on the state's adopted student academic standards and the district's adopted curricula; and
- b. Student learning results are evidenced by the student performance and growth on statewide assessments; district-determined assessments that are implemented by the district under Section 1008.22, F.S.; international assessments; and other indicators of student success adopted by the district and state.

Standard 2: Student Learning as a Priority.

Effective school leaders demonstrate that student learning is their top priority through leadership actions that build and support a learning organization focused on student success.

The leader:

- a. Enables faculty and staff to work as a system focused on student learning;
- b. Maintains a school climate that supports student engagement in learning;
- c. Generates high expectations for learning growth by all students; and
- d. Engages faculty and staff in efforts to close learning performance gaps among student subgroups within the school.

Domain 2: Instructional Leadership:

Standard 3: Instructional Plan Implementation.

Effective school leaders work collaboratively to develop and implement an instructional

framework that aligns curriculum with state standards, effective instructional practices, student learning needs and assessments. The leader:

- a. Implements the Florida Educator Accomplished Practices as described in Rule 6A-5.065, F.A.C. through a common language of instruction;
- b. Engages in data analysis for instructional planning and improvement;
- c. Communicates the relationships among academic standards, effective instruction, and student performance;
- d. Implements the district's adopted curricula and state's adopted academic standards in a manner that is rigorous and culturally relevant to the students and school; and
- e. Ensures the appropriate use of high quality formative and interim assessments aligned with the adopted standards and curricula.

Standard 4: Faculty Development.

Effective school leaders recruit, retain and develop an effective and diverse faculty and staff. The leader:

- a. Generates a focus on student and professional learning in the school that is clearly linked to the system-wide strategic objectives and the school improvement plan;
- b. Evaluates, monitors, and provides timely feedback to faculty on the effectiveness of instruction;
- c. Employs a faculty with the instructional proficiencies needed for the school population served;
- d. Identifies faculty instructional proficiency needs, including standards-based content, research-based pedagogy, data analysis for instructional planning and improvement, and the use of instructional technology;
- e. Implements professional learning that enables faculty to deliver culturally relevant and differentiated instruction; and
- f. Provides resources and time and engages faculty in effective individual and collaborative professional learning throughout the school year.

Standard 5: Learning Environment.

Effective school leaders structure and monitor a school learning environment that improves learning for all of Florida's diverse student population. The leader:

- a. Maintains a safe, respectful and inclusive student-centered learning environment that is focused on equitable opportunities for learning and building a foundation for a fulfilling life in a democratic society and global economy;
- b. Recognizes and uses diversity as an asset in the development and implementation of procedures and practices that motivate all students and improve student learning;
- c. Promotes school and classroom practices that validate and value similarities and differences among students;
- d. Provides recurring monitoring and feedback on the quality of the learning environment;
- e. Initiates and supports continuous improvement processes focused on the students' opportunities for success and well-being.
- f. Engages faculty in recognizing and understanding cultural and developmental issues related to student learning by identifying and addressing strategies to minimize and/or eliminate achievement gaps.

Domain 3: Organizational Leadership

Standard 6: Decision Making.

Effective school leaders employ and monitor a decision-making process that is based on vision, mission and improvement priorities using facts and data. The leader:

- a. Gives priority attention to decisions that impact the quality of student learning and teacher proficiency;
- b. Uses critical thinking and problem solving techniques to define problems and identify solutions;
- c. Evaluates decisions for effectiveness, equity, intended and actual outcome; implements follow-up actions; and revises as needed;
- d. Empowers others and distributes leadership when appropriate; and
- e. Uses effective technology integration to enhance decision making and efficiency throughout the school.

Standard 7: Leadership Development.

Effective school leaders actively cultivate, support, and develop other leaders within the organization. The leader:

- a. Identifies and cultivates potential and emerging leaders;
- b. Provides evidence of delegation and trust in subordinate leaders;
- c. Plans for succession management in key positions;
- d. Promotes teacher-leadership functions focused on instructional proficiency and student learning; and
- e. Develops sustainable and supportive relationships between school leaders, parents, community, higher education and business leaders.

Standard 8: School Management.

Effective school leaders manage the organization, operations, and facilities in ways that maximize the use of resources to promote a safe, efficient, legal, and effective learning environment. The leader:

- a. Organizes time, tasks and projects effectively with clear objectives and coherent plans;
- b. Establishes appropriate deadlines for him/herself and the entire organization;
- c. Manages schedules, delegates, and allocates resources to promote collegial efforts in school improvement and faculty development; and
- d. Is fiscally responsible and maximizes the impact of fiscal resources on instructional priorities.

Standard 9: Communication.

Effective school leaders practice two-way communications and use appropriate oral, written, and electronic communication and collaboration skills to accomplish school and system goals by building and maintaining relationships with students, faculty, parents, and community. The leader:

- a. Actively listens to and learns from students, staff, parents, and community stakeholders;
- b. Recognizes individuals for effective performance;
- c. Communicates student expectations and performance information to students, parents, and community;
- d. Maintains high visibility at school and in the community and regularly engages stakeholders in the work of the school;
- e. Creates opportunities within the school to engage students, faculty, parents, and community stakeholders in constructive conversations about important school issues.
- f. Utilizes appropriate technologies for communication and collaboration; and

- g. Ensures faculty receives timely information about student learning requirements, academic standards, and all other local state and federal administrative requirements and decisions.

Domain 4: Professional and Ethical Behavior:

Standard 10: Professional and Ethical Behaviors.

Effective school leaders demonstrate personal and professional behaviors consistent with quality practices in education and as a community leader. The leader:

- a. Adheres to the Code of Ethics and the Principles of Professional Conduct for the Education Profession in Florida, pursuant to Rules 6B-1.001 and 6B-1.006, F.A.C.
- b. Demonstrates resiliency by staying focused on the school vision and reacting constructively to the barriers to success that include disagreement and dissent with leadership;
- c. Demonstrates a commitment to the success of all students, identifying barriers and their impact on the well-being of the school, families, and local community;
- d. Engages in professional learning that improves professional practice in alignment with the needs of the school system; and
- e. Demonstrates willingness to admit error and learn from it;
- f. Demonstrates explicit improvement in specific performance areas based on previous evaluations and formative feedback.

SBE Rule 6A-5.080 Revised November 15, 2011

Rulemaking Authority 1001.02, 1012.34, 1012.55, 1012.986 FS.

Law Implemented 1012.55, 1012.986, 1012.34 FS. History—New 5-24-05, Formerly 6B-5.0012, Amended 11-15-11.

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Attachment B FSLA Short Form Feedback Summaries

Florida School Leader Assessment (FSLA)

Leader:
Supervisor:
This form summarizes feedback about proficiency on the indicators, standards, and domains marked below based on consideration of evidence encountered during this timeframe:

Domain 1: Student Achievement				
() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory	
<i>Scale Levels: (choose one) Where there is sufficient evidence to rate current proficiency on an indicator, assign a proficiency level by checking one of the four proficiency levels.</i>				
Proficiency Area 1 - Student Learning Results: Effective school leaders achieve results on the school's student learning goals and direct energy, influence, and resources toward data analysis for instructional improvement, development and implementation of quality standards-based curricula.				
() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory	
Indicator 1.1 – Academic Standards	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 1.2 – Performance Data	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 1.3 – Planning and Goal Setting	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 1.4 - Student Achievement Results	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Proficiency Area 2 - Student Learning as a Priority: Effective school leaders demonstrate that student learning is their top priority through effective leadership actions that build and support a learning organization focused on student success.				
() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory	
Indicator 2.1 - Learning Organization	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 2.2 - School Climate	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 2.3 - High Expectations	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 2.4 - Student Performance Focus	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory

Domain 2: Instructional Leadership				
() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory	
<i>Scale Levels: (choose one) Where there is sufficient evidence to rate current proficiency on an indicator, assign a proficiency level by checking one of the four proficiency levels.</i>				
Proficiency Area 3 - Instructional Plan Implementation: Effective school leaders work collaboratively to develop and implement an instructional framework that aligns curriculum with state standards, effective instructional practices, student learning needs, and assessments.				
() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory	
Indicator 3.1 - FEAPs	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 3.2- Standards based Instruction	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 3.3 - Learning Goals Alignments	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 3.4 - Curriculum Alignments	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 3.5 - Quality Assessments	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 3.6 - Faculty Effectiveness	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory

Proficiency Area 4 - Faculty Development: Effective school leaders recruit, retain, and develop an effective and diverse faculty and staff; focus on evidence, research, and classroom realities faced by teachers; link professional practice with student achievement to demonstrate the cause and effect relationship; facilitate effective professional development; monitor implementation of critical initiatives; and secure and provide timely feedback to teachers so that feedback can be used to increase teacher professional practice.

() Highly Effective () Effective () Needs Improvement () Unsatisfactory

Indicator 4.1 - Recruitment and Retention	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 4.2- Feedback Practices	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 4.3 - High effect size strategies	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 4.4 - Instructional Initiatives	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 4.5 - Facilitating & Leading Prof. Learning	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 4.6 –Faculty Development Alignments	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 4.7 - Actual Improvement	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory

Proficiency Area 5 - Learning Environment: Effective school leaders structure and monitor a school learning environment that improves learning for all of Florida's diverse student population.				
<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory	
Indicator 5.1 - Student Centered	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 5.2 - Success Oriented	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 5.3- Diversity	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 5.4 - Achievement Gaps	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory

Domain 3 - Organizational Leadership				
<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory	
Scale Levels: (choose one) Where there is sufficient evidence to rate current proficiency on an indicator, assign a proficiency level by checking one of the four proficiency levels.				
Proficiency Area 6 - Decision Making: Effective school leaders employ and monitor a decision-making process that is based on vision, mission, and improvement priorities using facts and data; manage the decision making process, but not all decisions, using the process to empower others and distribute leadership when appropriate; establish personal deadlines for themselves and the entire organization; and use a transparent process for making decisions and articulating who makes which decisions.				
<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory	
Indicator 6.1- Prioritization Practices	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 6.2- Problem Solving.	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 6.3 - Quality Control	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 6.4 - Distributive Leadership	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 6.5 - Technology Integration	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Proficiency Area 7 - Leadership Development: Effective school leaders actively cultivate, support, and develop other leaders within the organization, modeling trust, competency, and integrity in ways that positively impact and inspire growth in other potential leaders.				
Indicator 7.1- Leadership Team	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 7.2 - Delegation	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 7.3 - Succession Planning	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 7.4 - Relationships	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Proficiency Area 8 - School Management: Effective school leaders manage the organization, operations, and facilities in ways that maximize the use of resources to promote a safe, efficient, legal, and effective learning environment; effectively manage and delegate tasks and consistently demonstrate fiscal efficiency; and understand the benefits of going deeper with fewer initiatives as opposed to superficial coverage of everything.				
<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory	
Indicator 8.1 - Organizational Skills	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 8.2- Strategic Instructional Resourcing	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 8.3 – Collegial Learning Resources	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Proficiency Area 9 - Communication: Effective school leaders use appropriate oral, written, and electronic communication and collaboration skills to accomplish school and system goals by practicing two-way communications, seeking to listen and learn from and building and maintaining relationships with students, faculty, parents, and community; managing a process of regular communications to staff and community keeping all stakeholders engaged in the work of the school; recognizing individuals for good work; and maintaining high visibility at school and in the community.				
<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory	
Indicator 9.1— Constructive Conversations	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 9.2 - Clear Goals and Expectations	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 9.3 - Accessibility	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 9.4 - Recognitions	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory

Domain 4 - Professional and Ethical Behaviors

☐ Highly Effective ☐ Effective ☐ Needs Improvement ☐ Unsatisfactory

Scale Levels: *(choose one) Where there is sufficient evidence to rate current proficiency on an indicator, assign a proficiency level by checking one of the four proficiency levels.*

Proficiency Area 10 - Professional and Ethical Behaviors: Effective school leaders demonstrate personal and professional behaviors consistent with quality practices in education and as a community leader by staying informed on current research in education and demonstrating their understanding of the research, engage in professional development opportunities that improve personal professional practice and align with the needs of the school system, and generate a professional development focus in their school that is clearly linked to the system-wide strategic objectives.

☐ Highly Effective ☐ Effective ☐ Needs Improvement ☐ Unsatisfactory

Indicator 10.1 – Resiliency	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 10.2 - Professional Learning	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 10.3 - Commitment	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 10.4 – Professional Conduct	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory

Attachment C

FSLA Proficiency Areas with Indicators Medium Form SRDS Self-Assessment

**Santa Rosa District Schools
Administrative Evaluation System
SELF ASSESSMENT**

Domain 1: The focus is on leadership practices that impact prioritization and results for student achievement on priority learning goals - knowing what's important, understanding what's needed, and taking actions that get results.

Domain 1: Student Achievement 2 Proficiency Areas – 8 Indicators	Administrator's Self Assessment	Supervisor's Initial Assessment	Consensus Assessment	Five Indicators of Focus Check 5
Proficiency Area 1 – Student Learning Results: Effective school leaders achieve results on the school's student learning goals and direct energy, influence, and resources toward data analysis for instructional improvement, development and implementation of quality standards-based curricula.	HE E NI US	HE E NI US	HE E NI US	
Indicator 1.1 – <u>Academic Standards</u> : The leader demonstrates understanding of student requirements and academic standards (Common Core and NGSSS).	HE E NI US	HE E NI US	HE E NI US	
Indicator 1.2 – <u>Performance Data</u> : The leader demonstrates the use of student and adult performance data to make instructional leadership decisions.	HE E NI US	HE E NI US	HE E NI US	
Indicator 1.3 – <u>Planning and Goal Setting</u> : The leader demonstrates planning and goal setting to improve student achievement.	HE E NI US	HE E NI US	HE E NI US	
Indicator 1.4 - <u>Student Achievement Results</u> : The leader demonstrates evidence of student improvement through student achievement results.	HE E NI US	HE E NI US	HE E NI US	
Proficiency Area 2 - Student Learning as a Priority: Effective school leaders demonstrate that student learning is their top priority through effective leadership actions that build and support a learning organization focused on student success.	HE E NI US	HE E NI US	HE E NI US	
Indicator 2.1 - <u>Learning Organization</u> : The leader enables faculty and staff to work as a system focused on student learning, and engages faculty and staff in efforts to close learning performance gaps among student subgroups within the school.	HE E NI US	HE E NI US	HE E NI US	

Indicator 2.2 - <u>School Climate</u> : The leader maintains a school climate that supports student engagement in learning.	HE E NI US	HE E NI US	HE E NI US	
Indicator 2.3 - <u>High Expectations</u> : The leader generates high expectations for learning growth by all students.	HE E NI US	HE E NI US	HE E NI US	
Indicator 2.4 - <u>Student Performance Focus</u> : The leader demonstrates understanding of present levels of student performance based on routine assessment processes that reflect the current reality of student proficiency on academic standards.	HE E NI US	HE E NI US	HE E NI US	

Domain 2: The focus is on instructional leadership – what the leader does and enables others to do that supports teaching and learning.

Domain 2: Instructional Leadership 3 Proficiency Areas – 17 Indicators	Administrator's Self Assessment	Supervisor's Initial Assessment	Consensus Assessment	Five Indicators of Focus Check 5
Proficiency Area 3 - Instructional Plan Implementation: Effective school leaders work collaboratively to develop and implement an instructional framework that aligns curriculum with state standards, effective instructional practices, student learning needs, and assessments.	HE E NI US	HE E NI US	HE E NI US	
Indicator 3.1 – <u>FEAPs</u> : The leader aligns the school's instructional programs and practices with the Florida Educator Accomplished Practices (FEAPs) (Rule 6A-5.065, F.A.C.), and models use of Florida's common language of instruction to guide faculty and staff's implementation of the foundational principles and practices.	HE E NI US	HE E NI US	HE E NI US	
Indicator 3.2 - <u>Standards-based Instruction</u> : The leader delivers an instructional program that implements the state's adopted academic standards (Common Core and NGSSS) in a manner that is rigorous and culturally relevant to the students by aligning academic standards, effective instruction and leadership, and student performance practices with system objectives, improvement planning, faculty proficiency needs, and appropriate instructional goals, and communicating to faculty the cause and effect relationship between effective instruction on academic standards and student performance.	HE E NI US	HE E NI US	HE E NI US	
Indicator 3.3 - <u>Learning Goals Alignments</u> : The leader implements recurring monitoring and feedback processes to	HE E	HE E	HE E	

insure that priority learning goals established for students are based on the state's adopted student academic standards as defined in state course descriptions, presented in student accessible forms, and accompanied by scales or rubrics to guide tracking progress toward student mastery.	NI US	NI US	NI US	
Indicator 3.4 - <u>Curriculum Alignments</u> : The leader implements systemic processes to insure alignment of curriculum resources with state standards for the courses taught.	HE E NI US	HE E NI US	HE E NI US	
Indicator 3.5 - <u>Quality Assessments</u> : The leader ensures the appropriate use of high quality formative and interim assessments aligned with the adopted standards and curricula.	HE E NI US	HE E NI US	HE E NI US	
Indicator 3.6 - <u>Faculty Effectiveness</u> : The leader monitors the effectiveness of classroom teachers and uses contemporary research and the district's instructional evaluation system criteria and procedures to improve student achievement and faculty proficiency on the FEAPs.	HE E NI US	HE E NI US	HE E NI US	
Proficiency Area 4 - Faculty Development: Effective school leaders recruit, retain, and develop an effective and diverse faculty and staff; focus on evidence, research, and classroom realities faced by teachers; link professional practice with student achievement to demonstrate the cause and effect relationship; facilitate effective professional development; monitor implementation of critical initiatives; and secure and provide timely feedback to teachers so that feedback can be used to increase teacher professional practice.	HE E NI US	HE E NI US	HE E NI US	
Indicator 4.1 - <u>Recruitment and Retention</u> : The leader employs a faculty with the instructional proficiencies needed for the school population served.	HE E NI US	HE E NI US	HE E NI US	
Indicator 4.2 - <u>Feedback Practices</u> : The leader monitors, evaluates proficiency, and secures and provides timely and actionable feedback to faculty on the effectiveness of instruction on priority instructional goals, and the cause and effect relationships between professional practice and student achievement on those goals.	HE E NI US	HE E NI US	HE E NI US	
Indicator 4.3 - <u>High Effect Size Strategies</u> : Instructional personnel receive recurring feedback on their proficiency on high effect size instructional strategies.	HE E NI US	HE E NI US	HE E NI US	
Indicator 4.4 - <u>Instructional Initiatives</u> : District-supported state initiatives focused on student growth are supported by the leader with specific and observable actions, including monitoring of implementation and measurement of progress toward	HE E NI US	HE E NI US	HE E NI US	

initiative goals and professional learning to improve faculty capacity to implement the initiatives.				
Indicator 4.5 - <u>Facilitating and Leading Professional Learning</u> : The leader manages the organization, operations, and facilities to provide the faculty with quality resources and time for professional learning and promotes, participates in, and engages faculty in effective individual and collaborative learning on priority professional goals throughout the school year.	HE E NI US	HE E NI US	HE E NI US	
Indicator 4.6 - <u>Faculty Development Alignments</u> : The leader implements professional learning processes that enable faculty to deliver culturally relevant and differentiated instruction by generating a focus on student and professional learning in the school that is clearly linked to the system-wide objectives and the school improvement plan; identifying faculty instructional proficiency needs (including standards-based content, research-based pedagogy, data analysis for instructional planning and improvement); aligning faculty development practices with system objectives, improvement planning, faculty proficiency needs, and appropriate instructional goals; and using instructional technology as a learning tool for students and faculty.	HE E NI US	HE E NI US	HE E NI US	
Indicator 4.7 - <u>Actual Improvement</u> : The leader improves the percentage of effective and highly effective teachers on the faculty.	HE E NI US	HE E NI US	HE E NI US	
Proficiency Area 5 - Learning Environment: Effective school leaders structure and monitor a school learning environment that improves learning for all of Florida's diverse student population.	HE E NI US	HE E NI US	HE E NI US	
Indicator 5.1 – <u>Student-Centered</u> : The leader maintains a safe, respectful and inclusive student-centered learning environment that is focused on equitable opportunities for learning, and building a foundation for a fulfilling life in a democratic society and global economy by providing recurring monitoring and feedback on the quality of the learning environment and aligning learning environment practices with system objectives, improvement planning, faculty proficiency needs, and appropriate instructional goals.	HE E NI US	HE E NI US	HE E NI US	
Indicator 5.2 – <u>Success-Oriented</u> : The leader initiates and supports continuous improvement processes and a multi-tiered system of supports focused on the students' opportunities for success and well-being.	HE E NI US	HE E NI US	HE E NI US	
Indicator 5.3 - <u>Diversity</u> : To align diversity practices with system objectives, improvement planning, faculty proficiency needs, and appropriate instructional goals, the leader recognizes and uses diversity as an asset in the development and implementation of procedures and practices that motivate all students and improve	HE E NI US	HE E NI US	HE E NI US	

student learning, and promotes school and classroom practices that validate and value similarities and differences among students.				
Indicator 5.4 - <u>Achievement Gaps</u> : The leader engages faculty in recognizing and understanding cultural and developmental issues related to student learning by identifying and addressing strategies to minimize and/or eliminate achievement gaps associated with student subgroups within the school.	HE E NI US	HE E NI US	HE E NI US	

Domain 3: The focus is on school operations and leadership practices that integrate operations into an effective system of education.

Domain 3 - Operational Leadership 4 Proficiency Areas – 16 Indicators	Administrator' s Self Assessment	Supervisor' s Initial	Consensus Assessment	Five Indicators of Focus Check 5
Proficiency Area 6 - Decision-Making: Effective school leaders employ and monitor a decision-making process that is based on vision, mission, and improvement priorities using facts and data; manage the decision-making process, but not all decisions, using the process to empower others and distribute leadership when appropriate; establish personal deadlines for themselves and the entire organization; and use a transparent process for making decisions and articulating who makes which decisions.	HE E NI US	HE E NI US	HE E NI US	
Indicator 6.1- <u>Prioritization Practices</u> : The leader gives priority attention to decisions that impact the quality of student learning and teacher proficiency, gathering and analyzing facts and data, and assessing alignment of decisions with school vision, mission, and improvement priorities.	HE E NI US	HE E NI US	HE E NI US	
Indicator 6.2 – <u>Problem-Solving</u> : The leader uses critical thinking and problem-solving techniques to define problems and identify solutions.	HE E NI US	HE E NI US	HE E NI US	
Indicator 6.3 - <u>Quality Control</u> : The leader maintains recurring processes for evaluating decisions for effectiveness, equity, intended and actual outcome(s); implements follow-up actions revealed as appropriate by feedback and monitoring; and revises decisions or implements actions as needed.	HE E NI US	HE E NI US	HE E NI US	
Indicator 6.4 - <u>Distributive Leadership</u> : The leader empowers others and distributes leadership when appropriate.	HE E NI US	HE E NI US	HE E NI US	

Indicator 6.5 - <u>Technology Integration</u> : The leader employs effective technology integration to enhance decision making and efficiency throughout the school. The leader processes changes and captures opportunities available through social networking tools, accesses and processes information through a variety of online resources, incorporates data-driven decision making with effective technology integration to analyze school results, and develops strategies for coaching staff as they integrate technology into teaching, learning, and assessment processes.	HE E NI US	HE E NI US	HE E NI US	
Proficiency Area 7 - Leadership Development: Effective school leaders actively cultivate, support, and develop other leaders within the organization, modeling trust, competency, and integrity in ways that positively impact and inspire growth in other potential leaders.	HE E NI US	HE E NI US	HE E NI US	
Indicator 7.1 - <u>Leadership Team</u> : The leader identifies and cultivates potential and emerging leaders, promotes teacher-leadership functions focused on instructional proficiency and student learning, and aligns leadership development practices with system objectives, improvement planning, leadership proficiency needs, and appropriate instructional goals.	HE E NI US	HE E NI US	HE E NI US	
Indicator 7.2 – <u>Delegation</u> : The leader establishes delegated areas of responsibility for subordinate leaders and manages delegation and trust processes that enable such leaders to initiate projects or tasks, plan, implement, monitor, provide quality control, and bring projects and tasks to closure.	HE E NI US	HE E NI US	HE E NI US	
Indicator 7.3 - <u>Succession Planning</u> : The leader plans for and implements succession management in key positions.	HE E NI US	HE E NI US	HE E NI US	
Indicator 7.4 - <u>Relationships</u> : The leader develops sustainable and supportive relationships between school leaders, parents, community, higher education, and business leaders.	HE E NI US	HE E NI US	HE E NI US	
Proficiency Area 8 - School Management: Effective school leaders manage the organization, operations, and facilities in ways that maximize the use of resources to promote a safe, efficient, legal, and effective learning environment; effectively manage and delegate tasks and consistently demonstrate fiscal efficiency; and understand the benefits of going deeper with fewer initiatives as opposed to superficial coverage of everything.	HE E NI US	HE E NI US	HE E NI US	
Indicator 8.1 - <u>Organizational Skills</u> : The leader organizes time, tasks, and projects effectively with clear objectives, coherent plans, and establishes appropriate deadlines for self, faculty, and staff.	HE E NI US	HE E NI US	HE E NI US	
Indicator 8.2 - <u>Strategic Instructional Resourcing</u> : The leader maximizes the impact of school personnel, fiscal and facility	HE E	HE E	HE E	

resources to provide recurring systemic support for instructional priorities and a supportive learning environment.	NI E US	NI E US	NI E US	
Indicator 8.3 – <u>Collegial Learning Resources</u> : The leader manages schedules, delegates, and allocates resources to provide recurring systemic support for collegial learning processes focused on school improvement and faculty development.	HE E NI US	HE E NI US	HE E NI US	
Proficiency Area 9 - Communication: Effective school leaders use appropriate oral, written, and electronic communication and collaboration skills to accomplish school and system goals by practicing two-way communications, seeking to listen and learn from and building and maintaining relationships with students, faculty, parents, and community; managing a process of regular communications to staff and community keeping all stakeholders engaged in the work of the school; recognizing individuals for good work; and maintaining high visibility at school and in the community.	HE E NI US	HE E NI US	HE E NI US	
Indicator 9.1 - <u>Constructive Conversations</u> : The leader actively listens to and learns from students, staff, parents, and community stakeholders and creates opportunities within the school to engage students, faculty, parents, and community stakeholders in constructive conversations about important issues.	HE E NI US	HE E NI US	HE E NI US	
Indicator 9.2 - <u>Clear Goals and Expectations</u> : The leader communicates goals and expectations clearly and concisely using Florida’s common language of instruction and appropriate written and oral skills, communicates student expectations and performance information to students, parents, and community, and ensures faculty receive timely information about student learning requirements, academic standards, and all other local, state, and federal administrative requirements and decisions.	HE E NI US	HE E NI US	HE E NI US	
Indicator 9.3 - <u>Accessibility</u> : The leader maintains high visibility at school and in the community, regularly engages stakeholders in the work of the school, and utilizes appropriate technologies for communication and collaboration.	HE E NI US	HE E NI US	HE E NI US	
Indicator 9.4 - <u>Recognitions</u> : The leader recognizes individuals, collegial work groups, and supporting organizations for effective performance.	HE E NI US	HE E NI US	HE E NI US	

Domain 4: The focus is on the leader’s professional conduct and leadership practices that represent quality leadership.

Domain 4 - Professional and Ethical Behaviors 1 Proficiency Area – 4 Indicators	Administrator’s Self Assessment	Supervisor’s Initial Assessment	Consensus Assessment	Five Indicators of Focus Check 5
Proficiency Area 10 - Professional and Ethical Behaviors: Effective school leaders demonstrate personal and professional behaviors consistent with quality practices in education and as a community leader by staying informed on current research in education and demonstrating their understanding of the research, engage in professional development opportunities that improve personal professional practice and align with the needs of the school system, and generate a professional development focus in their school that is clearly linked to the system-wide strategic objectives.	HE E NI US	HE E NI US	HE E NI US	
Indicator 10.1 – <u>Resiliency</u> : The leader demonstrates resiliency in pursuit of student learning and faculty development by staying focused on the school vision and reacting constructively to adversity and barriers to success, acknowledging and learning from errors, constructively managing disagreement and dissent with leadership, and bringing together people and resources with the common belief that the organization can grow stronger when it applies knowledge, skills, and productive attitudes in the face of adversity.	HE E NI US	HE E NI US	HE E NI US	
Indicator 10.2 - <u>Professional Learning</u> : The leader engages in professional learning that improves professional practice in alignment with the needs of the school and system and demonstrates explicit improvement in specific performance areas based on previous evaluations and formative feedback.	HE E NI US	HE E NI US	HE E NI US	
Indicator 10.3 – <u>Commitment</u> : The leader demonstrates a commitment to the success of all students, identifying barriers and their impact on the well-being of the school, families, and local community.	HE E NI US	HE E NI US	HE E NI US	
Indicator 10.4 - <u>Professional Conduct</u> : The leader adheres to the Code of Ethics of the Education Profession in Florida (Rule 6B-1.001, F.A.C.) and to the Principles of Professional Conduct for the Education Profession (Rule 6B-1.006, F.A.C.).	HE E NI US	HE E NI US	HE E NI US	

Attachment
D
FSLA Data Collection
and Feedback Protocol
Long Form
Domain 1

Proficiency Area 1. Student Learning Results: Effective school leaders achieve results on the school's student learning goals and direct energy, influence, and resources toward data analysis for instructional improvement, development and implementation of quality standards-based curricula.

Indicator 1.1 - Academic Standards: The leader demonstrates understanding of student requirements and academic standards (Common Core and NGSSS).

Domain 1 - Student Achievement

Narrative: Student achievement results in the student growth measures (SGM) segment of evaluation represent student results on specific statewide or district assessments or end-of-course exams. The leadership practice segment of evaluation, through the proficiency areas and indicators in this domain, focus on leadership behaviors that influence the desired student results.

Narrative: This proficiency area focuses on the leader's knowledge and actions regarding academic standards, use of performance data, planning and goal setting related to targeted student results, and capacities to understand what results are being obtained. This proficiency area is aligned with Florida Principal Leadership Standard #1.

Narrative: Standards-based instruction is an essential element in the state's plan of action for preparing Florida's students for success in a 21st century global economy. This indicator is focused on the leader's understanding of what students are to know and be able to do. School leaders need to know the academic standards teachers are to teach and students are to master.

Note: Every credit course has specific academic standards assigned to it. NGSSS and Common Core standards assigned to each course are found in www.floridastandards.org.

Rating Rubric

Highly Effective: Leader's actions or impact of leader's actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader's actions or impact of leader's actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader's actions or impact of leader's actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader's actions or impact of leader's actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
Every faculty meeting and staff development forum is focused on student achievement on the common core and NGSSS, including periodic reviews of student work. The leader can articulate which common core standards are designated for	The link between standards and student performance is in evidence from the alignment in lesson plans of learning goals, activities and assignments to course standards. The leader is able to recognize whether or not learning goals and student activities are	Common Core and New generation Sunshine State Standards are accessible to faculty and students and required training on standards-based instruction has been conducted, but the link between standards and student performance is not readily evident to many faculty or students.	Classroom learning goals and curriculum is not monitored for alignment to standards or is considered a matter of individual discretion regardless of course descriptions requirements. The leader is hesitant to intrude or is indifferent to decisions in the classroom that are at variance from the requirements of academic

implementation in multiple courses.	related to standards in the course description.	Assignments and activities in most but not all courses relate to the standards in the course description.	standards in the course description. Training for the faculty on standards-based instruction does not occur and the leader does not demonstrate knowledge of how to access standards.
Leadership Evidence of proficiency on this indicator may be seen in the leader’s behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:		Impact Evidence of leadership proficiency may be seen in the behaviors or actions of the faculty, staff, students and/or community. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:	
<ul style="list-style-type: none">• School leader extracts data on standards associated with courses in the master schedule from the course description and monitor for actual implementation.• Lesson plans are monitored for alignment with correct standards.• Agendas, memorandum, etc. reflect leader’s communications to faculty on the role of state standards in curriculum, lesson planning, and tracking student progress.• Common core standards shared by multiple courses are identified and teachers with shared common core standards are organized by the leader into collegial teams to coordinate instruction on those shared standards.• Other leadership evidence of proficiency on this indicator.		<ul style="list-style-type: none">• Lesson plans identify connections of activities to standards.• Teacher leaders’ meeting records verify recurring review of progress on state standards.• Students can articulate what they are expected to learn in a course and their perceptions align with standards in the course description.• Teachers routinely access course descriptions to maintain alignment of instruction with standards.• Other impact evidence of proficiency on this indicator.	
Scale Levels: <i>(choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:</i>			
<div><input type="checkbox"/> Highly Effective</div> <div><input type="checkbox"/> Effective</div> <div><input type="checkbox"/> Needs Improvement</div> <div><input type="checkbox"/> Unsatisfactory</div>			
Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected):			

Reflection Questions for Indicator 1.1

Highly Effective:	Effective:	Needs Improvement:	Unsatisfactory:
Do you routinely share examples of specific leadership, teaching, and curriculum strategies that are associated with improved student achievement on the Common Core or NGSSS?	How do you support teacher conversations about how they recognize student growth toward mastery of the standards assigned to their courses?	How do you monitor what happens in classrooms to insure that instruction and curriculum are aligned to academic standards?	Where do you find the standards that are required for the courses in your master schedule?

Indicator 1.2 – Performance Data: The leader demonstrates the use of student and adult performance data to make instructional leadership decisions.

Narrative: This indicator addresses the leader’s proficiency in use of student and adult performance data to make instructional leadership decisions. What does test data and other sources of student performance data related to targeted academic goals say about what is needed? What does data about teacher proficiency or professional learning needs indicate needs to be done? The focus is what the leader does with data about student and adult performance to make instructional decisions that impact student achievement.

Rating Rubric

Highly Effective: Leader’s actions or impact of leader’s actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader’s actions or impact of leader’s actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader’s actions or impact of leader’s actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader’s actions or impact of leader’s actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
The leader can specifically document examples of decisions in teaching, assignment, curriculum, assessment, and intervention that have been made on the basis of data analysis. The leader has coached school administrators in other schools to improve their data analysis skills. To inform instructional decision making.	The leader uses multiple data sources, including state, district, school, and classroom assessments, and systematically examines data at the subscale level to find strengths and challenges. The leader empowers teaching and administrative staff to determine priorities using data on student and adult performance and data insights are regularly the subject of faculty meetings and professional development sessions.	The leader is aware of state and district results and has discussed those results with staff, but has not linked specific decisions to the data. Data about adult performance (e.g. evaluation feedback data, professional learning needs assessments) is seldom used to inform instructional leadership decisions.	The leader is unaware of or indifferent to the data about student and adult performance, or fails to use such data as a basis for making decisions.
Leadership Evidence of proficiency on this indicator may be seen in the leader’s behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:		Impact Evidence of leadership proficiency may be seen in the behaviors or actions of the faculty, staff, students and/or community. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:	

<ul style="list-style-type: none"> Data files and analyses on a wide range of student performance assessments are in routine use by the leader. Analyses of trends and patterns in student performance over time are reflected in presentations to faculty on instructional improvement needs. Analyses of trends and patterns in evaluation feedback on faculty proficiencies and professional learning needs are reflected in presentations to faculty on instructional improvement needs. Leader's agendas, memoranda, etc. reflect recurring attention to performance data and data analyses. Other leadership evidence of proficiency on this indicator. 	<ul style="list-style-type: none"> Teachers use performance data to make instructional decisions. Department and team meetings reflect recurring attention to student performance data. Teacher leaders identify changes in practice within their teams or departments based on performance data analyses. Teacher leaders make presentations to colleagues on uses of performance data to modify instructional practices. Other impact evidence of proficiency on this indicator.
<p>Scale Levels: <i>(choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:</i></p> <p><input type="checkbox"/> Highly Effective <input type="checkbox"/> Effective <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory</p> <p>Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected):</p>	

Reflection Questions for Indicator 1.2

Highly Effective	Effective	Needs Improvement	Unsatisfactory
How do you aggregate data about teacher proficiencies on instructional practices to stimulate dialogue about what changes in instruction are needed in order to improve student performance. How do you verify that all faculty have sufficient grasp of the significance of student performance data to formulate rational improvement plans?		By what methods do you enable faculty to participate in useful discussions about the relationship between student performance data and the instructional actions under the teacher's control?	How much of the discussions with district staff about student performance data are confusing to you and how do you correct that?

Indicator 1.3 – Planning and Goal Setting: The leader demonstrates planning and goal setting to improve student achievement.

Narrative: Knowing the standards and making use of performance data is expected to play a significant role in planning and goal setting. This indicator is focused on the leader's alignment of planning and goal setting with improvement of student achievement.

Rating Rubric

Highly Effective: Leader's actions or impact of leader's actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader's actions or impact of leader's actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader's actions or impact of leader's actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader's actions or impact of leader's actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
<p>The leader routinely shares examples of specific leadership, teaching, and curriculum strategies that are associated with improved student achievement.</p> <p>Other leaders credit this leader with sharing ideas, coaching, and providing technical assistance to implement successful new initiatives supported by quality planning and goal setting.</p>	<p>Goals and strategies reflect a clear relationship between the actions of teachers and leaders and the impact on student achievement. Results show steady improvements based on these leadership initiatives.</p> <p>Priorities for student growth are established, understood by staff and students, and plans to achieve those priorities are aligned with the actual actions of the staff and students.</p>	<p>Specific and measurable goals related to student achievement are established, but these efforts have yet to result in improved student achievement nor planning for methods of monitoring improvements.</p> <p>Priorities for student growth are established in some areas, understood by some staff and students, and plans to achieve those priorities are aligned with the actual actions of the some staff.</p>	<p>Planning for improvement in student achievement is not evident and goals are neither measurable nor specific.</p> <p>The leader focuses more on student characteristics as an explanation for student results than on the actions of the teachers and leaders in the system.</p>
<p>Leadership Evidence of proficiency on this indicator may be seen in the leader's behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none"> Clearly stated goals are accessible to faculty and students. 		<p>Impact Evidence of leadership proficiency may be seen in the behaviors or actions of the faculty, staff, students and/or community. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none"> Faculty members are able to describe their participation in planning and goal setting processes. 	

<ul style="list-style-type: none"> • Agenda, memoranda, and other documents reflect a comprehensive planning process that resulted in formulation of the adopted goals. • Leader's presentations to faculty provide recurring updates on the status of plan implementation and progress toward goals. • Leader's presentations to parents focus on the school goals for student achievement. • Other leadership evidence of proficiency on this indicator. 	<ul style="list-style-type: none"> • Goals relevant to students and teachers actions are evident and accessible. • Students are able to articulate the goals for their achievement which emerged from faculty and school leader planning. • Teachers and student tracking their progress toward accomplishment of the stated goals. • Other impact evidence of proficiency on this indicator.
<p>Scale Levels: (choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:</p> <p><input type="checkbox"/> Highly Effective <input type="checkbox"/> Effective <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory</p>	
<p>Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected):</p>	

Reflection Questions for Indicator 1.3

Highly Effective	Effective	Needs Improvement	Unsatisfactory
What methods of sharing successful planning processes with other school leaders are most likely to generate district wide improvements?	How will you monitor progress toward the goals so that adjustments needed are evident in time to make "course corrections"?	How do you engage more faculty in the planning process so that there is a uniform faculty understanding of the goals set?	How are other school leaders implementing planning and goal setting?
Indicator 1.4 - Student Achievement Results: The leader demonstrates evidence of student improvement through student achievement results.			

Narrative: Engagement with the standards, using data, making plans and setting goals are important. This indicator shifts focus to the leader's use of evidence of actual improvement to build support for continued effort and further improvement.

Rating Rubric

Highly Effective: Leader's actions or impact of leader's actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader's actions or impact of leader's actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader's actions or impact of leader's actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader's actions or impact of leader's actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
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<p>A consistent record of improved student achievement exists on multiple indicators of student success.</p> <p>Student success occurs not only on the overall averages, but in each group of historically disadvantaged students.</p> <p>Explicit use of previous data indicates that the leader has focused on improving performance. In areas of previous success, the leader aggressively identifies new challenges, moving proficient performance to the exemplary level. Where new challenges emerge, the leader highlights the need, creates effective interventions, and reports improved results.</p>	<p>The leader reaches the required numbers, meeting performance goals for student achievement.</p> <p>Results on accomplished goals are used to maintain gains and stimulate future goal setting.</p> <p>The average of the student population improves, as does the achievement of each group of students who have previously been identified as needing improvement.</p>	<p>Accumulation and exhibition of student improvement results are inconsistent or untimely.</p> <p>Some evidence of improvement exists, but there is insufficient evidence of using such improvements to initiate changes in leadership, teaching, and curriculum that will create the improvements necessary to achieve student performance goals.</p> <p>The leader has taken some decisive actions to make some changes in time, teacher assignment, curriculum, leadership practices, or other variables in order to improve student achievement, but additional actions are needed generate improvements for all students.</p>	<p>Evidence of student improvement is not routinely gathered and used to promote further growth.</p> <p>Indifferent to the data about learning needs, the leader blames students, families, and external characteristics for insufficient progress.</p> <p>The leader does not believe that student achievement can improve.</p> <p>The leader has not taken decisive action to change time, teacher assignment, curriculum, leadership practices, or other variables in order to improve student achievement.</p>
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<p>Leadership Evidence of proficiency on this indicator may be seen in the leader's behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p>	<p>Impact Evidence of leadership proficiency may be seen in the behaviors or actions of the faculty, staff, students and/or community. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p>
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<ul style="list-style-type: none"> • The leader generates data that describes what improvements have occurred. • Agendas, memoranda, and other documents for faculty and students communicate the progress made and relate that. Progress to teacher and student capacity to make further gains. • Evidence on student improvement is routinely shared with parents. • Other leadership evidence of proficiency on this indicator. 	<ul style="list-style-type: none"> • Teachers routinely inform students and parents on student progress on instructional goals. • Posters and other informational signage informing of student improvements are distributed in the school and community. • Team and department meetings minutes reflect attention to evidence of student improvements. • Other impact evidence of proficiency on this indicator.
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<p>Scale Levels: (choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:</p> <p><input type="checkbox"/> Highly Effective <input type="checkbox"/> Effective <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory</p>			
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Reflection Questions for Indicator 1.4

Highly Effective	Effective	Needs Improvement	Unsatisfactory
How do you share with other school leaders how to use student improvement results to raise expectations and improve future results?	How do you engage students in sharing examples of their growth with other students?	How do you engage faculty in routinely sharing examples of student improvement?	What processes should you employ to gather data on student improvements?

Proficiency Area 2. Student Learning as a Priority: Effective school leaders demonstrate that student learning is their top priority through effective leadership actions that build and support a learning organization focused on student success.

Narrative: This proficiency area is aligned with Florida Principal Standard #2. A learning organization has essential elements regarding the behavior of people in the organization. When all elements are present and interacting, productive systemic change is possible. This proficiency area is focused on the degree to which learning organization elements exist in the school and reflect the following priorities on student learning:

- Supports for personal mastery of each person's job focus on job aspects related to student learning
- Team learning among faculty is focused on student learning
- Processes for exploring and challenging mental models that hamper understanding and progress on student learning are in use
- A shared vision has student learning as a priority
- Systems thinking is employed to align various aspects of school life in ways that promote learning

Indicator 2.1 – Learning Organization: The leader enables faculty and staff to work as a system focused on student learning and engages faculty and staff in efforts to close learning performance gaps among student subgroups within the school.

Narrative: Are the elements of a learning organization present among the adults in the school? Are the learning organization elements focused on student learning? Is the system in operation at the school engaging faculty in improving results for under-achieving sub-groups? This indicator address the systemic processes than make gap reduction possible. Is the leader proficient in building capacity for change?

Note: Indicator 5.4 addresses actual success in reducing achievement gaps.

Rating Rubric

Highly Effective: Leader's actions or impact of leader's actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader's actions or impact of leader's actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader's actions or impact of leader's actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader's actions or impact of leader's actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
The essential elements of a learning organization (i.e. personal mastery of competencies, team learning, and examination of mental models, a shared vision, and systemic thinking) are focused on improving student learning results. Positive trends are evident in closing learning performance gaps among all student subgroups within the school. There is evidence that the interaction among the	The leader's actions and supported processes enable the instructional and administrative workforce of the school to function as a learning organization with all faculty having recurring opportunities to participate in deepening personal mastery of competencies, team learning, examination of mental models, a	The leader's actions reflect attention to building an organization where the essential elements of a learning organization (i.e. personal mastery of competencies, team learning, examination of mental models, shared vision, and systemic thinking), are emerging but processes that support each of the essential	There is no or minimal evidence of proactive leadership that supports emergence of a learning organization focused on student learning as the priority function of the organization. Any works in progress on personal mastery of instructional competencies, team learning processes, examinations of mental models, a shared vision

elements of the learning organization deepen the impact on student learning and the leader routinely shares with colleagues throughout the district the effective leadership practices learned from proficient implementation of the essential elements of a learning organization.	shared vision, and systemic thinking. These fully operational capacities are focused on improving all student's learning <u>and</u> closing learning performance gaps among student subgroups within the school.	elements are not fully implemented, or are not yet consistently focused on student learning as the priority, or are not focused on closing learning performance gaps among student subgroups within the school.	of outcomes sought, or systemic thinking about instructional practices are not aligned or are not organized in ways that impact student achievement gaps.
Leadership Evidence of proficiency on this indicator may be seen in the leader's behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:		Impact Evidence of leadership proficiency may be seen in the behaviors or actions of the faculty, staff, students and/or community. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:	
<ul style="list-style-type: none">Principal's support for team learning processes focused on student learning are evident throughout the school year.Principals in team learning processes focused on student learning.Principal's meeting agendas reflect student learning topics routinely taking precedence over other issues as reflected by place on the agenda and time committed to the issues.School Improvement Plan reflects a systemic analysis of the actionable causes of gaps in student performance and contains goals that support systemic improvement.The principal supports through personal action professional learning by self and faculty, exploration of mental models, team learning, shared vision, and systems thinking practices focused on improving student learning.Dialogues with faculty and staff on professional learning goes beyond learning what is needed for meeting basic expectations and is focused on learning that enhances the collective capacity to create improved outcomes for all students.Other leadership evidence of proficiency on this indicator.		<ul style="list-style-type: none">Team learning practices are evident among the faculty and focused on performance gaps among student subgroups within the school.Professional learning actions by faculty address performance gaps among student subgroups within the school.Performance gaps among student subgroups within the school. show improvement trends.Faculty department, team, and cross-curricular meetings focus on student learning.Data Teams, Professional Learning Communities, and/or Lesson Study groups show evidence of recurring meetings and focus on student learning issues.Faculty and staff talk about being part of something larger than themselves, of being connected, of being generative of something truly important in students' lives.There is systemic evidence of celebrating student success with an emphasis on reflection on why success happened.Teacher or student questionnaire results addressing learning organization essential elements.Other impact evidence of proficiency on this indicator.	
Scale Levels: <i>(choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:</i>			
<div><input type="checkbox"/> Highly Effective</div> <div><input type="checkbox"/> Effective</div> <div><input type="checkbox"/> Needs Improvement</div> <div><input type="checkbox"/> Unsatisfactory</div>			
Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected):			

Reflection Questions for Indicator 2.1

Highly Effective	Effective	Needs Improvement	Unsatisfactory
Has your leadership resulted in people continually expanding their capacity to create the results they truly desire? Is there evidence that new and expansive patterns of thinking are nurtured? Are the people who make up your school community continually learning to see the whole together?	Where the essential elements of a learning organization are in place and interacting, how do you monitor that what you are creating collectively is focused on student learning needs and making a difference for all students?	<p>What essential elements of a learning organization have supports in place and which need development?</p> <p>Understanding that systemic change does not occur unless all of the essential elements of the learning organization are in operation, interacting, and focused on student learning as their priority function, what gaps do you need to fill in your supporting processes and what leadership actions will enable all faculty and staff to get involved?</p>	<p>What happens in schools that are effective learning organizations that does not happen in this school?</p> <p>How can you initiate work toward a learning organization by developing effective collaborative work systems (e.g., Data Teams, Professional Learning Communities, and Lesson Studies)?</p>

Indicator 2.2 – School Climate: The leader maintains a school climate that supports student engagement in learning.

Narrative: "Climate" at a school is determined by how people treat one another and what is respected and what is not. School leaders who promote a school climate where learning is respected, effort is valued, improvement is recognized, and it is safe to acknowledge learning needs have provided students support for sustained engagement in learning.

Rating Rubric

<p>Highly Effective: Leader's actions or impact of leader's actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.</p>	<p>Effective: Leader's actions or impact of leader's actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.</p>	<p>Needs Improvement: Leader's actions or impact of leader's actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.</p>	<p>Unsatisfactory: Leader's actions or impact of leader's actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.</p>
<p>The leader ensures that the school's identity and climate (e.g., vision, mission, values, beliefs, and goals) actually drives decisions and informs the climate of the school.</p> <p>Respect for students' cultural, linguistic and family background is evident in the leader's conduct and expectations for the faculty.</p> <p>The leader is proactive in guiding faculty in adapting the learning environment to accommodate the differing needs and diversity of students.</p> <p>School wide values, beliefs, and goals are supported by individual and class behaviors through a well-planned management system.</p>	<p>The leader systematically (e.g., has a plan, with goals, measurable strategies, and recurring monitoring) establishes and maintains a school climate of collaboration, distributed leadership, and continuous improvement, which guides the disciplined thought and action of all staff and students.</p> <p>Policies and the implementation of those policies result in a climate of respect for student learning needs and cultural, linguistic and family background.</p> <p>Classroom practices on adapting the learning environment to accommodate the differing needs and diversity of students are consistently applied throughout the school.</p>	<p>Some practices promote respect for student learning needs and cultural, linguistic and family background, but there are discernable sub-groups who do not perceive the school climate as supportive of their needs.</p> <p>The school climate does not generate a level of school wide student engagement that leads to improvement trends in all student sub groups.</p> <p>The leader provides school rules and class management practices that promote student engagement and are fairly implemented across all sub-groups. Classroom practices on adapting the learning environment to accommodate the differing needs and diversity of students are inconsistently applied.</p>	<p>Student and/or faculty apathy in regard to student achievement and the importance of learning is easily discernable across the school population and there are no or minimal leadership actions to change school climate.</p> <p>Student sub-groups are evident that do not perceive the school as focused on or respectful of their learning needs or cultural, linguistic and family background or there is no to minimal support for managing individual and class behaviors through a well-planned management system.</p>

<p>Leadership Evidence of proficiency on this indicator may be seen in the leader's behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p>	<p>Impact Evidence of leadership proficiency may be seen in the behaviors or actions of the faculty, staff, students and/or community. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p>
<ul style="list-style-type: none"> • The leader organizes, allocates, and manages the resources of time, space, and attention so that the needs of all student sub-groups are recognized and addressed. • There are recurring examples of the leader's presentations, documents, and actions that reflect respect for students' cultural, linguistic and family background. • The leader maintains a climate of openness and inquiry and supports student and faculty access to leadership. • The school's vision, mission, values, beliefs, and goals reflect an expectation that student learning needs and cultural, linguistic and family backgrounds are respected and school rules consistent with those beliefs are routinely implemented. • Professional learning is provided to sustain faculty understanding of student needs. • Procedures are in place and monitored to ensure students have effective means to express concerns over any aspect of school climate. • Other leadership evidence of proficiency on this indicator. 	<ul style="list-style-type: none"> • Classroom rules and posted procedures stress positive expectations and not just "do not's". • All student sub-groups participate in school events and activities. • A multi-tiered system of supports that accommodates the differing needs and diversity of students is evident across all classes. • Students in all sub-groups express a belief that the school responds to their needs and is a positive influence on their future well-being. • Walkthroughs provide recurring trends of high student engagement in lessons. • Student services staff/counselors anecdotal evidence of trends in student attitudes toward the school and engagement in learning. • Teacher /student/parent survey or questionnaire results. • The availability of and student participation in academic supports outside the classroom that assist student engagement in learning. • Other impact evidence of proficiency on this indicator.
<p>Scale Levels: <i>(choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:</i></p> <p> <input type="checkbox"/> Highly Effective <input type="checkbox"/> Effective <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory </p> <p>Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected):</p>	

Reflection Questions for Indicator 2.2

Highly Effective	Effective	Needs Improvement	Unsatisfactory
<p>In what ways might you further extend your reach within the district to help others benefit from your knowledge and skill in establishing and maintaining a school climate that supports student engagement in learning?</p>	<p>What strategies have you considered that would ensure that the school's identity and climate (e.g., vision, mission, values, beliefs, and goals) actually drives decisions and informs the climate of the school?</p> <p>How could you share with your colleagues across the district the successes or not of your efforts?</p>	<p>How might you structure a plan that establishes and maintains a school climate of collaboration, distributed leadership, and continuous improvement, which guides the disciplined thought and action of all staff and students?</p>	<p>What might be the importance of developing a shared vision, mission, values, beliefs, and goals to establish and maintain a school climate that supports student engagement in learning?</p>

Indicator 2.3 – High Expectations: The leader generates high expectations for learning growth by all students.

Narrative: The leader who expects little from students and faculty will get less than they are capable of accomplishing. “Every child can learn” takes on new meaning when supported by faculty and school leader expectations that students can and will learn a lot...not just a minimum to get by. Expecting quality is a measure of respect.

Rating Rubric

Highly Effective: Leader’s actions or impact of leader’s actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader’s actions or impact of leader’s actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader’s actions or impact of leader’s actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader’s actions or impact of leader’s actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
<p>The leader incorporates community members and other stakeholder groups into the establishment and support of high academic expectations.</p> <p>Benchmarking expectations to the performance of the state’s, nations, and world’s highest performing schools.</p> <p>Creating systems and approaches to monitor the level of academic expectations.</p> <p>Encouraging a culture in which students are able to clearly articulate their diverse personal academic goals.</p>	<p>The leader systematically (e.g., has a plan, with goals, measurable strategies, and a frequent monitoring schedule) creates and supports high academic expectations by empowering teachers and staff to set high and demanding academic expectations for every student.</p> <p>Ensuring that students are consistently learning, respectful, and on task.</p> <p>Setting clear expectations for student academics and establishing consistent practices across classrooms.</p> <p>Ensuring the use of instructional practices with proven effectiveness in creating success for all students, including those with diverse characteristics and needs.</p>	<p>The leader creates and supports high academic expectations by setting clear expectations for student academics but is inconsistent or occasionally fails to hold all students to these expectations.</p> <p>Setting expectations but failing to empower teachers to set high expectations for student academic performance.</p>	<p>The leader does not create or support high academic expectations by accepting poor academic performance.</p> <p>Fails to set high expectations or sets unrealistic or unattainable goals.</p> <p>Perceptions among students, faculty, or community that academic shortcomings of student sub-groups are explained by inadequacy of parent involvement, community conditions, or student apathy are not challenged by the school leader.</p>
<p>Leadership Evidence of proficiency on this indicator may be seen in the leader’s behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p>		<p>Teacher Evidence of leadership proficiency may be seen in the behaviors or status of the faculty and staff. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p>	

<ul style="list-style-type: none"> • School Improvement Plan targets meaningful growth beyond what normal variation might provide. • Test specification documents and state standards are used to identify levels of student performance and performance at the higher levels of implementation are stressed. • Samples of written feedback provided teachers regarding student goal setting practices are focuses on high expectations. • Agendas/Minutes from collaborative work systems (e.g., Data Teams, Professional Learning Communities) address processes for “raising the bar”. • Other leadership evidence of proficiency on this indicator. 	<ul style="list-style-type: none"> • Rewards and recognitions are aligned with effort for the more difficult rather than easier outcomes. • Learning goals routinely identify performance levels above the targeted implementation level. • Teachers can attest to the leader’s support for setting high academic expectations. • Students can attest to the teacher’s high academic expectations. • Parents can attest to the teacher’s high academic expectations. • Other impact evidence of proficiency on this indicator.
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Scale Levels: *(choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:*

☐ **Highly Effective** ☐ **Effective** ☐ **Needs Improvement** ☐ **Unsatisfactory**

Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected):

Reflection Questions for Indicator 2.3

Reflection Questions			
Highly Effective	Effective	Needs Improvement	Unsatisfactory
What strategies have you considered using that would increase the professional knowledge opportunities for colleagues across the school district in the area of setting high academic expectations for students?	How might you incorporate community members and other stakeholder groups into the establishment and support of high academic expectations?	What are 2-3 key strategies you have thought about using that would increase your consistency in creating and supporting high academic expectations for every student?	What might be some strategies you could use to create or support high academic expectations of students?

Indicator 2.4 – Student Performance Focus: The leader demonstrates understanding of present levels of student performance based on routine assessment processes that reflect the current reality of student proficiency on academic standards.

Narrative: Lots of talk about high expectations, goal setting, working hard, rigor, and getting results is important, but leaders need to know where students' actual performance levels are to be able to track real progress. Knowing annual test results is useful but not enough. What does the leader do to know whether progress is being made or not and whether "mid-course" corrections are required?

Rating Rubric

Highly Effective: Leader's actions or impact of leader's actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader's actions or impact of leader's actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader's actions or impact of leader's actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader's actions or impact of leader's actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
<p>Assessment data generated at the school level provides an on-going perspective of the current reality of student proficiency on academic standards.</p> <p>There is evidence of decisive changes in teacher assignments and curriculum based on student and adult performance data.</p> <p>Case studies of effective decisions based on performance data are shared widely with other leaders and throughout the district.</p>	<p>Each academic standard has been analyzed and translated into student-accessible language and processes for tracking student progress are in operation.</p> <p>Power (high priority) standards are widely shared by faculty members and are visible throughout the building. Assessment on student progress on them is a routine event.</p> <p>The link between standards and student performance is in evidence from the posting of proficient student work throughout the building.</p>	<p>Standards have been analyzed, but are not translated into student-accessible language.</p> <p>School level assessments are inconsistent in their alignment with the course standards.</p> <p>Power (high priority) standards are developed, but not widely known or used by faculty, and/or are not aligned with assessment data on student progress.</p> <p>Student work is posted, but does not reflect proficient work throughout the building.</p>	<p>There is no or minimal coordination of assessment practices to provide on-going data about student progress toward academic standards.</p> <p>School level assessments are not monitored for alignment with the implementation level of the standards.</p> <p>No processes in use to analyze standards and identify assessment priorities.</p> <p>No high priority standards are identified and aligned with assessment practices.</p>
<p>Leadership Evidence of proficiency on this indicator may be seen in the leader's behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p>		<p>Impact Evidence of leadership proficiency may be seen in the behaviors or actions of the faculty, staff, students and/or community. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p>	

<ul style="list-style-type: none"> • Documents, charts, graphs, tables, and other forms of graphic displays reflecting students' current levels of performance are routinely used by the leader to communicate "current realities". • Documents, charts, graphs, tables, and other forms of graphic displays reflecting trend lines over time on student growth on learning priorities. • Teacher schedule changes based on student data. • Curriculum materials changes based on student data. • Other leadership evidence of proficiency on this indicator. 	<ul style="list-style-type: none"> • Faculty tracking student progress practices. • Students tracking of their own progress on learning goals. • Current examples of student work posted with teacher comments reflecting how the work aligns with priority goals. • Other impact evidence of proficiency on this indicator.
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Scale Levels: *(choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:*

☐ **Highly Effective** ☐ **Effective** ☐ **Needs Improvement** ☐ **Unsatisfactory**

Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected)

Reflection Questions for Indicator 2.4

Highly Effective	Effective	Needs Improvement	Unsatisfactory
What data other than end of year state assessments would be helpful in understanding student progress at least every 3-4 weeks?	What data other than end of year state assessments would be helpful in understanding student progress on at least a quarterly basis?	What data other than end of year state assessments would be helpful in understanding student progress on at least a semi-annual basis?	What data other than end of year state assessments would be helpful in understanding student progress on at least a semi-annual basis?

Attachment

E

FSLA Data Collection and Feedback Protocol Long Form Domain 2

Domain 2 - Instructional Leadership

Narrative: School leaders do many things. Domain 2 of the FSLA addresses a core of leader behaviors that impact the quality of essential elements for student learning growth. The skill sets and knowledge bases employed for this domain generate 40% of the FSLA Score. The success of the school leader in providing a quality instructional framework, appropriately focused faculty development, and a student oriented learning environment are essential to student achievement.

Narrative: Proficiency Area 3 is focused on Florida Principal Leadership Standard #3 (FPLS). Aligning the key issues identified in the indicators into an efficient system is the leader's responsibility. This area stresses the leader's proficiency at understanding the current reality of what faculty and students know and can do regarding priority practices and goals.

Proficiency Area 3. Instructional Plan Implementation: Effective school leaders work collaboratively to develop and implement an instructional framework that aligns curriculum with state standards, effective instructional practices, student learning needs, and assessments.

Indicator 3.1 – FEAPs: The leader aligns the school's instructional programs and practices with the Florida Educator Accomplished Practices (Rule 6A-5.065, F.A.C.) and models use of the Florida common language of instruction to guide faculty and staff implementation of the foundational principles and practices.

Narrative: Indicator 3.1 is focused on the school leader's understanding of the Florida Educator Accomplished Practices (FEAPs) and ability to use Florida's common language of instruction. To be effective participants in school, district and statewide communities of practice working collegially for high quality implementation of the FEAPs, educators at the school level must be able to communicate and organize their efforts using the terms and concepts in the FEAPs and the Florida common language of instruction. This indicator is about the school leader's proficiency in making that happen by using a core set of expectations (the FEAPs) and terminology (the common language) to guide and focus teacher discussions on instructional improvements. Florida's common language of instruction is used so that educators in Florida use the core terms in the same way and with a common understanding.

Note: The FEAPs, a FEAPs brochure, and Florida's common language may be explored at <http://www.floridaschoolleaders.org>.

Rating Rubric

Highly Effective: Leader's actions or impact of leader's actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader's actions or impact of leader's actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader's actions or impact of leader's actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader's actions or impact of leader's actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
The instructional program and practices are fully aligned with the FEAPs. Faculty and staff implementation of the FEAPs is consistently proficient and professional conversations among school leadership and faculty about instruction use the Florida common language of instruction and the terminology of the FEAPs. The leader's use of FEAPs and common language	The leader's use of FEAPs content and terms from the common language is a routine event and most instructional activities align with the FEAPs. Coordinated processes are underway that link progress on student learning growth with proficient FEAPs implementation. The leader's use of FEAPs and common language resources results in most faculty at the	The leader demonstrates some use of the FEAPs and common language to focus faculty on instructional improvement, but is inconsistent in addressing the FEAPs. The leader's use of FEAPs and common language resources results in some faculty at the school site having access to and making	There is no or minimal evidence that the principles and practices of the FEAPs are presented to the faculty as priority expectations. The leader does not give evidence of being conversant with the FEAPs or the common language. The leader's use of FEAPs and common language resources results in few faculty at the school site

resources results in all educators at the school site having access to and making use of the FEAPs and common language. Teacher-leaders at the school use the FEAPs and common language.	school site having access to and making use of the FEAPs and common language. The leader uses the common language to enable faculty to recognize connections between the FEAPs, the district’s evaluation indicators, and contemporary research on effective instructional practice.	use of the FEAPs and common language. There are gaps in alignment of ongoing instructional practices at the school site with the FEAPs. There is some correct use of terms in the common language but errors or omissions are evident.	having access to and making use of the FEAPs and common language.
Leadership Evidence of proficiency on this indicator may be seen in the leader’s behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:		Impact Evidence of leadership proficiency may be seen in the behaviors or actions of the faculty, staff, students, and/or community. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:	
<ul style="list-style-type: none">• The leader’s documents, agendas, memorandum, etc. make reference to the content of the FEAPs and make correct use of the common language.• School improvement documents reflect concepts from the FEAPs and common language.• Faculty meetings focus on issues related to the FEAPs.• The leader’s monitoring practices result in written feedback to faculty on quality of alignment of instructional practice with the FEAPs.• The leader’s communications to parents and other stakeholders reflect use of FEAPs and common language references.• Other leadership evidence of proficiency on this indicator.		<ul style="list-style-type: none">• Teachers are conversant with the content of the FEAPs.• Teachers use the common language and attribute their use to the leader providing access to the online resources.• School level support programs for new hires include training on the FEAPs.• FEAPs brochures and excerpts from the common language are readily accessible to faculty.• Faculty members are able to connect indicators in the district’s instructional evaluation system with the FEAPs.• Sub-ordinate leaders (e.g. teacher leaders, assistant principals) use FEAPs and common language terms accurately in their communications.• Other impact evidence of proficiency on this indicator.	
Scale Levels: <i>(choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:</i>			
[] Highly Effective [] Effective [] Needs Improvement [] Unsatisfactory			
Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected):			

Reflection Questions for Indicator 3.1

Highly Effective	Effective	Needs Improvement	Unsatisfactory
How are you able to provide specific feedback to teachers on improving proficiency in the FEAPs and/or common language?	How do you recognize practices reflected in the FEAPs and/or common language as you conduct teacher observations?	Do you review the FEAPs and/or common language resources frequently enough to be able to recall the main practices and principles contained in them?	Do you know where to find the text of the FEAPs and common language?

Indicator 3.2 – Standards-Based Instruction: The leader delivers an instructional program that implements the state’s adopted academic standards (Common Core and NGSSS) in a manner that is rigorous and culturally relevant to the students by:

- **aligning academic standards, effective instruction and leadership, and student performance practices with system objectives, improvement planning, faculty proficiency needs, and appropriate instructional goals, and**
- **Communicating to faculty the cause and effect relationship between effective instruction on academic standards and student performance.**

Narrative: Florida’s plan of action for educating our children for the 21st century is based on standards-based instruction. Course descriptions specify the standards that are to be learned in each course. All of the course content in courses for which students receive credit toward promotion/graduation is expected to be focused on the standards in the course description. This indicator addresses the leader’s proficiency at making sure all students receive rigorous, culturally relevant standards-based instruction by aligning key practices with the state’s academic standards (Common Core, NGSSS, and Access Points). The leader does what is necessary to make sure faculty recognize and act on the cause and effect relationship between good instructions (i.e., research-based strategies, rigorous, culturally relevant,) on the “right stuff” (the state standards adapted based on data about student needs).

Note: Course descriptions and the standards for each course may be explored at www.floridastandards.org.

Rating Rubric

Highly Effective: Leader’s actions or impact of leader’s actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader’s actions or impact of leader’s actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader’s actions or impact of leader’s actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader’s actions or impact of leader’s actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
Processes exist for all courses to ensure that what students are learning is aligned with state standards for the course. The leader has institutionalized quality control monitoring to ensure that instruction is aligned with the standards and is consistently delivered in a rigorous and culturally relevant manner for all students. Teacher teams coordinate work on student mastery of the standards to promote integration of the standards into useful skills. The leader provides quality assistance to other school leaders in effective ways to communicate the cause and effect relationship between effective standards-based instruction and student growth.	Processes exist for most courses to ensure that what students are learning is aligned with state standards for the course. Instruction aligned with the standards is, in most courses, delivered in a rigorous and culturally relevant manner for all students. The leader routinely monitors instruction to ensure quality is maintained and intervenes as necessary to improve alignment, rigor, and/or cultural relevance for most courses. Collegial faculty teamwork is evident in coordinating instruction on Common Core standards that are addressed in more than one course.	Processes exist for some courses to ensure that what students are learning is aligned with state standards for the course. Instruction is aligned with the standards in some courses. Instruction is delivered in a rigorous manner in some courses. Instruction is culturally relevant for some students. The leader has implemented processes to monitor progress in some courses, but does not intervene to make improvements in a timely manner.	There is limited or no evidence that the leader monitors the alignment of instruction with state standards, or the rigor and cultural relevance of instruction across the grades and subjects. The leader limits opportunities for all students to meet high expectations by allowing or ignoring practices in curriculum and instruction that are culturally, racially, or ethnically insensitive and/or inappropriate. The leader does not know and/or chooses not to interact with staff about teaching using research-based instructional strategies to obtain high levels of achievement for all students.
Leadership Evidence of proficiency on this indicator may be seen in the leader’s behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:		Impact Evidence of leadership proficiency may be seen in the behaviors or actions of the faculty, staff, students and/or community. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:	

<ul style="list-style-type: none"> The leader's faculty, department, grade-level meeting agendas, minutes, and other documents focus on the alignment of curriculum and instruction with state standards. School Improvement Plan goals and actions are linked to targeted academic standards. The leader's presentations to faculty on proficiency expectations include illustrations of what "rigor" and "culturally relevant" mean. Monitoring documents indicate frequent review of research-based instructional practices regarding alignment, rigor and cultural relevance. Results of monitoring on research-based instruction are used to increase alignment to standards, rigor, and/or cultural relevance. School's financial documents reflect expenditures supporting standards-based instruction, rigor, and/or cultural relevance. Other leadership evidence of proficiency on this indicator. 	<ul style="list-style-type: none"> Faculty members routinely access or provide evidence of using content from www.floridastandards.org Faculty have and make use of the list of standards associated with their course(s). Teachers can describe a school wide "plan of action" that aligns curriculum and standards and provide examples of how they implement that plan in their courses. Teachers attest to the leader's efforts to preserve instructional time for standards-based instruction. Teachers attest to the leader's frequent monitoring of research-based instructional practices and application of those practices in pursuit of student progress on the course standards. Other impact evidence of proficiency on this indicator.
<p>Scale Levels: (choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:</p> <p><input type="checkbox"/> Highly Effective <input type="checkbox"/> Effective <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory</p> <p>Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected):</p>	

Reflection Questions for Indicator 3.2

Highly Effective	Effective	Needs Improvement	Unsatisfactory
<p>What procedures might you establish to increase your ability to help your colleagues lead the implementation of the district's curriculum to provide instruction that is standards-based, rigorous, and culturally relevant?</p> <p>What can you share about your leadership actions to ensure that staff members have adequate time and support, and effective monitoring and feedback on proficiency in use of research-based instruction focused on the standards?</p>	<p>In what ways can you offer professional learning for individual and collegial groups within the school or district that illustrate how to provide rigor and cultural relevance when delivering instruction on the standards?</p> <p>How do you engage teachers in deliberate practice focused on mastery of standards-based instruction?</p>	<p>What might be 2-3 key leadership strategies that would help you to systematically act on the belief that all students can learn at high levels?</p> <p>How can your leadership in curriculum and instruction convey respect for the diversity of students and staff?</p> <p>How might you increase the consistency with which you monitor and support staff to effectively use research-based instruction to meet the learning needs of all students?</p> <p>What are ways you can ensure that staff members are aligning their instructional practices with state standards?</p>	<p>Where do you go to find out what standards are to be addressed in each course?</p> <p>How might you open up opportunities for all students to meet high expectations through your leadership in curriculum and instruction?</p> <p>Do you have processes to monitor how students spend their learning time?</p> <p>In what ways are you monitoring teacher implementation of effective, research-based instruction?</p> <p>In what ways are you monitoring teacher instruction in the state's academic standards?</p>

Indicator 3.3 – Learning Goals Alignments: The leader implements recurring monitoring and feedback processes to insure that priority learning goals established for students are based on the state’s adopted student academic standards as defined in state course descriptions, presented in student accessible forms, and accompanied by scales or rubric to guide tracking progress toward student mastery.

Narrative: “Learning goals” is a high-effect size strategy that uses scales or progressive levels to monitor student growth on the way to mastery of a state academic standard. Learning goals typically take 2-9 weeks of student time to master so are more comprehensive than daily objectives. The essential issue is that the teacher creates “scales” or levels of progress toward mastery of the learning goal. Teacher and students use those scales to track progress toward mastery of the goal(s). This indicator addresses the leader’s proficiency at monitoring and providing feedback on teacher and student use of priority learning goals with scales. The leader is expected to go beyond low levels of monitoring that address whether the teacher provides such goals and attends to the levels of student understanding and engagement with the learning goals, Do the student pursue those goals? Do they track their own progress? Is celebrations of success on learning goals focused on how success was achieved more than that is was obtained?

Note: Beginning in the 2012-13 school year, professional learning about learning goals and sample learning goals may be explored at www.floridastandards.org, www.floridaschoolleaders.org, and www.startwithsuccess.org.

Rating Rubric

Highly Effective: Leader’s actions or impact of leader’s actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader’s actions or impact of leader’s actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader’s actions or impact of leader’s actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader’s actions or impact of leader’s actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
<p>Recurring leadership involvement in the improvement in quality of daily classroom practice is evident and is focused on student progress on priority learning goals.</p> <p>Routine and recurring practices are evident that support celebration of student success in accomplishing priority learning goals and such celebrations focus on how the success was obtained.</p> <p>The leader routinely shares examples of effective learning goals that are associated with improved student achievement.</p> <p>Other leaders credit this leader with sharing ideas, coaching, and providing technical assistance to implement successful use of leaning goals in standards-based instruction.</p>	<p>Clearly stated learning goals accompanied by a scale or rubric that describes measurable levels of performance, aligned to the state’s adopted student academic standards, is an instructional strategy in routine use in courses school wide.</p> <p>Standards-based instruction is an evident priority in the school and student results on incremental measures of success, like progress on learning goals, are routinely monitored and acknowledged.</p> <p>The formats or templates used to express learning goals and scales are adapted to support the complexity of the expectations and the learning needs of the students.</p> <p>Clearly stated learning goals aligned to state or district initiatives in support of student reading skills are in use school wide.</p>	<p>Specific and measurable learning goals with progress scales, aligned to the state’s adopted student academic standards in the course description, are in use in some but not most of the courses.</p> <p>Learning goals are posted/provided in some classes are not current, do not relate to the students current assignments and/or activities, or are not recognized by the students as priorities for their own effort.</p> <p>Learning goals tend to be expressed at levels of text complexity not accessible by the targeted students and/or at levels of complexity too simplified to promote mastery of the associated standards.</p> <p>Processes that enable students and teachers to track progress toward mastery of priority learning goals are not widely implemented throughout the school.</p>	<p>Clearly stated priority learning goals accompanied by a scale or rubric that describes levels of performance relative to the learning goal are <u>not</u> systematically provided across the curriculum to guide student learning, or learning goals, where provided, <u>or</u> are <u>not</u> aligned to state standards in the course description.</p> <p>The leader engages in minimal to non-existent monitoring and feedback practices on the quality and timeliness of information provided to students on what they are expected to know and be able to do (i.e. no alignment of learning goals with state standards for the course).</p> <p>There are minimal or no leadership practices to monitor faculty practices on tracking student progress on priority learning goals.</p>

<p>Leadership Evidence of proficiency on this indicator may be seen in the leader's behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p>	<p>Impact Evidence of leadership proficiency may be seen in the behaviors or actions of the faculty, staff, students and/or community. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p>
<ul style="list-style-type: none"> • Agendas, meeting minutes, and memoranda to the faculty make evident a focus on importance of learning goals with scales to engage students in focusing on what they are to understand and be able to do. • Teacher observation and feedback practices routinely address learning goals and tracking student progress. • Procedures are in place to monitor and promote faculty collegial discussion on the implementation levels of learning goals to promote alignment with the implementation level of the associated state standards. • Leader's communications to students provide evidence of support of students making progress on learning goals. • Progress monitoring of adult and student performance on targeted priority learning goals is documented, charted, and posted in high traffic areas of the school. • Other leadership evidence of proficiency on this indicator. 	<ul style="list-style-type: none"> • Clearly stated learning goals accompanied by a scale or rubric that describes levels of performance relative to the learning goal are posted or easily assessable to students. • Teacher lesson plans provide evidence of the connection of planned activities and assignments to learning goals. • Teacher documents prepared for parent information make clear the targeted learning goals for the students. • Students are able to express their learning goals during walkthroughs or classroom observations. • Students are able to explain the relationship between current activities and assignments and priority learning goals. • Lesson study groups and other collegial learning teams routinely discuss learning goals and scales for progression • Methods of both teachers and students tracking student progress toward learning goals are evident. • Celebrations of student success include reflections by teachers and students on the reasons for the success • Other impact evidence of proficiency on this indicator
<p>Scale Levels: <i>(choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:</i></p> <p><input type="checkbox"/> Highly Effective <input type="checkbox"/> Effective <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory</p>	
<p>Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected):</p>	

Reflection Questions for Indicator 3.3

Highly Effective	Effective	Needs Improvement	Unsatisfactory
What specific strategies have you employed to measure improvements in teaching and innovations in use of learning goals and how can you use such measures as predictors of improved student achievement?	What system supports are in place to ensure that the best ideas and thinking on learning goals are shared with colleagues and are a priority of collegial professional learning?	To what extent do learning goals presented to the students reflect a clear relationship between the course standards and the assignments and activities students are given?	What have I done to deepen my understanding of the connection between the instructional strategies of learning goals and tracking student progress?

Indicator 3.4 – Curriculum Alignments: Systemic processes are implemented to ensure alignment of curriculum resources with state standards for the courses taught.

Narrative: Academic standards are determined at the state level and the curriculum used to enable students to master those standards are determined at the district and school level. Curriculum must be aligned with the standards if it is to support standards-based instruction. Curriculum resources may or may not be fully aligned with the standards assigned to a specific course. The learning needs of students in specific classes may require additional or adapted curriculum materials to address issues of rigor, cultural relevance, or support for needed learning goals. School leaders maintain processes to monitor the appropriateness and alignment of curriculum to standards and intervene to make adjustments as needed to enable students to access curriculum that supports the standards.

Note: Where gaps or misalignments are noted by the processes addressed in this indicator, the leader's actions relevant to Indicator 8.2 (Strategic Instructional Resourcing) should be addressed.

Rating Rubric

Highly Effective: Leader's actions or impact of leader's actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders	Effective: Leader's actions or impact of leader's actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader's actions or impact of leader's actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader's actions or impact of leader's actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
<p>The leader routinely engages faculty in processes to improve the quality of curriculum resources in regard to their alignment with standards and impact on student achievement and supports replacing resources as more effective ones are available.</p> <p>The leader is proactive in engaging other school leaders in sharing feedback on identification and effective use of curriculum resources that are associated with improved student achievement.</p> <p>Parents and community members credit this leader with sharing ideas or curriculum supports that enable home and community to support student mastery of priority standards.</p>	<p>Specific and recurring procedures are in place to monitor the quality of alignment between curriculum resources and standards.</p> <p>Procedures under the control of the leader for acquiring new curriculum resources include assessment of alignment with standards.</p> <p>Curriculum resources aligned to state standards by resource publishers/developers are used school wide to focus instruction on state standards, and state, district, or school supplementary materials are routinely used that identify and fill gaps, and align instruction with the implementation level of the standards.</p>	<p>Processes to monitor alignment of curriculum resources with standards in the course descriptions are untimely or not comprehensive across the curriculum.</p> <p>Efforts to align curriculum with standards are emerging but have not yet resulted in improved student achievement.</p> <p>Curriculum resources aligned to state standards by text publishers/developers are used school wide to focus instruction on state standards, but there is no to minimal use of state, district, or school supplementary materials that identify and fill gaps, and align instruction with the implementation level of the standards.</p>	<p>There are no or minimal processes managed by the leader to verify that curriculum resources are aligned with the standards in the course descriptions.</p>
<p>Leadership Evidence of proficiency on this indicator may be seen in the leader's behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none"> Curriculum is presented to faculty and students as the content reflected in course descriptions rather than the content in a textbook. 		<p>Impact Evidence of leadership proficiency may be seen in the behaviors or actions of the faculty, staff, students and/or community. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none"> Teachers can describe the strengths and weaknesses of primary texts in regard to alignment with standards in the state course description. 	

<ul style="list-style-type: none"> • School procedures for acquisition of instructional materials include assessment of their usefulness in helping students' master state standards and include processes to address gaps or misalignments. • Course descriptions play a larger role in focusing course content than do test item specification documents. • Agendas, meeting minutes, and memoranda to the faculty make evident a focus on importance of curriculum being a vehicle for enabling students to master standards in the course description • Media center acquisitions reflect a systematic effort to build curriculum supports that support student mastery of content standards at various levels of implementation. • NGSSS and Common Core standards are routinely used to frame discussions on the quality and sufficiency of curriculum support materials. • Other leadership evidence of proficiency on this indicator. 	<ul style="list-style-type: none"> • Students are able to characterize text books and other school provided resources tools as aids in student mastery of course standards. • Pacing guides focus assignments and activities planned for students on learning goals and state standards rather than coverage of chapters in a text. • Teachers can identify supplementary material used to deepen student mastery of standards. • Parent feedback/questionnaire results indicate recognition that the school is focused on standards-based instruction rather than covering topics or chapters. • Student feedback/questionnaire results indicate recognition that the curriculum is focused on what students are to understand and be able to do. • Results on student growth measures show steady improvements in student learning. • Other impact evidence of proficiency on this indicator.
<p>Scale Levels: <i>(choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:</i></p> <p> <input type="checkbox"/> Highly Effective <input type="checkbox"/> Effective <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory </p>	
<p>Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected):</p>	

Reflection Questions for Indicator 3.4

Highly Effective	Effective	Needs Improvement	Unsatisfactory
What system is in place to ensure that your best ideas and thinking on using curriculum to enable students to master standards are shared with colleagues, particularly when there is evidence at your school of improved student achievement?	What specific school improvement strategies have you employed to measure improvements in teaching and innovations in curriculum that serve as predictors of improved student achievement?	How can you monitor whether the activities and assignments student get that involve use of curriculum resources are aligned with learning goals and standards?	Do you know which standards are addressed in your curriculum?

Indicator 3.5 – Quality Assessments: The leader ensures the appropriate use of high quality formative and interim assessments aligned with the adopted standards and curricula.

Narrative: How do we know what our students already know, what they need to know, and how they are doing as we move forward with instruction? The school leader needs “assessment literacy” to address these questions. Where indicator 1.2 addresses the leader’s proficiency in use of student performance data, this indicator focuses on actions taken at the school site to generate interim assessment data and make sure faculty use formative assessment practices to monitor and adjust instruction. Assessment of student progress toward academic standards is an important aspect of tracking student progress. Leaders need to make use of data on interim and formative assessments to guide goal setting and progress monitoring. They need to provide teachers access to quality assessments and promote teacher use of formative assessments as a routine strategy. The leader needs on-going assessment data to inform a variety of decisions regarding such issues as resource allocations, student and teacher schedules, professional learning impacts, and adjustments in plans.

Rating Rubric

Highly Effective: Leader’s actions or impact of leader’s actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader’s actions or impact of leader’s actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader’s actions or impact of leader’s actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader’s actions or impact of leader’s actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact..
<p>The leader uses a variety of creative ways to provide professional learning for individual and collegial groups within the district focused on applying the knowledge and skills of assessment literacy, data analysis, and the use of state, district, school, and classroom assessment data to improve student achievement.</p> <p>Formative assessments are part of the school culture and interim assessment data is routinely used to review and adapt plans and priorities.</p>	<p>The leader systematically seeks, synthesizes, and applies knowledge and skills of assessment literacy and data analysis.</p> <p>The leader routinely shares knowledge with staff to increase students’ achievement.</p> <p>Formative assessment practices are employed routinely as part of the instructional program.</p> <p>The leader uses state, district, school, and classroom assessment data to make specific and observable changes in teaching, curriculum, and leadership decisions. These specific and observable changes result in increased achievement for students.</p>	<p>The leader haphazardly applies rudimentary knowledge and skills of assessment literacy and is unsure of how to build knowledge and develop skills of assessment literacy and data analysis.</p> <p>The leader inconsistently shares knowledge with staff to increase student achievement.</p> <p>There is inconsistency in how assessment data are used to change schedules, instruction, curriculum, or leadership.</p> <p>There is rudimentary use of assessment data from state, district, school, and classroom.</p>	<p>The leader has little knowledge and/or skills of assessment literacy and data analysis.</p> <p>There is little or no evidence of interaction with staff concerning assessments.</p> <p>The leader is indifferent to data and does not use data to change schedules, instruction, curriculum or leadership.</p> <p>Student achievement remains unchanged or declines.</p> <p>The leader does not use assessment data from state, district, school, and classroom.</p>
<p>Leadership Evidence of proficiency on this indicator may be seen in the leader’s behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none"> Samples of written feedback are provided to teachers regarding effective assessment practices. 		<p>Impact Evidence of leadership proficiency may be seen in the behaviors or status of the faculty and staff. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none"> Teachers can describe interactions with the leader where effective assessment practices are promoted. 	

<ul style="list-style-type: none"> • Collaborative work systems' (e.g., data teams, professional learning communities) agendas and minutes reflect recurring engagements with interim and formative assessment data. • Faculty meeting agendas and minutes reflect attention to formative and interim assessment processes. • Classroom walkthrough data reveals routine use of formative assessment practices in the classrooms. • Assessment rubrics are being used by the school. • Other leadership evidence of proficiency on this indicator. 	<ul style="list-style-type: none"> • Teachers attest to the leader's efforts to apply knowledge and skills of effective assessment practices. • Teachers attest to the leader's frequent monitoring of assessment practices. • Student folders and progress tracking records reflect use of formative data. • Other impact evidence of proficiency on this indicator.
<p>Scale Levels: (choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:</p> <p>[] Highly Effective [] Effective [] Needs Improvement [] Unsatisfactory</p>	
<p>Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected):</p>	

Reflection Questions for Indicator 3.5

Highly Effective	Effective	Needs Improvement	Unsatisfactory
<p>How might you engage other school leaders in sharing quality examples of formative assessment and use of interim assessment data?</p> <p>What procedures might you establish to increase your ability to help your colleagues provide professional learning for individual and collegial groups within the district focused on applying the knowledge and skills of assessment literacy, data analysis, and the use of state, district, school, and classroom assessment data to improve student achievement?</p>	<p>How might you engage teacher leaders in sharing quality examples of formative assessment practices with other faculty?</p> <p>How can you provide ongoing professional learning for individual and collegial groups within the district focused on applying the knowledge and skills of assessment literacy, data analysis, and the use of state, district, school, and classroom assessment data to improve student achievement?</p>	<p>How are you systematically seeking, synthesizing, and applying knowledge and skills of assessment literacy and data analysis? In what ways are you sharing your knowledge with staff to increase all students' achievement?</p> <p>In what ways are you using state, district, school, and classroom assessment data to make specific and observable changes in teaching, curriculum, and leadership decisions to increase student achievement?</p>	<p>How are you expanding your knowledge and/or skills of assessment literacy and data analysis?</p> <p>What strategies have you considered that would increase your interaction with staff concerning assessments?</p> <p>How are you using your knowledge and skills of assessment literacy to change schedules, instruction, and curriculum or leadership practices to increase student achievement?</p>

Indicator 3.6 – Faculty Effectiveness: The leader monitors the effectiveness of classroom teachers and uses contemporary research and the district’s instructional evaluation system criteria and procedures to improve student achievement and faculty proficiency on the FEAPs.

Narrative: School leaders are responsible for monitoring the effectiveness of classroom teachers. This indicator addresses the proficiency and focus of the leader’s monitoring processes to maintain awareness of faculty effectiveness and the use of monitoring data to improve student and faculty performance. The focus here is on monitoring teacher use of strategies supported by contemporary research, teacher proficiency on issues contained in the district’s teacher evaluation system, what teachers do to improve student achievement, and faculty proficiency on the FEAPs. Note: Indicator 3.1 is focused on the leader’s grasp of the FEAPs whereas this indicator focuses on monitoring the faculties’ grasp of the FEAPs. Indicator 4.2 is focused on the leader’s use of monitoring data to provide timely feedback.

<p>Highly Effective: Leader’s actions or impact of leader’s actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.</p> <p>The leader’s monitoring process generates a shared vision with the faculty of high expectations for faculty proficiency in the FEAPs, research-based instructional strategies, and the indicators in the teacher evaluation system.</p> <p>The leader shares productive monitoring methods with other school leaders to support district wide improvements.</p>	<p>Effective: Leader’s actions or impact of leader’s actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations</p> <p>The leader’s effectiveness monitoring process provides the leader and leadership team with a realistic overview of the current reality of faculty effectiveness on the FEAPs, the indicators in the teacher evaluation system, and research-based instructional strategies.</p> <p>The leader’s monitoring practices are consistently implemented in a supportive and constructive manner.</p>	<p>Needs Improvement:</p> <p>Leader’s actions or impact of leader’s actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency</p> <p>The district teacher evaluation system is being implemented but the process is focused on procedural compliance rather than improving faculty proficiency on instructional strategies that impact student achievement.</p> <p>The manner in which monitoring is conducted is not generally perceived by faculty as supportive of their professional improvement.</p>	<p>Unsatisfactory: Leader’s actions or impact of leader’s actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.</p> <p>Monitoring does not comply with the minimum requirements of the district teacher evaluation system.</p> <p>Monitoring is not focused on teacher proficiency in research-based strategies and the FEAPs.</p>
<p>Leadership Evidence of proficiency on this indicator may be seen in the leader’s behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none"> Schedules for classroom observation document monitoring of faculty. Records or notes indicate the frequency of formal and informal observations. Data from classroom walkthroughs is focused on high-effect size strategies and other FEAPs implementation. Notes and memorandum from follow-up conferences regarding feedback on formal or informal observations reflect attention to FEAPs issues and research-based practices. Agendas for meetings address faculty proficiency issues arising from the monitoring process. Leadership team agendas or memoranda focused on issues arising from monitoring. Principal’s resource allocation actions are adjusted based on monitoring data. Other leadership evidence of proficiency on this indicator. 		<p>Impact Evidence of leadership proficiency may be seen in the behaviors or actions of the faculty, staff, students and/or community. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none"> The teachers document that the leader initiated professional development focused on issues arising from faculty effectiveness monitoring. Teacher-leader meeting agendas or memoranda reflect follow-up actions based on feedback from leadership monitoring on FEAPs, teacher evaluation indicators, or research-based strategies. Lesson study, PLC, or teacher team work is initiated to address issues arising from monitoring process. Other impact evidence of proficiency on this indicator. 	

Scale Levels: (choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:

☐ **Highly Effective** ☐ **Effective** ☐ **Needs Improvement** ☐ **Unsatisfactory**

Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected):

Reflection Questions for Indicator 3.6

Highly Effective	Effective	Needs Improvement	Unsatisfactory
How do you convey to highly effective teachers specific feedback that would move them toward even higher levels of proficiency? How do you engage highly effective teachers in sharing a vision of high quality teaching with their colleagues so that there is no plateau of "good enough"?	How do you improve your conferencing skills so your feedback to teachers is both specific enough to be helpful and perceived as support rather than negative criticism?	How do you restructure your use of time so that you spend enough time on monitoring the proficiency of instructional practices and giving feedback to be an effective support for the faculty?	How do you improve your own grasp of what the FEAPs require so that your monitoring has a useful focus?

Proficiency Area 4: Faculty Development: Effective school leaders recruit, retain, and develop an effective and diverse faculty and staff; focus on evidence, research, and classroom realities faced by teachers; link professional practice with student achievement to demonstrate the cause and effect relationship; facilitate effective professional development; monitor implementation of critical initiatives; and provide timely feedback to teachers so that feedback can be used to increase teacher professional practice.

Narrative: This proficiency area is aligned with FPLS standard 4. It moves the focus from “what is the current reality” of faculty proficiency to continuous progress toward what the faculty can achieve with effort and focus.

Indicator 4.1 – Recruitment and Retention: The leader employs a faculty with the instructional proficiencies needed for the school population served.

Narrative: The focus of this indicator is on the leader’s actions to staff the school with the best faculty possible for the needs of the school population. It addresses actions taken to anticipate staffing needs, seek out quality applicants, and efforts to retain quality staff once on the faculty.

Rating Rubric

Highly Effective: Leader's actions or impact of leader's actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader's actions or impact of leader's actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader's actions or impact of leader's actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader's actions or impact of leader's actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
<p>The leader tracks the success of her or his recruitment and hiring strategies, learns from past experience, and revisits the process annually to continually improve the process.</p> <p>The leader engages in a variety of traditional and non-traditional recruitment strategies and then prioritizes based on where they find their most effective teachers.</p> <p>Effective recruiting and hiring practices are frequently shared with other administrators and colleagues throughout the system.</p>	<p>The leader works collaboratively with the staff in the human resources office to define the ideal teacher based upon the school population served.</p> <p>The leader is sensitive to the various legal guidelines about the kind of data that can be sought in interviews.</p> <p>A hiring selection tool that helps interviewers focus on key instructional proficiencies that are aligned with the teacher evaluation criteria is developed and effectively utilized.</p> <p>A hiring process is clearly communicated including how staff is involved.</p>	<p>The leader relies on the district office to post notices of vacancies and identify potential applicants.</p> <p>Efforts to identify replacements tend to be slow and come after other schools have made selections.</p> <p>Interview processes are disorganized, not focused on the school's needs, and do not improve from year to year.</p>	<p>The leader approaches the recruitment and hiring process from a reactive rather than a proactive standpoint. Consequently, the process may not be well thought out, is disjointed, and not aligned with key success criteria embedded within the teacher evaluation documents essential to organizational success.</p> <p>No coherent plan or process is employed to encourage quality staff to remain on the faculty.</p>
<p>Leadership Evidence of proficiency on this indicator may be seen in the leader's behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none">• Samples of hiring documents (e.g., posting notices, interview questions with look/listen for) that identify highly desirable instructional proficiencies needed in teacher applicants.• Documentation that the recruitment and select process is subjected to an in-depth review and evaluation for continuous improvement purposes.• Evidence that the leader has shared successful hiring practices with other administrators and colleagues within the district.• Other leadership evidence of proficiency on this indicator.		<p>Impact Evidence of leadership proficiency may be seen in the behaviors or status of the faculty and staff. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none">• Teachers can describe a hiring process that incorporates a specific focus on essential instructional proficiencies needed for the school population served.• Teachers confirm that a critical part of the hiring process includes an evaluation of the effectiveness of the process.• Teacher leaders are involved in monitoring staffing needs and providing input to the leader.• Other impact evidence of proficiency on this indicator.	
<p>Scale Levels: (choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:</p>			
<p><input type="checkbox"/> Highly Effective <input type="checkbox"/> Effective <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory</p>			

Reflection Questions for Indicator 4.

Highly Effective	Effective	Needs Improvement	Unsatisfactory
What can be done to encourage quality teachers to stay with your school and quality applicants to seek to join the faculty?	What connections do you have to reach potential applicants other than the district’s personnel office?	Have you gathered data about why teachers choose to leave your faculty? What strategies have you employed to meet the learning needs of your faculty, from novice to veteran to expert?	At what point in the school year do you check on staff retention and estimate future staffing needs? In what ways are professional learning opportunities linked to individual faculty needs?

Indicator 4.2 – Feedback Practices: The leader monitors, evaluates proficiency, and provides timely and actionable feedback to faculty on the effectiveness of instruction on priority instructional goals and the cause and effect relationships between professional practice and student achievement on those goals.

Narrative: Where indicator 3.6 focuses on monitoring to maintain awareness of faculty effectiveness, this indicator focuses on the use of the monitoring process to provide quality and timely feedback to teachers. The feedback processes need to deepen teacher understanding of the impact of their practices on student learning.

Rating Rubric

Highly Effective: 'Actions or impact of leader's actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader's actions or impact of leader's actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader's actions or impact of leader's actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader's actions or impact of leader's actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
<p>The leader uses a variety of creative ways to provide positive and corrective feedback. The entire organization reflects the leader's focus on accurate, timely, and specific recognition of proficiency and improvement in proficiency.</p> <p>The focus and specificity of feedback creates a clear vision of what the priority instructional goals are for the school and the cause and effective relationship between practice and student achievement on those priority goals.</p> <p>The leader balances individual recognition with team and organization-wide recognition.</p>	<p>The leader provides formal feedback consistent with the district personnel policies, and provides informal feedback to reinforce proficient performance and highlight the strengths of colleagues and staff.</p> <p>The leader has effectively implemented a system for collecting feedback from teachers as to what they know, what they understand, where they make errors, and when they have misconceptions about use of instructional practices.</p> <p>Corrective and positive feedback is linked to organizational goals and both the leader and employees can cite examples of where feedback is used to improve individual and organizational performance.</p>	<p>The leader adheres to the personnel policies in providing formal feedback, although the feedback is just beginning to provide details that improve teaching or organizational performance, or there are faculty to whom feedback Is not timely or not focused on priority improvement needs.</p> <p>The leader tends to view feedback as a linear process; something they provide teachers rather than a collegial exchange of perspectives on proficiency.</p>	<p>There is no or only minimal monitoring that results in feedback on proficiency.</p> <p>Formal feedback, when provided, is nonspecific.</p> <p>Informal feedback is rare, nonspecific, and not constructive.</p>
Leadership Evidence of proficiency on this indicator may be seen in the leader's behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:		Impact Evidence of leadership proficiency may be seen in the behaviors or status of the faculty and staff. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:	
<ul style="list-style-type: none">• Samples of written feedback provided teachers regarding prioritized instructional practices.• School improvement plan reflects monitoring data analyses.• Evidence the leader has a system for securing feedback from teachers specific to prioritized instructional practices.• Documentation of an instructional monitoring schedule that supports frequent instructional monitoring.• The leader's use of time results in about ½ the work month spent on instructional issues, including monitoring and feedback practices.• The leader provides feedback that describes ways to enhance performance and reach the next level of proficiency.• Feedback reflects judgment on proficiency, not just a "yes-no" checklist approach.• Other leadership evidence of proficiency on this indicator.		<ul style="list-style-type: none">• Teachers can attest to regularly scheduled formal and informal observations.• Teachers report recognition as team members and as individuals.• Teachers describe feedback from the leader in terms of recognizing instructional strengths and suggestions to take their teaching to a new levels.• Teachers report that leader uses a combination of classroom observation and teacher-self assessment data as part of the feedback.• Other impact evidence of proficiency on this indicator.	
Scale Levels: (choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:			
<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory

Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected):

Reflection Questions for Indicator 4.2

Highly Effective	Effective	Needs Improvement	Unsatisfactory
How frequently do teachers recognize that your feedback is directly linked to improving both their personal performance and that of the school? What might you do to ensure that they see this important connection?	What are some examples of focused, constructive, and meaningful feedback that you provide to your staff? How does this support their learning?	In what ways do you currently recognize faculty in providing feedback and affirmation to them? To what extent do you acknowledge the efforts of teams, as well as that of individuals?	How can frequent, focused, and constructive feedback support teachers in improving their instructional practice?

Indicator 4.3 – High effect size strategies: Instructional personnel receive recurring feedback on their proficiency on high effect size strategies.

Narrative: Teaching is a complex process. The “right thing to do” varies with conditions in the classroom. However, teachers need proficiency on a core repertoire of high importance strategies. These are strategies all teachers are expected to be able to use effectively. This indicator is focused on the leader’s proficiency in focusing faculty attention on improvement of those “high effect size” strategies – those with higher probabilities of causing student growth when done correctly and in appropriate circumstances.

Note: Department lists of high-effect size strategies are posted at www.fldoe.org and www.floridaschoolleaders.org

Rating Rubric

Highly Effective: Leader’s actions or impact of leader’s actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader’s actions or impact of leader’s actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader’s actions or impact of leader’s actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader’s actions or impact of leader’s actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
<p>The leader uses a variety of creative ways to provide positive and corrective feedback on the implementation of high effect size strategies. As a result, the correct and appropriate implementation of high effect size instructional strategies across the curriculum and grades is a routine part of all the learning environment for all students.</p> <p>The entire organization reflects the leader’s focus on accurate, timely, and specific recognition of correct and appropriate implementation of high effect size strategies.</p> <p>The leader balances individual recognition on high effect size strategies with team and organization-wide recognition.</p>	<p>In addition to the formal feedback consistent with the district evaluation system indicators, the leader provides recurring informal feedback on high effect size strategies to reinforce proficient performance and highlight the strengths of colleagues and staff.</p> <p>The leader has effectively implemented a system for collecting feedback from teachers as to what they know, what they understand, where they make errors, and when they have misconceptions about use of high effect size strategies.</p> <p>Corrective and positive feedback on high effect size strategies is linked to organizational goals.</p> <p>Both the leader and employees can cite examples of where feedback on high effect size strategies is used to improve individual and organizational performance.</p>	<p>The leader adheres to the district evaluation system requirements for providing formal feedback on high effect size strategies, but the feedback is general rather than providing details that improve teaching or organizational performance related to high effect size strategies.</p> <p>The leader tends to view feedback as a linear process; something they provide teachers rather than two way communications where the leader also learns from the teachers’ expertise.</p>	<p>The leader is not aware of the high effect size strategies expected to be used in district schools or fails to communicate them to faculty.</p> <p>Feedback on high effect size strategies is rare, nonspecific, and not constructive.</p>

<p>Leadership Evidence of proficiency on this indicator may be seen in the leader's behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none"> Professional learning supports on the high effective size strategies are readily available to faculty. Samples of written feedback provided teachers high effect size instructional strategies. School improvement plan includes actions to improve proficiency in high effect size strategies. Evidence the leader has a system for securing specific feedback from teachers on their implementation of high effect size strategies correctly and in appropriate circumstances. Documentation of an instructional monitoring schedule that supports frequent (every other week) instructional monitoring of high effect size strategies. The leader provides feedback that describes ways to enhance performance on high effect size strategies and reach the next level on same. Other leadership evidence of proficiency on this indicator. 	<p>Impact Evidence of leadership proficiency may be seen in the behaviors or status of the faculty and staff. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none"> Teachers can attest to regularly scheduled formal and informal observations with feedback on high effect strategies. Teachers report recognition as team members and as individuals for quality work on high effect strategies. Teachers describe feedback from the leader in terms of recognizing instructional strengths and suggestions to take their teaching to a new levels. Teachers report that leader uses a combination of classroom observation and teacher-self assessment data as part of the feedback on high effect size strategies. Other impact evidence of proficiency on this indicator.
<p>Scale Levels: (choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:</p>	
<p> <input type="checkbox"/> Highly Effective <input type="checkbox"/> Effective <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory </p>	
<p>Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected):</p>	

Reflection Questions for Indicator 4.3

Highly Effective	Effective	Needs Improvement	Unsatisfactory
<p>How frequently do teachers recognize that your feedback is directly linked to improving both their personal performance on high effect size strategies and as well as the organizational performance?</p> <p>What might you do to ensure that they see this important connection?</p>	<p>What some examples are of focused, constructive, and meaningful feedback on high effect size strategies that you provide to your staff? How does this support their learning?</p>	<p>In what ways do you currently recognize faculty in providing feedback and affirmation to them on high effect size strategies?</p> <p>To what extent do you acknowledge the efforts of teams, as well as that of individuals?</p>	<p>How can frequent, focused, and constructive feedback support teachers in improving their instructional practice?</p>

Indicator 4.4 -Instructional Initiatives: District supported state initiatives focused on student growth are supported by the leader with specific and observable actions including monitoring of implementation and measurement of progress toward initiative goals and professional learning to improve faculty capacity to implement the initiatives.

Narrative: The Department of Education and/or district-supported initiatives focused on improving student performance require school leader support to be successful at the school site. This indicator addresses the leader's proficiency in supporting such initiatives. Indicator 4.4 also focuses on professional learning needed to implement priority initiatives.

Note: District and FLDOE websites provide support and information about priority initiatives.

Rating Rubric

Highly Effective: Leader's actions or impact of leader's actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader's actions or impact of leader's actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader's actions or impact of leader's actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader's actions or impact of leader's actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
All initiatives are implemented across the grades and subjects as appropriate with full fidelity to the components of each initiative.	Most of the district and state initiatives are implemented across the grades and subjects as appropriate with full fidelity to the components of each initiative.	Some initiatives are implemented across the some of the grades and subjects as appropriate with work in progress to implement the components of each initiative.	District and state supported initiatives are not supported by the leader with any specific plans, actions, feedback or monitoring
Leadership Evidence of proficiency on this indicator may be seen in the leader's behaviors or actions. Illustrative examples of such evidence may include, but are not limited to the following:		Impact Evidence of leadership proficiency may be seen in the behaviors or actions of the faculty, staff, students and/or community. Illustrative examples of such evidence may include, but are not limited to the following:	
<ul style="list-style-type: none">• Leader's agendas, memoranda, etc. reflect presentations to faculty on the targeted initiatives.• MTSS is fully implemented.• RTI is fully implemented.• Reading Strategies from Just Read, Florida! Are implemented.• The leader can identify all of the initiatives in use and describe how progress is monitored for each.• Other leadership evidence of proficiency on this indicator.		<ul style="list-style-type: none">• Classroom teachers describe how they implement the various initiatives.• Teachers have participated in professional development. Associated with the initiative and implemented the strategies learned.• Other impact evidence of proficiency on this indicator.	
Scale Levels: (choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:			
<div><input type="checkbox"/> Highly Effective</div> <div><input type="checkbox"/> Effective</div> <div><input type="checkbox"/> Needs Improvement</div> <div><input type="checkbox"/> Unsatisfactory</div>			
Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected):			

Reflection Questions for Indicator 4.4

Highly Effective	Effective	Needs Improvement	Unsatisfactory
How do you engage your faculty in communities of practice where practices related to the initiatives are shared with faculty in other schools or districts?	How do you use monitoring of these initiatives to identify faculty professional development needs that, if addressed, would improve the quality of implementation?	How do you communicate with district and state resources to learn more about what these initiatives can contribute to my school?	How do you find out what initiatives should be implemented?

Indicator 4.5 – Facilitating and Leading Professional Learning: The leader manages the organization, operations, and facilities to provide the faculty with quality resources and time for professional learning and promotes, participates in, and engages faculty in effective individual and collaborative learning on priority professional goals throughout the school year.

Narrative: Indicator 4.5 is focused on what the leader does to engage faculty in meaningful professional learning (which includes being involved in what the faculty is learning). Professional learning on-the-job is an essential aspect of effective schools. School leaders who manage the school in ways that support both individual and collegial professional learning get better outcomes than those who do not. The leader's personal participation in professional learning plays a major role in making professional learning efforts pay off. This indicator addresses the leader's role as a leader in professional development.

Rating Rubric

Highly Effective: Leader's actions or impact of leader's actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader's actions or impact of leader's actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader's actions or impact of leader's actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader's actions or impact of leader's actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
<p>The leader uses a variety of creative ways to provide professional learning for individual and collegial groups focused on deepening subject matter knowledge and proficiency at high effect size strategies.</p> <p>The leader is personally involved in the learning activities of the faculty in ways that both show support and deepen understanding of what to monitor.</p> <p>The entire organization reflects the leader's focus on accurate, timely, and specific professional learning that targets improved instruction and student learning on the standards in the course descriptions.</p> <p>Leadership monitoring of professional learning is focused on the impact of instructional proficiency on student learning.</p>	<p>The leader provides recurring opportunities for professional learning for individual and collegial groups focused on issues directly related to faculty proficiency at high effect size strategies and student learning needs.</p> <p>The leader removes barriers to time for professional learning and provides needed resources as a priority.</p> <p>Participation in specific professional learning that target improved instruction and student learning is recognized by the faculty as a school priority.</p> <p>Leadership monitoring of professional learning is focused on the impact of instructional proficiency on student learning.</p>	<p>Less than a majority of the faculty can verify participation in professional learning focused on student needs or faculty proficiency at high effect size strategies.</p> <p>Time for professional learning is provided but is not a consistent priority.</p> <p>Minimal effort expended to assess the impact of professional learning on instructional proficiency.</p> <p>Leadership monitoring of professional learning is focused primarily participation with minimal attention given to the impact of instructional proficiency on student learning.</p>	<p>Focused professional development on priority learning needs is not operational.</p> <p>Few faculty members have opportunities to engage in collegial professional development processes on the campus.</p> <p>Individual professional learning is not monitored and is not connected to the school improvement plan or student learning needs.</p>
<p>Leadership Evidence of proficiency on this indicator may be seen in the leader's behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none"> Documents generated by or at the direction of the leader establish a clear pattern of attention to individual professional development. Documents generated by or at the direction of the leader establish a clear pattern of attention to collegial professional development. Schedules provide evidence of recurring time allocated for professional learning. Budget records verify resources allocated to support prioritized professional learning. Documents generated provide evidence that administrators are monitoring faculty participation in professional learning. 		<p>Impact Evidence of leadership proficiency may be seen in the behaviors or status of the faculty and staff. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none"> Faculty members describe an organizational climate supportive of professional learning and can provide examples of personal involvement. Minutes and/or summary records of lesson study teams, book study groups, and/or PLCs provide evidence that these collegial opportunities are active on the campus. Agendas, documents, or anecdotal records of teams and/or department meetings reflect recurring engagement in professional learning. 	

• Other leadership evidence of proficiency on this indicator.	• Other impact evidence of proficiency on this indicator.
Scale Levels: <i>(choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:</i>	
<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective
<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected):	

Reflection Questions for Indicator 4.5

Highly Effective	Effective	Needs Improvement	Unsatisfactory
What strategies have you implemented so that you spread your learning about providing professional learning for individual and collegial groups within your school to your colleagues across the school system?	What might be some creative ways to provide professional learning for individual and collegial groups focused on deepening subject matter knowledge and proficiency at high effect size strategies?	As you think about your leadership in providing professional learning, what are key strategies for you to consider that would help you provide recurring opportunities for professional learning for individual and collegial groups focused on issues directly related to faculty proficiency at high effect size strategies and student learning needs?	How would you describe your efforts to make certain that your professional learning is focused on student needs or faculty proficiency at high effect size strategies?

Indicator 4.6 – Faculty Development Alignments: The leader implements professional learning processes that enable faculty to deliver culturally relevant and differentiated instruction by:

- **generating a focus on student and professional learning in the school that is clearly linked to the system-wide objectives and the school improvement plan,**
- **identifying faculty instructional proficiency needs (including standards-based content, research-based pedagogy, data analysis for instructional planning and improvement),**
- **aligning faculty development practices with system objectives, improvement planning, faculty proficiency needs, and appropriate instructional goals,**
- **and using instructional technology as a learning tool for students and faculty.**

Narrative: Faculty development has many aspects. This indicator addresses the leader’s proficiency at developing faculty capacity to implement culturally relevant differentiated instruction by aligning the various faculty developments processes and practices with certain key issues (Standards-based content, research-based methods, data for planning, etc. as specified in the text of the standard.)

Rating Rubric

Highly Effective: Leader’s actions or impact of leader’s actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader’s actions or impact of leader’s actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader’s actions or impact of leader’s actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader’s actions or impact of leader’s actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
<p>The leader has demonstrated a record of differentiated professional learning for faculty based on student needs.</p> <p>The leader has developed a system of job-embedded professional learning that differentiates training and implementation of instructional priorities based on teacher needs, which help retain proficient and highly exemplary staff.</p> <p>The leader routinely shares professional learning opportunities with other schools, departments, districts, and organizations.</p>	<p>Professional learning includes a plan for the implementation of the prioritized instructional needs (e.g., research-based instruction, data analysis, instructional technology, culturally relevant) aligned to school improvement plan and some effort has been made to differentiate (coaching, mentoring, collaborative teams, coaching) and embed professional development to meet the needs of all faculty members. The leader is able to use data from evaluation of instructional personnel to assess proficiencies and identify priority needs to support and retain proficient and exemplary faculty members.</p>	<p>The leader attempts to implement all of the priority instructional needs without a plan for doing so.</p> <p>The leader is aware of the differentiated needs of faculty and staff members, but professional development is only embedded in faculty meetings at this time, rather than incorporating the use of collaboration, study teams, etc. in order to meet the unique needs of staff.</p>	<p>Professional learning is typically “one size fits all,” and there is little or no evidence of recognition of individual faculty needs or matching of faculty needs to student achievement needs. Consequently, retaining proficient and exemplary staff is problematic.</p>
<p>Leadership Evidence of proficiency on this indicator may be seen in the leader’s behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none"> • Documentation that professional learning is determined on the basis of student achievement and teacher competency data. • Evidence that professional learning includes culturally relevant instructional practices. • Individualized professional development plans approved by the principal are clearly aligned with school improvement priorities. • Meeting agendas and memorandum to faculty provide evidence of on-going monitoring of the implementation of critical initiatives (e.g., data analysis, text complexity), standards-based instructional program, multi-tiered system of supports, and differentiated instruction. • Other leadership evidence of proficiency on this indicator. 		<p>Impact Evidence of leadership proficiency may be seen in the behaviors or status of the faculty and staff. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none"> • Staff describe ways that professional learning is culturally relevant to the population served and differentiated to meet their unique instructional needs. • Teachers can articulate a process to help them develop individualized learning plans. • Faculty requests for professional learning are filtered to ensure that they relate to identified needs within the school improvement plan. • Teachers can identify their learning needs as they relate to student learning needs. • Faculty can demonstrate their use of course descriptions as the source of learning goals and objectives. • Faculty can provide evidence of culturally relevant and differentiated instruction. • Other impact evidence of proficiency on this indicator. 	

Scale Levels: (choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:

☐ **Highly Effective** ☐ **Effective** ☐ **Needs Improvement** ☐ **Unsatisfactory**

Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected):

Reflection Questions for Indicator 4.6

Highly Effective	Effective	Needs Improvement	Unsatisfactory
What procedures have you established to increase professional knowledge opportunities for colleagues across the school system?	What system do you use to prioritize learning needs and empower faculty to create individual learning plans?	What strategies have you employed to meet the learning needs of your faculty, from novice to veteran to expert?	In what ways are professional learning opportunities linked to individual faculty needs?

Indicator 4.7 – Actual Improvement: The leader improves the percentage of effective and highly effective teachers on the faculty.

Narrative: An indicator required by 1012.34 F.S., the focus is on whether the accumulated impact of the leader's actions result in positive trend lines on teacher effectiveness. Evidence gathered from proficiency area #3 provide a base line that, along with teacher rating in the district's teacher evaluation system and student growth measures, enable assessment of whether actual improvement in teacher's proficiency is occurring.

Rating Rubric

Highly Effective: Leader's actions or impact of leader's actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader's actions or impact of leader's actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader's actions or impact of leader's actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader's actions or impact of leader's actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact..
The percentage of teachers rated effective or highly effective increases while the percentage rated needs improvement for two consecutive years' declines. Student growth measure and instructional practice ratings are in substantial agreement for at least 75 percent of the faculty.	The percentage of teachers rated effective or highly effective increases or remains stable within five percentage points of the prior year, but there is evidence of specific improvements in student growth measures or proficiency in high effect size strategies.	There is no evidence of improvement in student growth measures for the majority of the teachers rated as effective, needs improvement, or unsatisfactory. There is significant variation between teachers' student growth measures and principal's assessment of instructional practices.	The percentage of teachers rated effective or highly effective declines and cannot be explained by changes in staff membership. There is no evidence of improvement in student growth measures for the majority of the teachers rated as needs improvement or unsatisfactory.
Leadership Evidence of proficiency on this indicator may be seen in the leader's behaviors or actions. Illustrative examples of such evidence may include, but are not limited to the following: <ul style="list-style-type: none">Documents generated by or at the direction of the leader establish that the leader tracks the progress of faculty members on student growth measures and identifies those making demonstrable progress.Documents generated by or at the direction of the leader establish that the leader tracks the progress of faculty members on high effect size strategies and identifies those making demonstrable progress.Documents generated by or at the direction of the leader establish that the leader tracks the progress of faculty members rated as needs improvement or unsatisfactory and can identify specific areas of improvement.Other leadership evidence of proficiency on this indicator.		Impact Evidence of leadership proficiency may be seen in the behaviors or status of the faculty and staff. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following: <ul style="list-style-type: none">The percentage of teachers rated highly effective increases.The percentage of teachers rated effective increases.The percentage of teachers previously rated as needing improvement (developing) or unsatisfactory decreases.The percentage of teachers ranking at or above the district average on student growth measures increases.The percentage of teachers with highly effective rating on high effect size instructional strategies increases.Other impact evidence of proficiency on this indicator.	
Scale Levels: <i>(choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:</i>			
[] Highly Effective [] Effective [] Needs Improvement [] Unsatisfactory			
Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected):			

Reflection Questions for Indicator 4.7

Highly Effective	Effective	Needs Improvement	Unsatisfactory
How well aligned are your assessments of instructional practice with the results of student growth measures? In what ways are you assisting the better performing teachers to improve as much as you are assisting the lower performers?	How would you describe your efforts to improve instruction? In what ways are you providing feedback on instructional practice that result in improved student learning for those teachers most in need of growth?	How would you describe your efforts to understand what instructional improvements are needed and then communicate that in useful ways? What information are you collecting to help you know what is or is not happening in the classrooms where teachers need improvement?	How are you making a difference in the quality of teaching in your school? What are some of the strategies you are employing that help you be aware of where the greatest problems are in terms of instructional proficiency?

Proficiency Area 5: Learning Environment: Effective school leaders structure and monitor a school learning environment that improves learning for all of Florida's diverse student population.

Narrative: This proficiency area is aligned with FPLS standard 5. Much of what student's experience in school is a result of decisions and actions by the adults in the school. Learning environments that are success oriented, student centered, treat diversity as an asset, and focus on eliminating achievement gaps support students preparation for fulfilling lives.

Indicator 5.1 – Student Centered: The leader maintains a safe, respectful and inclusive student-centered learning environment that is focused on equitable opportunities for learning and building a foundation for a fulfilling life in a democratic society and global economy by providing recurring monitoring and feedback on the quality of the learning environment and aligning learning environment practices with system objectives, improvement planning, faculty proficiency needs, and appropriate instructional goals.

Narrative: School leaders who monitor what students experience by being enrolled in the leader's school have better insights on how to make the system work than those who do not monitor impact of policies and practices on students. It is the leader's responsibility to know whether student life is equitable, respectful, and supportive of engagement in learning.

Rating Rubric

Highly Effective: Leader's actions or impact of leader's actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader's actions or impact of leader's actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader's actions or impact of leader's actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader's actions or impact of leader's actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact..
The leader provides clear, convincing, and consistent evidence that they ensure the creation and maintenance of a learning environment conducive to successful teaching and learning for all and shares these practices with others throughout the district. Involves the school and community to collect data on curricular and extra-curricular student involvement to assure equal opportunity for student participation.	The leader provides clear evidence that they create and maintain a learning environment that is generally conducive to ensuring effective teaching practices and learning, although there may be some exceptions. Collects data on curricular and extra-curricular student involvement to assure equal opportunity for student participation.	The leader provides limited evidence that they create a safe school either in planning or actions. Collects data on curricular and extra-curricular student involvement.	The leader provides little to no evidence that s/he make plans for a safe and respectful environment to ensure successful teaching and learning or addresses safety concerns as they arise. Does not collect data on curricular and extra-curricular student involvement.

<p>Leadership Evidence of proficiency on this indicator may be seen in the leader's behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none"> Documents that establish safe, respectful, and inclusive school-wide common expectations for students and staff. Agendas, meeting minutes, etc., show recurring attention to student needs. Leader has procedures for students to express needs and concerns direct to the leader. School policies, practices, procedures are designed to address student needs. Other leadership evidence of proficiency on this indicator. 	<p>Impact Evidence of leadership proficiency may be seen in the behaviors or status of the faculty and staff. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none"> Teachers can describe a specific policies, practices, and procedures that result in a safe, respectful, and inclusive student-centered learning environment. Student questionnaire results reflect satisfaction with school attention to student needs and interests. Parent questionnaire results reflect satisfaction with schools attention to student needs and interests. Other impact evidence of proficiency on this indicator.
<p>Scale Levels: <i>(choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:</i></p> <p> <input type="checkbox"/> Highly Effective <input type="checkbox"/> Effective <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory </p>	
<p>Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected):</p>	

Reflection Questions for Indicator 5.1

Highly Effective	Effective	Needs Improvement	Unsatisfactory
What practices have you engaged in to increase professional knowledge opportunities for colleagues across the school system regarding your efforts to ensure the creation and maintenance of a learning environment conducive to successful teaching and learning for all?	What evidence would you accept you were ensuring the creation and maintenance of a learning environment conducive to successful teaching and learning for all?	How would you describe your efforts to provide clear evidence that you create and maintain a learning environment that is generally conducive to ensure effective teaching and learning, although there may be some exceptions?	What strategies are you intentionally implementing to create and maintain a safe and respectful environment to ensure successful teaching and learning or addresses safety concerns as they arise?

Indicator 5.2 - Success Oriented: Initiates and supports continuous improvement processes and a multi-tiered system of supports focused on the students' opportunities for success and well-being.

Narrative: The issues in 5.1 focus on monitoring how school policy and practice affect the quality of student lives. This indicator shifts focus from those broad issues to what happens at the school that creates opportunities for student success and students' perceptions that school life is organized to do something good for them. School should be rigorous and demanding but also implemented in ways that create recurring opportunities for success.

Rating Rubric

Highly Effective: Leader's actions or impact of leader's actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader's actions or impact of leader's actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader's actions or impact of leader's actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader's actions or impact of leader's actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
<p>Through all grades and subjects a multi-tiered system of supports is operational providing core universal supports (research-based, high-quality, general education instruction and support; screening and benchmark assessments for all students, and continuous data collection continues to inform instruction).</p> <p>Where student are not successful on core instruction, problem solving is employed to identify and implement targeted supplemental supports (data based interventions and progress monitoring).</p> <p>Where targeted supplemental supports are not successful, intensive individual supports are employed based on individual student needs.</p> <p>Skillful problem solving to ensure staff have adequate time and support, and effectively monitoring teacher's effective use of research-based instruction.</p>	<p>Problem solves skillfully (e.g., conceptualizing, applying, analyzing, synthesizing, and/or evaluating information) to provide adequate time, resources, and support to teachers to deliver the district's curriculum to all students.</p> <p>Celebrations of student success are common events and are focused on recognition of the methods and effort expended so student understand what behaviors led to the success.</p> <p>Most grades and subject track student learning growth on priority instructional targets.</p> <p>MTSS operational across the grades and subjects.</p>	<p>Problem solving efforts are unskillfully used to provide adequate time, resources, and support to teachers to deliver the district's curriculum and state's standards to students.</p> <p>Celebrations of student success are provided but are inconsistent in focusing on how/why students succeeded.</p> <p>MTSS operational in some classes.</p>	<p>No actions other than use of slogans and exhortations to succeed are taken by the leader to address practices and process that actually enable success.</p> <p>MTSS not operational.</p>
Leadership Evidence of proficiency on this indicator may be seen in the leader's behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:		Impact Evidence of leadership proficiency may be seen in the behaviors or actions of the faculty, staff, students and/or community. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:	
<ul style="list-style-type: none">Agendas, memorandum, and other documents provide direction on implementation of MTSS.Agendas, memorandum, and other documents reflect recurring discussion with faculty on continuous progress monitoring practices.Leader solicits student input on processes that support or hamper their success.Leader does surveys and other data collections that assess school conditions that impact student well-being.Other leadership evidence of proficiency on this indicator.		<ul style="list-style-type: none">Teachers' records reveal data-based interventions and progress monitoring.Teacher-directed celebrations of student success identify causes of success.Supplemental supports are provided in classes.Teacher and student tracking of progress results in data on student success.Other impact evidence of proficiency on this indicator.	
Scale Levels: (choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:			
<input type="checkbox"/> Highly Effective		<input type="checkbox"/> Effective	
<input type="checkbox"/> Needs Improvement		<input type="checkbox"/> Unsatisfactory	
Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected):			

Reflection Questions for Indicator 5.2

Highly Effective	Effective	Needs Improvement	Unsatisfactory
What supports do you need to provide to deepen the faculty's capacity to provide intensive individual supports? How do you share effective continuous progress practices with other school leaders?	How do you enable teachers proficient at MTSS to share the process with other teachers? What continuous progress practices should be shared with the entire faculty?	How do you monitor instructional practice to assess the quality of implementation of MTSS? How do you monitor the impact of targeted supplemental supports? What barriers to student success are not being addressed in your school?	How do you obtain training on what the MTSS model requires and how do you convey the expectations inherent in the model to your faculty?

Indicator 5.3 – Diversity: To align diversity practices with system objectives, improvement planning, faculty proficiency needs, and appropriate instructional goals, the leader recognizes and uses diversity as an asset in the development and implementation of procedures and practices that motivate all students and improve student learning, and promotes school and classroom practices that validate and value similarities and differences among students.

Narrative: "Diversity practices" refers to the capacity of teachers and school leaders to recognize the many variations in students that impact learning growth (e.g. learning processes, prior learning experiences, family and cultural backgrounds); implement practices that respect diversity in learning needs (e.g. multi-tiered system of supports) and make adjustments at the classroom level that make use of student strengths and promote growth needs.

Rating Rubric

Highly Effective: Leader's actions or impact of leader's actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader's actions or impact of leader's actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader's actions or impact of leader's actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader's actions or impact of leader's actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
<p>The leader shares with others throughout the district strategies that help them put into action their belief that all students can learn at high levels by leading curriculum, instruction, and assessment that reflect and respect the diversity of students and staff.</p> <p>The leader provides an instructional program where recurring adaptations in instructional to address variations in student learning needs, styles, and learning strengths are routine events in all classes.</p>	<p>The leader systematically acts on the belief that all students can learn at high levels by leading curriculum, instruction, and assessment that reflect and respect the diversity of students and staff.</p> <p>Classroom practices consistently reflect appropriate adjustments based on cultural, racial, ethnic backgrounds of students.</p> <p>The leader's expectations that teachers adapt instructional strategies to meet individual student needs are an accepted part of the shared vision of the leader and faculty.</p>	<p>The leader inconsistently acts on the belief that all students can learn at high levels by sometimes leading curriculum, instruction, and assessment that reflect and respect the diversity of students and staff.</p> <p>The leader has taken some actions that set expectations for teachers adapting instructional strategies to meet individual student needs and such individualization is evident in some but not most classes.</p>	<p>The leader limits opportunities for all students to meet high expectations by allowing or ignoring practices in curriculum, instruction, and assessment that are culturally, racially, or ethnically insensitive and/or inappropriate.</p> <p>Takes no actions that set expectations for teachers adapting instructional strategies to meet individual student needs.</p>
<p>Leadership Evidence of proficiency on this indicator may be seen in the leader's behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none"> Documents that support the use of diversity as an asset in the development and implementation of procedures and practices. Agendas, memorandum, etc., reflecting recurring attention at faculty meetings to capacity to recognize diversity issues and adapt instruction accordingly. 		<p>Impact Evidence of leadership proficiency may be seen in the behaviors or status of the faculty and staff. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none"> Teachers can describe a specific policies, practices, and procedures that validate and value similarities and differences among students. Student questionnaire results reflect belief that their individual characteristics are respected by school leader and faculty. 	

<ul style="list-style-type: none"> Leader's actions in providing professional learning for faculty that deepens understanding of a range of diversity issues and evidence of monitoring for implementation in the classroom of appropriate diversity practices. School policies, practices, procedures that validate and value similarities and differences among students. Other leadership evidence of proficiency on this indicator. 	<ul style="list-style-type: none"> Parent questionnaire results reflect belief that their individual characteristics are respected by school leader and faculty. A multi-tiered system of supports (MTSS) is implemented in the classrooms in ways that respect and make adjustments for diversity factors. Other impact evidence of proficiency on this indicator.
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Reflection Questions for Indicator 5.3

Highly Effective	Effective	Needs Improvement	Unsatisfactory
What procedures might you establish to increase your ability to help your colleagues develop curriculum, instruction, and assessment that reflect and respect the diversity of students and staff?	What strategies might you employ so that you could share with others throughout the district practices that help them put into action your belief that all students can learn at high levels by leading curriculum, instruction, and assessment that reflect and respect the diversity of students and staff?	How might you increase the consistency with which you act on the belief that all students can learn at high levels by sometimes leading curriculum, instruction, and assessment that reflect and respect the diversity of students and staff?	How might you expand the opportunities for all students to meet high expectations by leading curriculum, instruction, and assessment that reflect and respect the diversity of students and staff?

Indicator 5.4 – Achievement Gaps: The leader engages faculty in recognizing and understanding cultural and developmental issues related to student learning by identifying and addressing strategies to minimize and/or eliminate achievement gaps associated with student subgroups within the school.

Narrative: Where indicator 5.3 is focused on the broad array of diversity factors that impact success of individual students and student sub-groups, indicator 5.4 focuses on academic growth of specific sub-groups whose academic performance lags behind what they are capable of achieving. The leader is expected to prepare the faculty to do what is needed to meet the academic improvement needs of the sub-group(s).

Rating Rubric

Highly Effective: Leader's actions or impact of leader's actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader's actions or impact of leader's actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader's actions or impact of leader's actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader's actions or impact of leader's actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
<p>The leader has created a self-regulating system based on data that guarantees regular and predictable success of all sub-groups, even if conditions change from one year to another.</p> <p>Achievements gaps have been eliminated or substantially minimized with trend lines consistently moving toward elimination of such gaps.</p>	<p>Processes to minimize achievement gaps within all impacted subs-groups are employed for all sub-groups with positive trend lines showing reduction of gaps for all subgroups.</p> <p>The leader consistently applies the process of inquiry and/or has enabled development of processes that generate greater understanding of the school's current systems and their impact on sub-group academic achievement.</p>	<p>Sub-groups within the school and associated with achievement gaps have been identified and some processes are underway to understand root causes.</p> <p>Some actions to minimize the gaps have been implemented but either do not reach all sub-group students or have inconsistent or minimal results.</p> <p>The leader inconsistently applies the process of inquiry and/or has enabled only limited efforts to develop of processes that generate greater understanding of the school's current systems and their impact on sub-group academic achievement.</p>	<p>The leader does not identify nor implement strategies to understand the causes of sub-group achievement gaps.</p> <p>No changes in practices or processes have been implemented under the leader's direction that are designed to address achievement gaps.</p> <p>The leader does not apply the process of inquiry and/or develop processes that generate greater understanding of the school's current systems and their impact on sub-group academic achievement.</p>

<p>Leadership Evidence of proficiency on this indicator may be seen in the leader's behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none"> • Statistical analyses identifying academic needed of sub-group members. • Documents reflecting the leader's work in deepening faculty understanding of cultural and development issues related to improvement of academic learning growth by sub-group students. • School policies, practices, procedures that validate and value similarities and differences among students. • Leader's actions in support of engaging sub-group students in self-help processes and goal setting related to academic achievement. • Leader's actions in aligning parent and community resources with efforts to reduce achievement gaps. • Other leadership evidence of proficiency on this indicator. 	<p>Impact Evidence of leadership proficiency may be seen in the behaviors or status of the faculty and staff. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none"> • Teachers can describe a specific policies, practices, and procedures that help them use culture and developmental issues to improve student learning. • Teacher records reflecting tracking sub-group student progress on targeted learning goals related to academic achievement. • Student questionnaire results (from sub-group students) reflecting recognition of school efforts to improve their academic performance. • Parent questionnaire results from sub-group parents reflecting recognition of school efforts to improve student achievement. • Lesson study groups focused on improving lessons to impact achievement gap. • Other impact evidence of proficiency on this indicator.
<p>Scale Levels: (choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:</p> <p> <input type="checkbox"/> Highly Effective <input type="checkbox"/> Effective <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory </p>	

Reflection Questions for Indicator 5.4

Highly Effective	Effective	Needs Improvement	Unsatisfactory
What strategies might you employ to increase your ability to help your colleagues understand how the elements of culture are impacted by the current systems (e.g., curriculum, instruction, assessment, etc.) in order to improve student achievement?	What are one or two critical steps you could take that would shift your examination of culture to a point that they become a self-regulating system based on data that guarantees regular and predictable success even if conditions change?	How might you systematically apply the process of inquiry to develop methods of generating greater understanding of the cultures of individuals within the building and how the elements of culture are impacted by the current systems (e.g., curriculum, instruction, assessment) to improve student achievement?	Why do sub-groups students like those in your school not perform as well as similar groups in other schools? In what ways might you demonstrate greater understanding of cultures and their impact on the current systems in your school to improve student learning?

Attachment

F

FSLA Data Collection and Feedback Protocol

Long Form

Domain 3

Domain 3: Organizational Leadership

Narrative: This domain addresses proficiencies that impact the quality of a broad array of school operations. The focus is applying these proficiencies to improve student achievement, instructional leadership, and professional conduct.

Narrative: This proficiency area is aligned to FPLS standard #6. How decisions are made can be as important as what decisions are made. The leader's proficiency at balancing the various aspects of decision-making is the focus of this area.

Indicator 6.1 – Prioritization Practices: The leader gives priority attention to decisions that impact the quality of student learning and teacher proficiency, gathering and analyzing facts and data, and assessing alignment of decisions with school vision, mission, and improvement priorities.

Narrative: Leaders make many decisions. Those that impact student learning and teacher proficiency require priority attention. The focus is the leader's ability to make sure that decisions on student learning and faculty proficiency are not lost among the lower priority issues or given inadequate attention because of all the other things leaders do. **Rating Rubric**

Highly Effective: Leader's actions or impact of leader's actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader's actions or impact of leader's actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader's actions or impact of leader's actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader's actions or impact of leader's actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
<p>The leader produces clear, convincing, and consistent evidence that demonstrates an understanding of learning, teaching, and student development to inform all decisions and continuously uses this information to enhance teaching and learning.</p> <p>The leader produces clear, convincing, and consistent evidence that, on an ongoing basis, all decisions are made in a way that promotes the school's vision and mission. Effective decision-making practices are frequently shared with other administrators and colleagues throughout the system.</p>	<p>The leader's decisions consistently demonstrate an understanding of learning, teaching, and student development.</p> <p>The leader produces clear evidence of making most decisions in a way that supports the school's vision and mission regarding student learning and faculty proficiency.</p>	<p>The leader provides limited evidence that demonstrates understanding of learning, teaching, and student development to inform decisions or is inconsistent in using this information to enhance decisions about teaching and learning.</p> <p>The leader produces limited evidence that the school's vision and mission impacts decision making.</p>	<p>The leader provides little or no evidence that demonstrate awareness of learning, teaching, and student development to inform decisions.</p> <p>The leader produces little to no evidence of making decisions that are linked to the school's vision and mission.</p> <p>Decisions adverse to student growth and/or faculty development are made.</p>
<p>Leadership Evidence of proficiency on this indicator may be seen in the leader's behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none"> The school's vision and mission statement developed under this leader is focused on student growth and improving faculty proficiency. Staff evaluations and professional development documents emphasize student learning or faculty proficiency growth. Documents showing the development and modification of teacher and student schedules are based on data about student needs. Leader's meeting schedules reflect recurring attention to student learning and faculty proficiency issues. Artifacts substantiating school improvement and curriculum review/revision are based on student learning needs or assessments of teacher proficiency. Other leadership evidence of proficiency on this indicator. 		<p>Impact Evidence of leadership proficiency may be seen in the behaviors or actions of the faculty, staff, students and/or community. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none"> Teachers can describe a decision-making process that reflects an emphasis on vision, mission, student learning, and teacher proficiency requirements. Teachers can recall decisions that were made resulting in changes to their teaching schedule to support student learning. Team and department meeting minutes reflect student learning and faculty proficiency as priority issues. Sub-ordinate leaders give priority attention to issues impacting student learning and teacher proficiency. Principal's secretary prioritizes mail based on relation to student learning and faculty growth. Office staff handles routine events to protect leader's time for instructional and faculty development issues. Other impact evidence of proficiency on this indicator. 	

Scale Levels: (choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:

☐ **Highly Effective** ☐ **Effective** ☐ **Needs Improvement** ☐ **Unsatisfactory**

Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected)

Reflection Questions for Indicator 6.1

Highly Effective	Effective	Needs Improvement	Unsatisfactory
<p>What procedures have you established to increase professional knowledge opportunities for colleagues across the school system?</p> <p>How do you promote and foster continuous improvement with new staff? What changes might you make to your decision-making process for further improvement?</p>	<p>What system do you use to prioritize learning needs and empower faculty to create individual learning plans?</p> <p>How might you reinforce and establish your efforts so that direct reports and your entire school community understand the link between decisions and your priorities?</p>	<p>What strategies have you employed to meet the learning needs of your faculty, from novice to veteran to expert?</p> <p>Why is it necessary to explicitly reference your vision and mission, even though they are visibly posted in high traffic areas of your school?</p>	<p>How should your awareness of learning, teaching, and student development inform decisions?</p> <p>How might you better align your decisions with the vision and mission of your school?</p>

Indicator 6.2 – Problem Solving: The leader uses critical thinking and data-based problem solving techniques to define problems and identify solutions.

Narrative: Problem solving is an essential support to decision making. The leader's skill in using thinking skills and data to define problems and identify solutions is the focus here.

Rating Rubric

Highly Effective: Leader's actions or impact of leader's actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader's actions or impact of leader's actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader's actions or impact of leader's actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader's actions or impact of leader's actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
<p>The leader demonstrates the ability to construct a clear and insightful problem statement with evidence of relevant contextual factors.</p> <p>The leader identifies multiple approaches for solving a problem and proposes one or more solutions/hypotheses that indicate a deep comprehension of the problem. The solutions are sensitive to contextual factors as well as all of the following: ethical, logical, and cultural dimensions of the problem.</p> <p>The leader's evaluation of solutions is comprehensive and includes all of the following: history of the problem, logic/reasoning, feasibility and impact of the solution.</p> <p>The solution is implemented in a manner that addresses each of the contextual factors of the problem. A thorough review of the results is conducted to determine need for further work.</p>	<p>The leader demonstrates the ability to construct a problem statement with evidence of most relevant contextual factors and the problem statement is adequately detailed.</p> <p>The leader identifies multiple approaches for solving a problem.</p> <p>The leader's solutions are sensitive to contextual factors as well as at least one of the following: ethical, logical, or cultural dimensions of the problem.</p> <p>Evaluation of solutions is adequate and includes: history of the problem, reviews logic and reasoning, examines feasibility of solution, and weighs impact.</p> <p>The solution is implemented and the results reviewed with some consideration for further work.</p>	<p>The leader is beginning to demonstrate the ability to construct a problem statement with evidence of most relevant contextual factors, but the problem statements are superficial or inconsistent in quality.</p> <p>Typically, a single "off the shelf" solution is identified rather than designing a solution to address the contextual factors.</p> <p>The solution is implemented in a manner that addresses the problem statement but ignores relevant factors. Results are reviewed with little, if any, consideration for further work.</p>	<p>The leader demonstrates a limited ability to identify a problem statement or related contextual factors.</p> <p>Solutions are vague or only indirectly address the problem statement.</p> <p>Solutions are implemented in a manner that does not directly address the problem statement and are reviewed superficially with no consideration for further work.</p>
<p>Leadership Evidence of proficiency on this indicator may be seen in the leader's behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none"> Samples of problem statements, contextual factors, recommended approaches, proposed solutions, evaluation, and review with consideration for further work are presented. A well-established problem-solving process can be described by the leader. Data records reveal the range of problems addressed and after-implementation data collections. Reports and newsletters to stakeholders inform of problems addressed and the impact of solutions implemented. Other leadership evidence of proficiency on this indicator. 		<p>Impact Evidence of leadership proficiency may be seen in the behaviors or actions of the faculty, staff, students and/or community. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none"> Teachers can personally attest to the problem-solving skills of the leader. Teachers report a high degree of satisfaction with the problem-solving process established by the leader. Teacher and/or students describe participating in problem solving led by the school leader. Multi-tiered System of Supports (MTSS) is fully operational in classrooms. Sub-ordinate leaders are engaged in data-based problem solving. Other impact evidence of proficiency on this indicator. 	

Scale Levels: (choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:			
<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected)			

Reflection Questions for Indicator 6.2

Highly Effective	Effective	Needs Improvement	Unsatisfactory
What might be some of the things you learned about problem solving that will influence your leadership practice in the future?	What can you do to enable your sub-ordinate leaders to be more effective in problem solving?	What are some specific recollections (data) that come to mind that define your thinking about effective problem solving?	How would you describe your problem solving process?

Indicator 6.3 – Quality Control: The leader maintains recurring processes for evaluating decisions for effectiveness, equity, intended and actual outcome(s); implements follow-up actions revealed as appropriate by feedback and monitoring; and revises decisions or implementing actions as needed.

Narrative: Decisions are made....but there is a follow-up process. What was the impact of the decisions? The focus here is the leader's follow-up on decisions and capacity to make revisions where needed.

Rating Rubric

Highly Effective: Leader's actions or impact of leader's actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader's actions or impact of leader's actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader's actions or impact of leader's actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader's actions or impact of leader's actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
<p>The leader can provide clear and consistent evidence of decisions that have been changed based on new data.</p> <p>The leader has a regular pattern of decision reviews and "sunsetting" in which previous decisions are reevaluated in light of the most current data.</p> <p>There is a culture of open acknowledgement of undesired outcomes in which the leader and everyone in the organization can discuss what is not working without fear of embarrassment or reprisal.</p>	<p>The leader has a record of evaluating and revising decisions based on new data.</p> <p>Review of decision and follow-up actions are consistently timely.</p>	<p>The leader has some processes for acquiring new information on impact of decisions and appears to be willing to reconsider previous decisions, but does not have a clear or consistent record of making changes where needed or as soon as needed.</p>	<p>There is little or no evidence of reflection and reevaluation of previous decisions.</p> <p>Sub-ordinate leaders are not encouraged to evaluate prior decisions.</p>
Leadership Evidence of proficiency on this indicator may be seen in the leader's behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:		Impact Evidence of leadership proficiency may be seen in the behaviors or actions of the faculty, staff, students and/or community. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:	
<ul style="list-style-type: none"> Examples of documents related to previous decisions that indicate re-evaluation in light of emerging data or trends. Evidence that re-evaluations in light of emerging data or trends resulted in changes or adjustments in actions. A well-articulated problem-solving process can be produced. 		<ul style="list-style-type: none"> Teachers can attest to having participated in a re-evaluation of a decision based on emerging trends and data. Teachers report confidence in the decisions being made by the leader. 	

<ul style="list-style-type: none"> Principal's work schedule reflects time for monitoring the implementation of priority decisions. Other leadership evidence of proficiency on this indicator. 	<ul style="list-style-type: none"> Sub-ordinate leaders' records reveal time committed to gathering data and following up on impact and implementation of leader's decisions. Sub-ordinate leaders' records reveal time committed to gathering data and following up on impact and implementation of the sub-ordinate leaders' decisions. Other impact evidence of proficiency on this indicator.
Scale Levels: <i>(choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:</i> <input type="checkbox"/> Highly Effective <input type="checkbox"/> Effective <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory	
Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected): 	

Reflection Questions for Indicator 6.3

Highly Effective	Effective	Needs Improvement	Unsatisfactory
How do you continue to clarify the decision-making process in a dynamic, changing environment?	Why is it necessary for you as a school leader to reevaluate prior decisions and programs in light of emerging research, personal experience, and changing situations?	What will you do from now on to ensure previous decisions and programs are revisited and evaluated on a routine basis?	When do you take time with your leadership team to reflect on decisions that have been made? In what ways do you evaluate decisions on the basis of student achievement?

Indicator 6.4 – Distributive Leadership: The leader empowers others and distributes leadership when appropriate.

Narrative: A school is too complex for one person to make all decisions. Some of the functions of leadership must be shared with others. Developing capacity for success in a workforce requires enabling other people to be responsible for meaningful decisions. The leader's capacity to share the "right stuff" and distribute decision making among other appropriate staff is the focus here.

Rating Rubric

Highly Effective: Leader's actions or impact of leader's actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader's actions or impact of leader's actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader's actions or impact of leader's actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader's actions or impact of leader's actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
<p>Innovation and improvement in instructional processes, faculty development, or school operations have resulted from distributive leadership.</p> <p>The leader encourages staff members to accept leadership responsibilities outside of the school building.</p> <p>The leader incorporates teacher and support staff into leadership and decision-making roles in the school in ways that foster the career development of participating teachers.</p>	<p>The leader creates opportunities for staff to demonstrate leadership skills by allowing them to assume leadership and decision-making roles.</p> <p>The leader supports the decisions made as part of the collective decision-making process.</p> <p>Decision-making delegations are clear: Sub-ordinates know what decisions are made by the leader, which by the leader after input from others, and which are delegated to sub-ordinates to decide.</p>	<p>Some well-understood leadership roles other than the school principal are functioning and contributing to effective and timely decisions on some school priorities, but there are recurring delays in reaching decisions on other issues.</p> <p>Decisions are often rushed or made without appropriate input due to lack of planning and implementation of development activities by staff members.</p>	<p>There is no or only minimal evidence that anyone other than the principal has a meaningful role in making timely decisions.</p> <p>The leader rarely seeks input on significant issues from a variety of stakeholder groups (e.g. faculty leaders, teachers, student, parents, community, or business leaders).</p>

Leadership Evidence of proficiency on this indicator may be seen in the leader's behaviors or actions. Illustrative examples of such evidence may include, but are not limited to the following:	Impact Evidence of leadership proficiency may be seen in the behaviors or actions of the faculty, staff, students and/or community. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:
<ul style="list-style-type: none"> Organizational charts or other documents reveal how leadership is distributed and informs who is involved in what. School improvement plan process reflects involvement by a variety of parties. Evidence of shared decision-making and distributed leadership is present in leader's memorandums, e-mails, and other communications. Leader's communication to faculty and stakeholders recognizes the role of those to whom leadership functions were distributed. Other leadership evidence of proficiency on this indicator. 	<ul style="list-style-type: none"> Sub-ordinate leaders and teacher leaders report meaningful roles in decision making. Minutes, agendas, and other records of meetings held by sub-ordinate leaders reflect their involvement in significant decision making. Teachers are able to identify which colleagues have a leadership or decision making role in any given issue. Teacher and or parent surveys reflect satisfaction with access to sub-ordinate and teacher leaders rather than requiring access only to the principal. Other impact evidence of proficiency on this indicator.
Scale Levels: <i>(choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:</i> <input type="checkbox"/> Highly Effective <input type="checkbox"/> Effective <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory	
Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected):	

Reflection Questions for Indicator 6.4

Highly Effective	Effective	Needs Improvement	Unsatisfactory
To what extent do you have a systematic process in place for delegating authority to subordinates?	How might you increase the range and scope of tasks and responsibilities you delegate to key individuals or teams? In what areas do faculty and staff bring expertise that will improve the quality of decisions at your school?	Under what circumstances would you be willing to release increased decision-making authority to your staff and faculty? How might you use the function of delegation to empower staff and faculty at your school?	What factors prevent you from releasing responsibilities to staff?

Indicator 6.5 – Technology Integration: The leader employs effective technology integration to enhance decision making and efficiency throughout the school. The leader processes changes and captures opportunities available through social networking tools, accesses and processes information through a variety of online resources, incorporates data-driven decision making with effective technology integration to analyze school results, and develops strategies for coaching staff as they integrate technology into teaching, learning, and assessment processes.

Narrative: Technology was a separate standard in the 2005 Florida Principal Leadership Standards (FPLS). By 2011 the state had made great strides toward accepting technology into the schools. In the 2011 FPLS, technology moved from a separate general "pro-technology" standard to focused applications of technology embedded in several standards. This indicator focuses on technology integration and the leader's use of technology to improve decision-making processes in several priority areas.

Rating Rubric

Highly Effective: Leader's actions or impact of leader's actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader's actions or impact of leader's actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader's actions or impact of leader's actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader's actions or impact of leader's actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
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<p>The leader mentors other school leaders on effective means of acquiring technology and integrating it into the decision- making process.</p> <p>The leader provides direct mentoring and coaching supports so that new staff and new sub-ordinate leaders are quickly engaged in effective use of technology supports needed to enhance decision-making quality.</p>	<p>Technology support for decision- making processes is provided for all of the staff involved in decision making on school instructional and faculty improvement efforts.</p> <p>Technology integration supports all of the following processes: decision-making prioritization, problem solving, decision evaluation and distributed leadership.</p> <p>Engages sub-ordinate leaders in developing strategies for coaching staff on integration of technology.</p>	<p>Technology support for decision- making processes is provided for some, but not all of the staff involved in decision making on school instructional and faculty improvement efforts.</p> <p>Technology integration supports some, but not all of the following processes: decision-making prioritization, problem solving, decision evaluation and distributed leadership.</p>	<p>There is no or only minimal evidence that decision-making prioritization, problem solving, decision evaluation or distributed leadership processes are supported by technology integration.</p> <p>Decision making is not supported by a well-understood system of procedures to identify problems and generate solutions.</p> <p>Technology integration does not support data exchanges, project management, and feedback processes.</p>
<p>Leadership Evidence of proficiency on this indicator may be seen in the leader’s behaviors or actions. Illustrative examples of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none">• School improvement plan reflects technology integration as a support in improvement plans.• Leader has a technology integration plan used to provide technology supports to the degree possible with available resources.• School website provides stakeholders with information about and access to the leader.• Technology tools are used to aid in data collection and analyses and distribution of data findings.• Evidence that shared decision -making and distributed leadership is supported by technology.• Technology used to enhance coaching and mentoring functions.• Other leadership evidence of proficiency on this indicator.		<p>Impact Evidence of leadership proficiency may be seen in the behaviors or actions of the faculty, staff, students and/or community. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none">• Sub-ordinate leaders integrate technology into their work functions and use technology to streamline the process.• Data from faculty that supports decision making and monitoring impact of decisions are shared via technology.• PowerPoint presentations, e-mails, and web pages of faculty members support involvement in decision making and dissemination of decisions made.• Faculty use social network methods to involve students and parents in data collection that supports decision making and to inform stakeholders of decisions made.• Other impact evidence of proficiency on this indicator.	
<p>Scale Levels: <i>(choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:</i></p> <p>[] Highly Effective [] Effective [] Needs Improvement [] Unsatisfactory</p> <p>Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected):</p>			

Reflection Questions for Indicator 6.5

Highly Effective	Effective	Needs Improvement	Unsatisfactory
To what extent do you have a systematic process in place for integrating new technology so that faculty and students are keeping pace with the communications and thinking supports used in the emerging global economy?	<p>How might you increase the range and scope of technology integration to support communications and information acquisition processes used by faculty and staff?</p> <p>How might the technology improve the quality of decisions at your school?</p>	<p>Under what circumstances would you be willing to support increased use of technology to support efficiency in communication and decision-making processes?</p> <p>How might you use the function of delegation to empower staff and faculty at your school to make more proficient use of technology integration?</p>	What factors prevent you from supporting technology integration??

Proficiency Area 7. Leadership Development: Effective school leaders actively cultivate, support, and develop other leaders within the organization, modeling trust, competency, and integrity in ways that positively impact and inspire growth in other potential leaders.

Narrative: This proficiency area aligns to Standard 7. Leaders are developed by other leaders. This is a process critical to an organization's capacity to improve over time and sustain quality processes. This proficiency area focuses on what leaders do to develop leadership in others.

Indicator 7.1 – Leadership Team: The leader identifies and cultivates potential and emerging leaders, promotes teacher-leadership functions focused on instructional proficiency and student learning, and aligns leadership development practices with system objectives, improvement planning, leadership proficiency needs, and appropriate instructional goals.

Narrative: The FPLS are based on a presumption that the school leader works with and through a team of other people to insure coordination and focus of school operations and improvements. Leadership teams get things done!

Rating Rubric

Highly Effective: Leader's actions or impact of leader's actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader's actions or impact of leader's actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader's actions or impact of leader's actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader's actions or impact of leader's actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
<p>The participants in the school's leadership team function independently with clear and efficient implementation of their role(s) and work in a collegial partnership with other leadership team participants to coordinate operations on student growth and faculty development.</p> <p>Leadership development processes employed by the school leader are shared with other school leaders as a model for developing quality leadership teams.</p> <p>The leader has specifically identified at least two emerging leaders in the past year, and has entered them into the ranks of leadership training or provided personal mentoring on site.</p> <p>Other school leaders cite this leader as a mentor in identifying and cultivating emergent leaders.</p>	<p>Those who are assigned or have accepted leadership functions have consistent support from the school leader in focusing their efforts on instructional improvement and faculty development.</p> <p>The leader has specifically identified and cultivated potential and emerging leaders for the major functions of the school.</p> <p>The leader has personally mentored at least one emerging leader to assume leadership responsibility in instructional leadership or at an administrative level, with positive results.</p>	<p>The leader has identified staff for leadership functions, follows district personnel guidelines for accepting applications for new leaders, but has not implemented any systemic process for identifying emergent leaders, or is inconsistent in application of such a process.</p> <p>The leader provides some training to some of the people assigned leadership functions, but does not involve staff other than those in the designated roles.</p>	<p>The leader does not recognize the need for leadership by other people. Staff with leadership titles (e.g., department heads, team leaders, deans, assistant principals) has little or no involvement in processes that build leadership capacities.</p> <p>Persons under the leader's direction are unable or unwilling to assume added responsibilities.</p> <p>There is no or only minimal evidence of effort to develop leadership potential in others.</p>
<p>Leadership Evidence of proficiency on this indicator may be seen in the leader's behaviors or actions. Illustrative examples of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none"> Organizational charts identify the leadership roles and team members. The leader has a system for identifying and mentoring potential leaders. The leader can cite examples in which s/he coached several emerging leaders to assume greater levels of responsibility within the organization. Minutes, e-mails, and memorandums reflecting exchanges among leadership team members are focused on school improvement goals, student growth, and faculty development. The leader's communications to faculty and stakeholders reflect recognition of the leadership team. Other leadership evidence of proficiency on this indicator. 		<p>Impact Evidence of leadership proficiency may be seen in the behaviors or actions of the faculty, staff, students and/or community. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none"> Teachers at the school can describe informal and formal opportunities to demonstrate and develop leadership competencies. Teachers at the school report that leadership development is supported and encouraged. Current leadership team members can describe training or mentoring they receive from the school leader regarding leadership. Teachers can describe processes that encourage them to be involved in school improvement and prepare for leadership roles. Other impact evidence of proficiency on this indicator. 	

Scale Levels: (choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:

☐ **Highly Effective** ☐ **Effective** ☐ **Needs Improvement** ☐ **Unsatisfactory**

Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected):

Reflection Questions for Indicator 7.1

Highly Effective	Effective	Needs Improvement	Unsatisfactory
<p>How do you provide guidance and mentorship to emerging leaders outside of your personal job description and leadership responsibilities?</p> <p>How would you describe the system you use to ensure that emerging leaders pursue job opportunities when they are available? How might you embed this preparation into their job duties, and what changes will you need to make to help build such leadership capacity at your school?</p>	<p>How have you designed the school improvement process to develop leadership capacity from existing faculty?</p> <p>What strategies and lessons might you impart to your direct reports to better prepare them for expanded leadership opportunities?</p>	<p>What process do you employ to encourage participation in leadership development?</p> <p>When do you release responsibility to your assistants to own key decisions? How do you leverage school improvement activities to build leadership capacity for assistants and emerging teacher leaders?</p>	<p>What process is available to you that help you screen and develop potential leaders? How might you spend time explicitly preparing your assistants to assume your role as principal? What steps would you take to spend more time in preparing your assistants to assume your role as principal?</p>

Indicator 7.2 – Delegation: The leader establishes delegated areas of responsibility for sub-ordinate leaders and manages delegation and trust processes that enable such leaders to initiate projects or tasks, plan, implement, monitor, provide quality control, and bring projects and tasks to closure.

Narrative: Leadership teams engage other skilled people in the business of the school. However, involvement does not insure effective organizations. This indicator focuses on the distribution of responsibility and whether sub-ordinate leaders have been delegated all that is needed to succeed.

Rating Rubric

Highly Effective: Leader's actions or impact of leader's actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader's actions or impact of leader's actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader's actions or impact of leader's actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader's actions or impact of leader's actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
<p>Staff throughout the organization is empowered in formal and informal ways.</p> <p>Faculty members participate in the facilitation of meetings and exercise leadership in committees and task forces; other employees, including noncertified staff, exercise appropriate authority and assume leadership roles where appropriate.</p> <p>The climate of trust and delegation in this organization contributes directly to the identification and empowerment of the next generation of leadership.</p>	<p>There is a clear pattern of delegated decisions, with authority to match responsibility at every level in the organization.</p> <p>The relationship of authority and responsibility and delegation of authority is clear in personnel documents, such as evaluations, and also in the daily conduct of meetings and organizational business.</p>	<p>The leader sometimes delegates, but also maintains decision-making authority that could be delegated to others.</p> <p>Clarity of the scope of delegated authority is inconsistent from one delegation to another.</p> <p>Actions taken by those to whom tasks are delegated are sometimes overruled without explanation.</p>	<p>The leader does not afford subordinates the opportunity or support to develop or to exercise independent judgment.</p> <p>If delegation has occurred there is a lack of clarity on what was to be accomplished or what resources were available to carry out delegated tasks.</p>
<p>Leadership Evidence of proficiency on this indicator may be seen in the leader's behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p>		<p>Impact Evidence of leadership proficiency may be seen in the behaviors or status of the faculty and staff. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p>	
<ul style="list-style-type: none"> • A Responsibility Matrix or chart of "who does what" provides evidence that the leader trust others within the school by identifying how leadership responsibilities are delegated to other faculty members on his or her staff. • The leader's processes keep people from performing redundant activities. • The leader has crafted "job descriptions" for sub-ordinate leaders' roles that clarify what they are to do and have the delegated authority to do. • Communications to delegated leaders provide predetermined decision-making responsibility. • Documents initiating projects and tasks identify personal responsibility for success at the beginning of the project. • Delegation and trust are evident in personnel evaluations. • Delegation and trust are evident in the school improvement plan as a variety of school staff are identified as being directly responsible for various components of the planning effort. • Meeting minutes provide evidence of delegation and trust being extended to select members of the faculty. • Other leadership evidence of proficiency on this indicator. 		<ul style="list-style-type: none"> • Teachers report that areas of delegated responsibility include authority to make decisions and take action within defined parameters. • Faculty and staff can cite examples of delegation where the leader supported the staff member's decision. • Faculty report that building leaders express high levels of confidence in their capacity to fulfill obligations relevant to the shared task of educating children. • Staff to whom responsibility has been delegated in turn delegate's appropriate aspects of their tasks to other staff thus expanding engagement. • Other impact evidence of proficiency on this indicator. 	

Scale Levels: (choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:

☐ **Highly Effective**

☐ **Effective**

☐ **Needs Improvement**

☐ **Unsatisfactory**

Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected):

Reflection Questions for Indicator 7.2

Highly Effective	Effective	Needs Improvement	Unsatisfactory
To what extent do you have a systematic process in place for delegating authority to subordinates?	How might you increase the range and scope of tasks and responsibilities you delegate to key individuals or teams? In what areas do faculty and staff bring expertise that will improve the quality of decisions at your school?	Under what circumstances would you be willing to release increased decision-making authority to your staff and faculty? How might you use the function of delegation to empower staff and faculty at your school?	What factors prevent you from releasing responsibilities to staff?

Indicator 7.3 – Succession Planning: The leader plans for and implements succession management in key positions.

Narrative: When the leader is off campus – who is in charge? When the leader changes jobs or retires, who is prepared to take over? What about the school's sub-ordinate leaders? Who takes over for them? Succession planning is building relationships and preparation processes for involving others in ways that prepare them to move into key positions as they become vacant.

Rating Rubric

Highly Effective: Leader's actions or impact of leader's actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader's actions or impact of leader's actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader's actions or impact of leader's actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader's actions or impact of leader's actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
In addition to the practices at the effective level, the leader systematically evaluates the success of the succession program, making adjustments as needed and engaging sub-ordinate leaders in succession management processes in their own areas of responsibility. Central office personnel rely upon this leader to share highly successful succession planning practices with other leaders throughout the district.	The leader proficiently implements a plan for succession management in key positions that includes identification of key and hard-to-fill positions for which critical competencies have been identified. In conjunction with central office staff, the leader identifies and evaluates applicant pools, collects information on competency levels of employees in identified applicant pools and identifies competency gaps. Based on an analysis of these gaps, the leader develops and uses programs and strategies for smooth succession including temporary strategies for getting work done during vacancy periods.	Inasmuch as the leader understands the need to establish a plan for succession management, the plan remains simply that - a plan - as thoughts about the plan and its component parts have yet to be implemented. The leader primarily relies on central office staff to identify and evaluate applicant pools, the competency levels of employees in identified applicant pools, and the competency gaps. Little to no effort on the part of the leader is made to increase the competency level of the potential successor leaders within the faculty or such efforts are limited in scope.	The leader takes little or no actions to establish a plan for succession management. Staff are hired to fill vacancies in key positions who do not possess the critical instructional capabilities required of the school, which compromises the school's efforts to increase student academic achievement, and no processes to remedy the trend are taken.

Leadership Evidence of proficiency on this indicator may be seen in the leader's behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:	Impact Evidence of leadership proficiency may be seen in the behaviors or status of the faculty and staff. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:
<ul style="list-style-type: none"> • Documents generated by or at the direction of the leader establish a clear pattern of attention to individual professional development that addresses succession management priorities. • The leader has processes to monitor potential staff departures. • The leader accesses district applicant pools to review options as soon as district processes permit. • Informal dialogues with faculty routinely explore their interests in expanded involvement and future leadership roles. • Leader has documents or processes to inform potential leaders of the tasks and qualifications involved in moving into leadership roles. • A succession management plan that identifies succession problems, key and hard-to-fill positions for which critical competencies have been identified, and key contacts within the school community. • Other leadership evidence of proficiency on this indicator. 	<ul style="list-style-type: none"> • Select teachers can attest to having been identified into applicant pools for leadership in key and hard-to-fill positions that may develop in the future. • Select teachers report that the principal has identified various competency levels needed for key or hard-to-fill leadership positions. • Select teachers describe providing the leader feedback as to gaps in their personal competency for which the leader has developed professional learning experiences. • Teachers can describe transparent processes for being considered for leadership positions within the school. • Sub-ordinate leaders engage other faculty in competency building tasks that prepare them for future leadership roles. • Other impact evidence of proficiency on this indicator.
Scale Levels: <i>(choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:</i> <div style="display: flex; justify-content: space-between; width: 100%;"> <input type="checkbox"/> Highly Effective <input type="checkbox"/> Effective <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory </div>	
Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected):	

Reflection Questions for Indicator 7.3

Reflection Questions			
Highly Effective	Effective	Needs Improvement	Unsatisfactory
<p>In what ways might you further extend your reach within the district to help others throughout the district benefit from your knowledge and skill in succession management practices?</p> <p>What have you prepared to assist your successor when the time comes?</p>	<p>In what ways are you interacting with central office personnel to share highly effective succession planning practices with other leaders throughout the district?</p> <p>What are some of your strategies you have employed that help your school get work done during vacancy periods?</p>	<p>What are the key components of within your succession management plan?</p> <p>What might be the one or two personal leadership practices to which you will pay particular attention as you implement your succession management plan?</p>	<p>In what ways would a plan for succession management be helpful to you as you move to replace key and hard-to-fill positions at your school?</p>

Indicator 7.4 – Relationships: The leader develops sustainable and supportive relationships between school leaders, parents, community, higher education, and business leaders.

Narrative: This is a fundamentally important skill set. Leaders get quality work done through other people. The skill set of relationship building, including networking and engaging others in a shared vision, are hallmarks of quality leaders.

Rating Rubric

Highly Effective: Leader's actions or impact of leader's actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader's actions or impact of leader's actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader's actions or impact of leader's actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader's actions or impact of leader's actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
<p>While maintaining on-site work relationships with faculty and students as a priority, the leader finds ways to develop, support, and sustain key stakeholder relationships with parent organizations, community leaders, and businesses, and mentors other school leaders in quality relationship building.</p> <p>The leader has effective relationships throughout all stakeholder groups and models effective relationship building for other school leaders.</p>	<p>The leader systematically (e.g., has a plan, with goals, measurable strategies, and a frequent-monthly-monitoring schedule) networks with all key stakeholder groups (e.g., school leaders, parents, community members, higher education, and business leaders) in order to cultivate, support, and develop potential and emerging leaders.</p> <p>Leader has effective collegial relationships with most faculty and subordinates.</p>	<p>The leader is inconsistent in planning and taking action to network with stakeholder groups (e.g., school leaders, parents, community members, higher education, and business leaders) to support leadership development.</p> <p>Relationship skills are employed inconsistently.</p>	<p>The leader makes no attempt to or has difficulty working with a diverse group of people. Consequently, the leader does not network with individuals and groups in other organizations to build collaborative partnerships in support of leadership development.</p>
<p>Leadership Evidence of proficiency on this indicator may be seen in the leader's behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none"> • Documentation can be provided describing the leader's plan—with goals, measurable strategies, and a frequent-monthly-monitoring schedule—to develop sustainable and supportive relationships with key stakeholder groups in support of potential and emerging leaders. • Documentation can be provided as to the relationships with other building leaders the leader has established in support of potential and emerging leaders within the school. • Documentation can be provided as to the relationships with parents, community members, higher education, and business leaders the leader has established in support of potential and emerging leaders within the school. • Other leadership evidence of proficiency on this indicator. 		<p>Impact Evidence of leadership proficiency may be seen in the behaviors or status of the faculty and staff. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none"> • Parents report that the leader has developed sustainable and supportive relations with them in support of potential and emerging leaders at the school. • Community members report that the leader has developed sustainable and supportive relations with them in support of potential and emerging leaders at the school. • Higher education members within the area report that the leader has developed sustainable and supportive relations with them in support of potential and emerging leaders at the school. • Business leaders within the area report that the leader has developed sustainable and supportive relations with them in support of potential and emerging leaders at the school. • Other impact evidence of proficiency on this indicator. 	

Scale Levels: (choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:

☐ **Highly Effective** ☐ **Effective** ☐ **Needs Improvement** ☐ **Unsatisfactory**

Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected):

Reflection Questions for Indicator 7.4

Highly Effective	Effective	Needs Improvement	Unsatisfactory
In what ways might you further extend your reach within the district to help others throughout the district benefit from your knowledge and skill in establishing relationship among key stakeholder groups?	What strategies are you employing so you can share your experiences relative to establishing relationships with key stakeholders to support potential and emerging leaders	In what ways are you working to establish networks with key stakeholder groups to cultivate and support potential and emerging leaders in your school?	How might your relationships with faculty and key stakeholder groups help to cultivate and support potential and emerging leaders in your school?

Proficiency Area 8. School Management: Effective school leaders manage the organization, operations, and facilities in ways that maximize the use of resources to promote a safe, efficient, legal, and effective learning environment; effectively manage and delegate tasks and consistently demonstrate fiscal efficiency; and understand the benefits of going deeper with fewer initiatives as opposed to superficial coverage of everything.

Narrative: This proficiency area aligns with Standard 8. A school is an “organization.” School leaders manage implementation of many rules, regulations, and policies. However, the “organization” is the people working together to provide learning to students. What leaders do to manage those people and the environment in which they work is the focus of this area.

Indicator 8.1 – Organizational Skills: The leader organizes time, tasks, and projects effectively with clear objectives, coherent plans, and establishes appropriate deadlines for self, faculty, and staff.

Narrative: Time, tasks, and projects all need organization to have the desired impact. This indicator focuses on the key aspects of organization essential to school success.

Rating Rubric

Highly Effective: Leader’s actions or impact of leader’s actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader’s actions or impact of leader’s actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader’s actions or impact of leader’s actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader’s actions or impact of leader’s actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
<p>The leader uses project management as a teaching device, helping others understand the interrelationship of complex project milestones throughout the organization.</p> <p>The leader uses complex project management to build system thinking throughout the organization. Project plans are visible in heavily trafficked areas, so that accomplishments are publicly celebrated and project</p>	<p>Project management documents are revised and updated as milestones are achieved or deadlines are changed.</p> <p>The leader understands the impact of a change in a milestone or deadline on the entire project, and communicates those changes to the appropriate people in the organization. Task and project management and</p>	<p>Project management methodologies are vague or it is unclear how proposed project management tools will work together in order to help keep tasks and projects on time and within budget.</p> <p>The impact of changes in an action plan or deadline is inconsistently documented and communicated to people within the organization.</p>	<p>There is little or no evidence of time, task or project management focused on goals, resources, timelines, and results.</p>

challenges are open for input from a wide variety of sources. Successful project results can be documented.	tracking of deadlines are routinely monitored with an emphasis of issues related to instruction and faculty development.		
Leadership Evidence of proficiency on this indicator may be seen in the leader's behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:		Impact Evidence of leadership proficiency may be seen in the behaviors or status of the faculty and staff. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:	
<ul style="list-style-type: none"> • Examples of projects that have been adjusted based on the input from a variety of sources. • Examples of timely completion of learning environment improvement projects focused on issues like safety, efficiency, effectiveness, or legal compliance. • Examples of multiple projects and timelines managed by the leader by strategically delegating time, resources, and responsibilities. • School Improvement Plan implementation records reveal planning of tasks with clear stages of progress and timelines to measure progress. • Leadership responsibility matrix or chart describes how management of tasks and projects are allocated and reflects monitoring tasks. • School financial information showing meeting deadlines and procedures and processes for assessing the adequacy of fiscal resources budgeted to tasks. (Is there a way to recognize when funds will run short or if there will be an excess which can be repurposed?) • Examples of "systems planning tools" (e.g., tree diagram, matrix diagram, flowchart, PERT Chart, Gant Chart) are used that display the chronological interdependence of the project events that unfold over time. • Tasks and reports for parties outside the school are monitored for timely completion. • Other leadership evidence of proficiency on this indicator. 		<ul style="list-style-type: none"> • Reports that require teacher input are submitted on time and in compliance with expectations. • Sub-ordinate leaders' records reveal specific levels of fiscal support to projects delegated to them and processes for tracking the expenses are implemented. • Random sampling (informal interviews) with teachers reveals consistent capacity of staff to describe ongoing projects and tasks. • Random sampling (informal interviews) with teachers reveals consistent capacity of staff to describe how school leadership monitors work in progress and due dates. • Minutes, agendas, records and/or anecdotal information from teachers reveal the preponderance of teacher meetings have clear objectives or purposes focused on system instructional goal, professional learning, or improvement planning. • School-wide teacher questionnaire results related to school management issues reflect awareness of a positive impact of organization on school operations. • Teachers are aware of time and task management processes and contribute data to them. • Other impact evidence of proficiency on this indicator. 	
Scale Levels: (choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:			
<input type="checkbox"/> Highly Effective <input type="checkbox"/> Effective <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory			
Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected)			

Reflection Questions for Indicator 8.1

Highly Effective	Effective	Needs Improvement	Unsatisfactory
How much of your work on organization of time and projects is reactive to establish conformity with deadlines and short term situations and how much is proactive focused on creating capacity for continuous improvement.?	To what extent are tasks and major tasks delineated in your overall project design? What might you do to emphasize the most important components over minor tasks?	How do you ensure unanticipated changes do not derail or prevent completion of key projects at your school?	What changes in your practice are needed to ensure necessary projects are identified, realistically designed, carefully implemented, and supported with sufficient time and resources?
Are you able to identify and articulate to others the systemic connections between the various projects and tasks you manage?	How do you distinguish between the support needed for high priority projects and tasks that impact student achievement or faculty development and compliance with projects that have fixed due dates for parties outside the building?	How do you monitor whether work needed to meet deadlines is proceeding at a necessary pace?	How to you distribute workloads so the appropriate people are involved and with sufficient clarity on goals and timeframes to get work done?

Indicator 8.2 – Strategic Instructional Resourcing: The leader maximizes the impact of school personnel, fiscal and facility resources to provide recurring systemic support for instructional priorities and a supportive learning environment.

Narrative: Resources are always limited. How well a leader does at putting resources where they are needed and when they are needed to support instructional goals is the focus here. Do teachers and students get what they need when they need it?

Rating Rubric

Highly Effective: Leader's actions or impact of leader's actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader's actions or impact of leader's actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader's actions or impact of leader's actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader's actions or impact of leader's actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
<p>The leader regularly saves resources of time and money for the organization, and proactively redeploys those resources to help the organization achieve its strategic priorities. Results indicate the positive impact of redeployed resources in achieving strategic priorities.</p> <p>The leader has established processes to leverage existing limited funds and increase capacity through grants, donations, and community resourcefulness.</p>	<p>The leader leverages knowledge of the budgeting process, categories, and funding sources to maximize all available dollars to achieve strategic priorities.</p> <p>The leader has a documented history of managing complex projects, meeting deadlines, and keeping budget commitments.</p> <p>The leader documents a process to direct funds to increase student achievement that is based on best practice and leveraging of antecedents of excellence in resources, time, and instructional strategies.</p>	<p>The leader sometimes meets deadlines, but only at the expense of breaking the budget; or, the leader meets budgets, but fails to meet deadlines.</p> <p>The leader lacks proficiency in using the budget to focus resources on school improvement priorities.</p> <p>Resources are not committed or used until late in the year or are carried over to another year due to lack of planning and coordination.</p> <p>The leader makes minimal attempts to secure added resources.</p>	<p>The leader has no clear plan for focusing resources on instructional priorities and little or no record of keeping commitments for schedules and budgets.</p>
<p>Leadership Evidence of proficiency on this indicator may be seen in the leader's behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none">• School financial information shows alignment of spending with instructional needs.• Documents are provided to faculty that indicate clear protocols for accessing school resources.• School Improvement Plan and spending plans are aligned.• Leader's documents reveal recurring involvement in aligning time, facility use, and human resources with priority school needs.• Schedules and calendars for use of the facility reflect attention to instructional priorities.• Other leadership evidence of proficiency on this indicator.		<p>Impact Evidence of leadership proficiency may be seen in the behaviors or status of the faculty and staff. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none">• School-wide teacher questionnaire results reveal satisfaction with resources provided for instructional and faculty development.• Staff receipt books, activity agreements, and fundraiser requests reflect priority attention to instructional needs.• Teachers can describe the process for accessing and spending money in support of instructional priorities.• Teachers can provide examples of resource problems being taken on by school leadership as a priority issue to be resolved.• Other impact evidence of proficiency on this indicator.	
<p>Scale Levels: <i>(choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:</i></p> <p>[] Highly Effective [] Effective [] Needs Improvement [] Unsatisfactory</p>			
<p>Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected):</p>			

Reflection Questions for Indicator 8.2

Highly Effective	Effective	Needs Improvement	Unsatisfactory
How would you describe the systematic method for pursuing grants, partnerships, and combining community resources you have implemented to support increases to student achievement?	To what extent are faculty and staff aware of your budgeting expectations? How are your budgeting expectations delineated, published, and communicated?	Have there been instances in which you failed to meet deadlines or where expenditures resulted in budget overruns? What did you learn from that experience and how did you apply lessons from it?	When resources are limited, what actions do you take as the school leader to allocate them most efficiently?

Indicator 8.3 – Collegial Learning Resources: The leader manages schedules, delegates, and allocates resources to provide recurring systemic support for collegial learning processes focused on school improvement and faculty development.

Narrative: Team learning is an essential element in a learning organization. Does the leader provide needed supports to collegial learning? Are barriers to success removed? Everyone working in isolation reduces the probability of improvements. Collegial processes need resource support. This indicator assesses the leader's proficiency at providing that support.

Rating Rubric

Highly Effective: Leader's actions or impact of leader's actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader's actions or impact of leader's actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader's actions or impact of leader's actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader's actions or impact of leader's actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
<p>The leader leverages knowledge of the budgeting process, categories, and funding sources to maximize the impact of available dollars on collegial processes and faculty development.</p> <p>Results indicate the positive impact of deployed resources in achieving a culture of deliberate practice focused on school improvement needs.</p> <p>The leader has established processes to support collegial processes and faculty development through grants, business or higher education partnerships, and/or community resourcefulness.</p>	<p>The leader has established routines regarding allocation of time and facility resources that result in wide faculty participation in collegial processes and faculty development.</p> <p>School fiscal resources are allocated to support collegial processes and faculty development.</p> <p>Clear delegations of responsibility are evident that involve highly effective faculty in sustaining collegial processes and faculty development.</p>	<p>The leader lacks proficiency in using budget, work schedules, and/ or delegation of involvement to focus time and resources on collegial processes and faculty development.</p> <p>There is a lack of sustained and focused resource allocation on these issues.</p>	<p>The leader has little or no record of making plans or keeping commitments to provide resources or build schedules of events that support collegial processes and faculty development.</p>

<p>Leadership Evidence of proficiency on this indicator may be seen in the leader's behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p>	<p>Impact Evidence of leadership proficiency may be seen in the behaviors or status of the faculty and staff. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p>
<ul style="list-style-type: none"> • School financial information identifies resources employed in support of collegial learning. • Procedures for collegial groups to reserve rooms for meetings are provided to all faculty. • Protocol for accessing school resources to support collegial learning needs. • School Improvement Plan reflects role(s) of collegial learning teams. • Leader's memorandums, e-mails, and other documents reflect support for team learning processes both on-campus and via digital participation on communities of practice. • Master schedules are modified to promote collegial use through common planning times. • Other leadership evidence of proficiency on this indicator. 	<ul style="list-style-type: none"> • Teachers routinely recount examples of collegial work, team learning or problem solving focused on student achievement. • Lesson study groups, PLC's, and other forms of collegial learning teams are operational. • School-wide teacher questionnaire results reflect teacher participation in collegial learning groups. • Teachers' professional learning plans incorporate participation in collegial learning. • Department, team, or grade level meetings devote a majority of their time to collegial learning processes. • Other impact evidence of proficiency on this indicator.
<p>Scale Levels: <i>(choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:</i></p> <p> <input type="checkbox"/> Highly Effective <input type="checkbox"/> Effective <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory </p>	
<p>Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected):</p>	

Reflection Questions for Indicator 8.3

Highly Effective	Effective	Needs Improvement	Unsatisfactory
How would you describe the systematic method for pursuing grants, partnerships, and combining community resources you have implemented to support increases in the quality of collegial processes?	To what extent are faculty and staff aware of your focus on collegial processes? How are faculty given opportunities to request or recommend time or resource allocations that support collegial processes and faculty development?	Have there been instances in which you failed to act on opportunities to support collegial processes or faculty development? What did you learn from that experience and how did you apply lessons from it?	When resources are limited, what actions do you take as the school leader to reallocate them to the high impact functions like collegial processes and faculty development?

Proficiency Area 9. Communication: Effective school leaders use appropriate oral, written, and electronic communication and collaboration skills to accomplish school and system goals by:

- **Practicing two-way communications, seeking to listen and learn from and building and maintaining relationships with students, faculty, parents, and community;**
- **Managing a process of regular communications to staff and community keeping all stakeholders engaged in the work of the school; and**
- **Recognizing individuals for good work; and maintaining high visibility at school and in the community.**

Narrative: The “voice of the school” represents a core set of communication processes that shape perceptions about the school – the leader’s communications central among them. The leader must manage the “voice of the school” so clear, coherent and accurate information flows to faculty, students, and stakeholders. The perceptions of those involved in the success of the school need to be heard, acknowledged, and understood.

Indicator 9.1 – Constructive Conversations: The leader actively listens to and learns from students, staff, parents, and community stakeholders and creates opportunities within the school to engage students, faculty, parents, and community stakeholders in constructive conversations about important issues.

Narrative: Skillful “speaking” is important. So is skillful listening. People can engage in conversation on many things, but some things are more important to school improvement than others. Making sure speaking and listening occurs on the important issues is a leader’s task.

Rating Rubric

Highly Effective: Leader’s actions or impact of leader’s actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader’s actions or impact of leader’s actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader’s actions or impact of leader’s actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader’s actions or impact of leader’s actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
In addition to the practices at the effective level, the highly effective leader routinely mentors others within the district to effectively employ key active listening skills (e.g. wait time, paraphrasing, asking clarifying questions) when interacting with diverse stakeholder groups about high achievement for all students. There is evidence of the leader making use of what was learned in constructive conversations with others in the leader’s subsequent actions, presentations, and adjustments to actions.	The leader systematically (e.g., has a plan, with goals, measurable strategies, and a frequent-monthly-monitoring schedule) and reciprocally listens to and communicates with students, parents, staff, and community using multiple methods (i.e., oral, written, and electronic) to seek input/feedback and to inform instructional and leadership practices. The leader systematically communicates with diverse stakeholders about high achievement for all students.	The leader’s involvement in regard to listening to and communicating with students, parents, staff, and community is primarily unplanned and/or initiated by others rather than the leader “reaching out.” The leader has only a few methods to seek input/feedback with the intent to inform instructional and leadership practices. The leader’s communications with stakeholders about high achievement for all students are not carefully planned and implemented.	The leader’s visibility within the community is virtually non-existent; conducts little to no interactions with stakeholders regarding the work of the school. The leader is isolated from students, parents, staff, and community and engages in no or minimal listening to and communicating with them to seek input/feedback and inform instructional and leadership practices. The leader avoids engaging faculty and/or stakeholders in conversations on controversial issues that need to be addressed in the interest of school improvement.
Leadership Evidence of proficiency on this indicator may be seen in the leader’s behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:		Impact Evidence of leadership proficiency may be seen in the behaviors or status of the faculty and staff. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:	
<ul style="list-style-type: none"> • Samples of communication methods used by the leader. • A School Improvement Plan that demonstrates knowledge of the specific school community and the impact of community factors on learning needs of students and faculty. • A school-wide plan to engage families and community in understanding student needs and participating in school improvement efforts. 		<ul style="list-style-type: none"> • Students confirm that the leader is a good listener and effectively uses a wide variety of methods of communication to describe expectations and seek input/feedback. • Faculty members confirm that the leader is a good listener and effectively uses a wide variety of methods of communication to describe expectations and seek input/feedback. • Parents and community members confirm that the leader is a good listener and effectively uses a wide variety of methods of 	

<ul style="list-style-type: none"> • Evidence of opportunities for families to provide feedback about students' educational experiences. • Logs of community interaction (e.g., number of volunteers, community members in the school, telephone conversations and community presence at school activities). • Leader writes articles for school or community newspapers. • Leader makes presentations at PTSA or community organizations. • Leader hosts informal "conversations" with faculty, parents, and/or business leaders to share perceptions about the school and pertinent educational issues. • The leader can identify influential "opinion leaders" in the school community and has processes for engaging them in school improvement efforts. • Other leadership evidence of proficiency on this indicator. 	<p>communication to describe expectations and seek input/feedback.</p> <ul style="list-style-type: none"> • Local newspaper articles report involvement of school leader and faculty in school improvement actions. • Letters and e-mails from stakeholders reflect exchanges on important issues. • Other impact evidence of proficiency on this indicator.
<p>Scale Levels: (choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:</p> <p> <input type="checkbox"/> Highly Effective <input type="checkbox"/> Effective <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory </p>	
<p>Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected):</p>	

Reflection Questions for Indicator 9.1

Highly Effective	Effective	Needs Improvement	Unsatisfactory
How might you further expand your influence over your colleagues within the district relative to the implementation of effective listening and communication techniques?	What support might you provide your colleagues within the school that would help them become as capable in the area of listening and communicating as you?	<p>How would you describe your efforts to implement a plan to communicate with various stakeholders within your school community?</p> <p>What might be some of the things you are taking away from this experience that will influence your communication practice in the future?</p>	How might listening with the intent to learn from students, staff, parents, and community stakeholders be beneficial to the successful operation of the school?

Indicator 9.2 – Clear Goals and Expectations: The leader communicates goals and expectations clearly and concisely using Florida’s common language of instruction and appropriate written and oral skills, communicates student expectations and performance information to students, parents, and community, and ensures faculty receives timely information about student learning requirements, academic standards, and all other local, state, and federal administrative requirements and decisions.

Narrative: Proficiency in the competencies addressed in this indicator impacts success on many other indicators. The most successful school leaders are able to provide clear goals and expectations on every aspect of school operations and instructional leadership. You need to do the “school leader’s two step.” Having clear goals and expectations is step one, communicating them so others can act on them is step two.

Rating Rubric

Highly Effective: Leader’s actions or impact of leader’s actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader’s actions or impact of leader’s actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader’s actions or impact of leader’s actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader’s actions or impact of leader’s actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
<p>Clear evidence communication on goals and expectations is present, including open forums, focus groups, surveys, personal visits, and use of available technology.</p> <p>Ensures that all community stakeholders and educators are aware of the school goals for instruction, student achievement, and strategies and progress toward meeting these goals.</p> <p>The leader coaches others within the district to effectively employ the Florida common language of instruction in communicating school goals and expectations.</p>	<p>The leader conducts frequent interactions with students, faculty, and stakeholders to communicate and enforce clear expectations, structures, and fair rules and procedures.</p> <p>Utilizes a system of open communication that provides for the timely, responsible sharing of information with the school community using a variety of formats in multiple ways through different media in order to ensure communication with all members of the school community.</p> <p>Is proficient in use of the Florida common language of instruction to align school goals with district and state initiatives.</p>	<p>Expectations and goals are provided and communicated in a timely, comprehensible and actionable form regarding some student and faculty performance issues.</p> <p>Designs a system of open communication that provides for the timely, responsible sharing of information to, from, and with the school community on goals and expectations, but it is inconsistently implemented.</p> <p>Has a limited capacity to employ Florida’s common language of instruction in aligning school goals and expectations with district and state initiatives.</p>	<p>Expectations and goals regarding student and faculty performance are not provided or are not communicated in a timely, comprehensible and actionable form.</p> <p>The leader’s actions demonstrate a lack of understanding of the importance of establishing clear expectations, structures, rules, and procedures for students and staff.</p> <p>Uses terms in the Florida common language of instruction incorrectly thus misleading others.</p>
<p>Leadership Evidence of proficiency on this indicator may be seen in the leader’s behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none"> • Evidence of visibility and accessibility (e.g., agendas of meetings, newsletters, e-mail correspondence, appointment book, etc.) is provided. • Evidence of formal and informal systems of communication that include a variety of formats (e.g., written, oral) in multiple ways through different media (e.g., newsletter, electronic) used to communicate goals and expectations for how to accomplish the goals. • School safety and behavioral expectations are accessible to all. • Dissemination of clear norms and ground rules for standards- based instruction and Multi-tiered System of Supports (MTSS) is provided. 		<p>Impact Evidence of leadership proficiency may be seen in the behaviors or status of the faculty and staff. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none"> • Faculty routinely access www.floridastandards.org to align course content with state standards. • Staff survey results reflect awareness and understanding of priority goals and expectations. • Parent survey results reflect understanding of the priority academic improvement goals of the school. • Parents’ communications to the school reflect understanding of the goals and expectations that apply to their children. • PTSA/Booster club operations and participation addresses support for school academic goals. • Student survey results reflect understanding of goals and expectations that apply to the students. 	

<ul style="list-style-type: none"> • School Improvement Plan is based on clear actionable goals. • Leader is able to access Florida’s common language of instruction via online resources. • Other leadership evidence of proficiency on this indicator. 	<ul style="list-style-type: none"> • Sub-ordinate leaders use Florida’s common language of instruction. • Other impact evidence of proficiency on this indicator.
<p>Scale Levels: <i>(choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:</i></p> <p> <input type="checkbox"/> Highly Effective <input type="checkbox"/> Effective <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory </p>	
<p>Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected):</p>	

Reflection Questions for Indicator 9.2

Highly Effective	Effective	Needs Improvement	Unsatisfactory
<p>What additional strategies have you established to diffuse your practices on goals and expectations among your colleagues across the school system?</p> <p>How does feedback from key stakeholder groups inform the work of the school?</p>	<p>How might you articulate to faculty the benefits that could be gained by the school if parents and community members understood the rationale for most decisions on goals and expectations?</p>	<p>How might you improve your consistency of interactions with stakeholders regarding the work of the school?</p> <p>Knowing that some teachers and parents are reluctant to initiate conversations with school leaders, what strategies have you employed or considered in which you—as the leader—would initiate communication on priority goals and expectations?</p>	<p>What are your priority goals for school improvement?</p> <p>How do you know whether others find them clear and comprehensible?</p>

Indicator 9.3 – Accessibility: Maintains high visibility at school and in the community, regularly engages stakeholders in the work of the school, and utilizes appropriate technologies for communication and collaboration.

Narrative: Leaders need to be seen by those they are to lead...and those who are asked to engage in rigorous effort on the leader's goals need access to the leader. While leaders must manage their time, they must also make sure those who need access can get it in reasonable ways and timeframes. In a 21st century technological society use of social networking and other technologies to promote accessibility is a valuable leadership competency.

Rating Rubric

Highly Effective: Leader's actions or impact of leader's actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader's actions or impact of leader's actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader's actions or impact of leader's actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader's actions or impact of leader's actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
<p>In addition to the practices at the effective level, the leader initiates processes that promote sub-ordinate leaders access to all through a variety of methods stressing the need for engagement with stakeholder groups.</p> <p>The leader serves as the "voice of the school" reaching out to stakeholders and advocating for school needs.</p> <p>The leader mentors other school leaders on quality processes for accessibility, engaging stakeholders, and using technologies to expand impact.</p>	<p>Leader provides timely access to all through a variety of methods using staff and scheduling practices to preserve time on instructional priorities while providing processes to enable access for parents and community.</p> <p>Leader is consistently visible within the school and community focusing attention and involvement on school improvement and recognition of success.</p> <p>Stakeholders have access via technology tools (e.g., e-mails, phone texts, video conferencing, websites) so that access is provided in ways that do not minimize the leader's time for instructional leadership and faculty development.</p>	<p>Leader's actions to be visible and accessible are inconsistent or limited in scope.</p> <p>Limited use of technology to expand access and involvement.</p> <p>Leadership is focused within the school with minimal outreach to stakeholders.</p>	<p>Leader is not accessible to staff, student, or stakeholders and does not engage stakeholders in the work of the school.</p> <p>Leader has low visibility to students, staff, and community.</p>
<p>Leadership Evidence of proficiency on this indicator may be seen in the leader's behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none"> • Leader's work schedule reflects equivalent of two work days a week in classrooms and interacting with students and teachers on instructional issues. • Meeting schedules reflect frequency of access by various stakeholders. • Executive business partnerships engaging local business leaders in ongoing support of school improvement. • E-mail exchanges with parents and other stakeholders. • Websites or weblogs provide school messaging into the community. • Leader's participation in community events. • Leader has established policies that inform students, faculty, and parents on how to get access to the leader. • Leader monitors office staff implementation of access policies to insure timely and responsive accessibility. • Other leadership evidence of proficiency on this indicator. 		<p>Impact Evidence of leadership proficiency may be seen in the behaviors or actions of the faculty, staff, students and/or community. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none"> • School office staff have effective procedures for routing parents and stakeholders to appropriate parties for assistance and informing the leader when direct involvement of the leader is necessary. • Sub-ordinate leaders' involvement in community events where school issues may be addressed. • "User friendly" processes for greeting and determining needs of visitors. • Newspaper accounts reflecting leader's accessibility. • Teacher and student anecdotal evidence of ease of access • Parent surveys reflect belief that access is welcomed. • Office staff handles routine requests for access in ways that satisfy stakeholders' needs without disrupting leader's time on instructional issues, but gives school leader timely notice when his/her personal involvement should occur without delay. • Other impact evidence of proficiency on this indicator. 	

Scale Levels: (choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:

☐ **Highly Effective** ☐ **Effective** ☐ **Needs Improvement** ☐ **Unsatisfactory**

Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected):

Reflection Questions for Indicator 9.3

Highly Effective	Effective	Needs Improvement	Unsatisfactory
How can you involve subordinate leaders as high visibility assets of the school?	What uses can you make of modern technology to deepen community engagement and expand your accessibility to all?	How can you assess what students, faculty, and stakeholders think of your level of accessibility?	What work habits would you need to change to be more visible to students, faculty, and stakeholders?

Indicator 9.4 – Recognitions: The leader recognizes individuals, collegial work groups, and supporting organizations for effective performance.

Narrative: Leading is about enabling others to succeed. Recognition of the successes and contributions of others is a key leadership function. Recognition from the leader is motivating and focusing. The recognition needed is more than “good job.” It identifies what people did to generate the success being recognized. Recognizing the way in which people succeed encourages them to continue those practices and informs others “by what methods” they may do the same. **Rating Rubric**

Highly Effective: Leader’s actions or impact of leader’s actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader’s actions or impact of leader’s actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader’s actions or impact of leader’s actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader’s actions or impact of leader’s actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
In addition to meeting effective level criteria, the leader utilizes recognition reward, and advancement as a way to promote the accomplishments of the school. Shares the methods that lead to success with other leaders. Engages community groups in supporting and recognizing rigorous efforts to overcome past failures.	The leader systematically (e.g., has a plan, with goals, measurable strategies, and a frequent-monthly-monitoring schedule) recognizes individuals for praise, and where appropriate rewards and promotes based on established criteria. Recognizes individual and collective contributions toward attainment of strategic goals by focusing on what was done to generate the success being celebrated.	The leader uses established criteria for performance as the primary basis for recognition, and reward, but is inconsistent or untimely in doing so, with some people deserving of recognition not receiving it.	The leader does not celebrate accomplishments of the school and staff, or has minimal participation in such recognitions.
Leadership Evidence of proficiency on this indicator may be seen in the leader’s behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:		Impact Evidence of leadership proficiency may be seen in the behaviors or status of the faculty and staff. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:	

<ul style="list-style-type: none"> • Faculty meeting agendas routinely include recognitions of progress and success on goals. • Rigorous effort and progress points of collegial work groups are recognized and the methods they employed shared. • Samples of recognition criteria and reward structures are utilized. • Documents (e.g. written correspondence, awards, agendas, minutes, etc.) supporting the recognition of individuals are based on established criteria. • Communications to community groups are arranged recognizing student, faculty, and school accomplishments. • Other leadership evidence of proficiency on this indicator. 	<ul style="list-style-type: none"> • Teachers attest to the leader's recognition of them as individuals and as team members. • Teachers describe feedback from the leader that acknowledges specific instructional strengths or improvements. • Teachers report that the leader uses a combination of methods to promote the accomplishments of the school. • Students report both formal and informal acknowledgements of their growth. • Bulletin boards or other media display evidence of student growth. • Other impact evidence of proficiency on this indicator.
<p>Scale Levels: <i>(choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:</i></p> <p> <input type="checkbox"/> Highly Effective <input type="checkbox"/> Effective <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory </p> <p>Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected)</p>	

Reflection Questions for Indicator 9.4

Highly Effective	Effective	Needs Improvement	Unsatisfactory
What might be some of the potential benefits that would come from you sharing your talents in this area with your colleagues in the district?	<p>In what ways are you utilizing the recognition of failure as an opportunity to improve?</p> <p>How do you enable those that make progress to share "by what method" they did so?</p>	<p>How might you compare your beliefs about the importance of providing individual and collective praise to your actual practice?</p> <p>What do you want to be most aware of as you make future plans in this area?</p>	As you assess the importance of acknowledging failures and celebrating accomplishments, what assumptions are guiding you?

Attachment G

FSLA Data Collection and Feedback Protocol Long Form Domain 4

Domain 4 - Professional and Ethical Behavior

Narrative: This domain is focused on the professional integrity and dedication to excellence of the school leader. The indicators in this domain focus on behaviors essential to success as a school leader.

Narrative: There are two broad proficiency areas that are the focus of evaluation of behavior and ethics. One is approached as Proficiency Area 10 of the FSLA which is focused on Florida Principal Leadership Standard #10 (FPLS). The indicators in proficiency area 10 address resiliency, professional learning, commitment, and conduct. The other major professional behavior area, Deliberate Practice, is a separate metric, scored separately and, when combined with the overall FLSA score, generates the Leadership Practice Score.

Indicator 10.1 – Resiliency: The leader demonstrates resiliency in pursuit of student learning and faculty development by:

- **staying focused on the school vision,**
- **reacting constructively to adversity and barriers to success,**
- **acknowledging and learning from errors,**
- **constructively managing disagreement and dissent with leadership,**
- **bringing together people and resources with the common belief that the organization can grow stronger when it applies knowledge, skills, and**
- **productive attitudes in the face of adversity.**

Narrative: The lead indicator in this FSLA domain is focused on resiliency. Leadership takes strength of character and a capacity to “weather the storm(s)” to get quality results. It includes learning from mistakes and sticking with it until you get it right.

Rating Rubric

Highly Effective: Leader's actions or impact of leader's actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader's actions or impact of leader's actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader's actions or impact of leader's actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader's actions or impact of leader's actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
<p>The leader builds resilience in colleagues and throughout the organization by habitually highlighting and praising “good mistakes” where risks were taken, mistakes were made, lessons were learned, and both the individual and the organization learned for the future.</p> <p>The leader encourages constructive dissent in which multiple voices are encouraged and heard; the final decision is made better and more broadly supported as a result.</p> <p>The leader is able to bounce back quickly from adversity while remaining focused on the vision of the organization.</p> <p>The leader offers frank acknowledgement of prior personal and organizational failures and clear suggestions for</p>	<p>The leader readily acknowledges personal and organizational failures and offers clear suggestions for personal learning.</p> <p>The leader uses dissent to inform final decisions, improve the quality of decision-making, and broaden support for his or her final decision.</p> <p>The leader admits failures quickly, honestly, and openly with direct supervisor and immediate colleagues.</p> <p>Non-defensive attitude exists in accepting feedback and discussing errors and failures.</p> <p>There is evidence of learning from past errors. Defined structures and processes are in place for eliciting input.</p>	<p>The leader is able to accept evidence of personal and organizational failures or mistakes when offered by others, but does not initiate or support the evidence gathering.</p> <p>Some evidence of learning from mistakes is present.</p> <p>The leader tolerates dissent, but there is very little of it in public.</p> <p>The leader sometimes implements unpopular policies unenthusiastically or in a perfunctory manner.</p> <p>The leader tolerates dissent, but there are minimal to no systemic processes to enable revision of levels of engagement, mental models, and/or misconceptions.</p>	<p>The leader is unwilling to acknowledge errors.</p> <p>When confronted with evidence of mistakes, the leader is defensive and resistant to learning from mistakes.</p> <p>The leader ignores or subverts policy decisions or initiatives focused on student learning or faculty development that are unpopular or difficult.</p> <p>Dissent or dialogue about the need for improvements is absent due to a climate of fear and intimidation and/or apathy.</p> <p>No evidence or reference to previous leadership evaluations is present in the leader's choices of tasks and priorities.</p>

<p>system-wide learning resulting from those lessons.</p> <p>The influence of previous evaluations has a positive impact not only on the leader, but on the entire organization.</p>	<p>Improvement needs noted in the leader's previous evaluations are explicitly reflected in projects, tasks, and priorities.</p>	<p>The leader is aware of improvement needs noted in previous evaluations, but has not translated them into an action plan.</p>	
<p>Leadership Evidence of proficiency on this indicator may be seen in the leader's behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p>		<p>Impact Evidence of leadership proficiency may be seen in the behaviors or actions of the faculty, staff, students, and/or community. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p>	
<ul style="list-style-type: none"> • The leader offers frank acknowledgement of prior personal and organizational failures and clear suggestions for system-wide learning resulting from those lessons. • The leader builds resilience in colleagues and throughout the organization by habitually highlighting and praising "good mistakes" where risks were taken, mistakes were made, lessons were learned, and both the individual and the organization learned for the future. • The leader demonstrates willingness to question district authority and policy leaders appropriately with evidence and constructive criticism, but once the decision is made, fully supports, and professionally implements organizational policy and leadership decisions. • The leader recognizes and rewards thoughtful dissent. • The leader's previous evaluations are explicitly reflected in projects, tasks, and priorities. • The leader offers evidence of learning from dissenting views • Improvement plans reflect changes in leadership practices. (Either from one year to the next or amending of current plans based on new insights). • The leader accepts and implements leadership and policy with fidelity and district and state initiatives are represented by the leader in a thorough way citing the student data, research base, and performance goals relevant to these initiatives. • Other leadership evidence of proficiency on this indicator. 		<ul style="list-style-type: none"> • Faculty, staff, parents, and community members express perceptions that their concerns and dissent receive fair consideration and are welcome input from the leader even when they disagree with policies or practices being implemented. • Faculty or students share anecdotes of practices/policies they previously challenged or resisted but, due to principal's resilience, they have changed ways of working without acting in dysfunctional or harmful ways to others within the organization. • The principal's resilience in pursuit of school improvements has generated a school climate where faculty and staff feel comfortable voicing concerns and disagreements and perceive that their concerns are treated as a basis for deepening understanding. • Previously resisted policies and practices are now perceived by faculty or students as appropriate and are being implemented with fidelity. • Results of staff, student, or community questionnaire regarding the leader's vision and impact on school improvement efforts. • Changes advocated by the leader and implemented despite resistance have had a positive impact on student growth. • Other impact evidence of proficiency on this indicator. 	
<p>Scale Levels: <i>(choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:</i></p> <p style="text-align: center;"> <input type="checkbox"/> Highly Effective <input type="checkbox"/> Effective <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory </p>			
<p>Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected):</p>			

Reflection Questions for Indicator 10.1

Reflection Questions			
Highly effective	Effective	Needs Improvement	Unsatisfactory
<p>What additional insights are you gaining about the challenges of reconciling points of view disagreements and fully supporting and executing organizational policy and leadership decisions?</p> <p>What additional insights have you gained about the value of supporting processes that enable faculty to reflect on and modify their own mental models based on evidence rather than assumptions?</p>	<p>How might you reconcile your opinions with final decisions in supporting and implementing organizational policy and leadership decisions?</p> <p>How can you help your staff grow to acknowledge and implement systems for gaining multiple perspectives in decision-making?</p>	<p>When or how is it appropriate to challenge policy and leadership decisions, if at all?</p> <p>What leadership practices, structures, and processes could you put in place that would help staff know that dissent is welcomed as part of an informed decision-making process?</p>	<p>How do you deal with decisions with which you are uncomfortable? Do you think about the impact when unpopular or difficult policy decisions are undermined, ignored, or executed with public disagreement or lack of enthusiasm from yourself or your staff?</p> <p>What needs to be done to establish enough trust that faculty and staff feel free to present opposing views with you in an open, sharing way?</p>

Indicator 10.2 – Professional Learning: The leader engages in professional learning that improves professional practice in alignment with the needs of the school and system and demonstrates explicit improvement in specific performance areas based on previous evaluations and formative feedback.

Narrative: Professional learning is addressed in several FSLA indicators, each from a different perspective. Indicator 4.5 is focused on what the leader does to engage faculty in meaningful professional learning (which includes being involved in what the faculty is learning). Indicator 4.4 focuses on professional learning needed to implement priority initiatives. Indicator 4.6 addresses alignment of faculty professional learning with improvement of instruction. The Deliberate Practice metric concentrates on a very few issues where the leader drives for deep learning and personal mastery of a few “thin slices.” Indicator 10.2 is focused on the impact of the leader’s professional learning – does the leader’s learning result in improved performance?

Rating Rubric

Highly Effective: Leader’s actions or impact of leader’s actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader’s actions or impact of leader’s actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader’s actions or impact of leader’s actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader’s actions or impact of leader’s actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
<p>Performance improvements linked to professional learning are shared with other leaders thus expanding impact.</p> <p>The leader approaches every professional learning opportunity with a view toward multidimensional impact.</p> <p>Knowledge and skills are shared throughout the organization and with other departments, schools, and districts.</p> <p>Rather than merely adopting the tools of external professional learning, this leader creates specific adaptations so that learning tools become part of the culture of the organization and are “home-grown” rather than externally generated.</p> <p>The leader provides evidence of leverage, applying each learning opportunity throughout the organization. This leader creates forms, checklists, self-assessments, and other tools so that concepts learned in professional development are applied in the daily lives of teachers and leaders throughout the organization.</p>	<p>The leader routinely shows improvement in areas where professional learning was implemented.</p> <p>The leader engages in professional learning that is directly linked to organizational needs.</p> <p>The priority is given to building on personal leadership strengths.</p> <p>The leader personally attends and actively participates in the professional learning that is required of other leaders in the organization.</p> <p>The leader personally attends and actively participates in the professional learning required of teachers.</p> <p>There is clear evidence of the actual application of personal learning in the organization. Where learning has not been applied within the organization, this leader rigorously analyzes the cause for this and does not continue investing time and money in professional learning programs that lack clear evidence of success when applied in the organization.</p>	<p>The leader demonstrates some growth in some areas based on professional learning.</p> <p>The leader actively participates in professional learning, but it is reflective of a personal agenda rather than addressing the strategic needs of the organization.</p> <p>The leader attends professional learning for colleagues, but does not fully engage in it and set an example of active participation.</p> <p>The leader has given intellectual assent to some important learning experiences, but can give only a few specific examples of application to the organization.</p>	<p>There is no or only minimal impact of professional learning on the leader’s performance.</p> <p>The leader might introduce a professional learning program, but does not participate in the learning activities along with the staff.</p> <p>The leader is not strategic in planning a personal professional learning focus aligned with the school or district goals.</p> <p>Even on those rare occasions when the leader engages in professional learning, the purpose appears to be merely collecting information rather than reflecting on it and applying it to the organization. Professional learning is an expense, not an investment in constructive improvements.</p>

<p>Leadership Evidence of proficiency on this indicator may be seen in the leader's behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none"> • The leader is an active participant in professional learning provided for faculty. • The leader's professional growth plan includes professional learning topics that are directly linked to the needs of the school or district. • Evidence the leader has applied lessons learned from the research to enhance personal leadership practices. • Case studies of action research shared with subordinates and/or colleagues. • Forms, checklists, self-assessments, and other learning tools the leader has created that help the leader apply concepts learned in professional development. • Membership and participation in professional learning provided by professional organizations. • Other leadership evidence of proficiency on this indicator. 	<p>Impact Evidence of leadership proficiency may be seen in the behaviors or actions of the faculty, staff, students, and/or community. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none"> • Teachers' anecdotal evidence of the leader's support for and participation in professional learning. • School-wide teacher questionnaire results reflecting leadership support for professional learning. • The frequency with which faculty members are engaged in professional learning. • Changes in student growth data, discipline data, etc., after faculty professional development. • Other impact evidence of proficiency on this indicator.
<p>Scale Levels: (choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:</p> <p> <input type="checkbox"/> Highly Effective <input type="checkbox"/> Effective <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory </p>	
<p>Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected):</p>	

Reflection Questions for Indicator 10.2

Highly Effective	Effective	Needs Improvement	Unsatisfactory
<p>What has been most effective in creating a focus on professional learning? How might you lead this effort across the district?</p> <p>How have you synthesized new professional learning into existing learning for more sophisticated application? How have you applied this learning to support and encourage the growth of other leaders?</p> <p>How will you leverage your professional learning throughout the school, district, and beyond?</p>	<p>To what degree do you explicitly identify the focus areas for professional development in faculty and grade level/department meetings?</p> <p>How will you determine whether application of your own professional learning is impacting student achievement and the school as a whole?</p> <p>How are you adjusting application when clear evidence of success is not apparent?</p>	<p>How are you investing your professional learning and applying it to your school on daily basis? How do you apply this learning in multiple leadership venues?</p>	<p>What steps can you take to participate in professional learning focused on school and district goals with your staff?</p> <p>What steps can you take to begin to apply professional learning to your daily work?</p>

Indicator 10.3 – Commitment: The leader demonstrates a commitment to the success of all students, identifying barriers and their impact on the well-being of the school, families, and local community.

Narrative: Leaders are committed to carrying out the role of school leader in ways that benefit others: Students – faculty – community. Barriers to having that impact are not seen as reasons to give up but as problems to be solved.

Rating Rubric

Highly Effective: Leader's actions or impact of leader's actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader's actions or impact of leader's actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader's actions or impact of leader's actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader's actions or impact of leader's actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
The messaging and support systems of the effective principal are expanded to engage parents and the community at large in participating in actions that promote student success and mitigate or eliminate multiple barriers to success. The principal's actions on behalf of students form a foundation of mutual respect between students, faculty and the community.	There are programs and processes within the school that focus all students on the importance of success in school and multiple tiers of support to assist them in overcoming barriers to success. Positive slogans and exhortations to succeed are supported with specific and realistic guidance and supports on how to succeed and overcome barriers. The schools vision of success for all students is shared with the community at large.	The leader demonstrates professional concern for students and for the development of the student's potential but implementation of processes to identify barriers to student success have limited scope and have resulted in actions to mitigate those barriers and provide supports for success only for some students. There are gaps in processes that engage all faculty in understanding the student population and the community in which they live. Some student sub-groups do not perceive the school as focused on their best interests.	Other than slogans and exhortations to do better, there is minimal or no evidence of principal leadership being employed to implement the FEAPs and FPLS for the benefit of students in the school, and the leader is not perceived by staff, students, or community as a sincere and effective advocate for the students.
Leadership Evidence of proficiency on this indicator may be seen in the leader's behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:		Impact Evidence of leadership proficiency may be seen in the behaviors or actions of the faculty, staff, students and/or community. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:	
<ul style="list-style-type: none">• Agenda, memorandum, and other documents show a recurring emphasis on student success with specific efforts to remove barriers to success.• Agenda, memorandum, and other documents show a recurring emphasis on deepening faculty understanding of the students and the community in which they live.• The leader can describe the challenges present in the students' lives and provide specific examples of efforts undertaken to support student success.• Barriers to student achievement or faculty development are identified in the SIP, and strategies are implemented to address them.• Other leadership evidence of proficiency on this indicator.		<ul style="list-style-type: none">• Student results show growth in all sub-groups.• Faculty member's anecdotal evidence describe a leader focused on and committed to student success.• Parent and community involvement in student supports are plentiful and address the needs of a wide range of students.• Student work is commonly displayed throughout the community.• News reports in local media draw attention to positive actions of students and school.• Other impact evidence of proficiency on this indicator.	
Scale Levels: (choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:			
<input type="checkbox"/> Highly Effective		<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement
			<input type="checkbox"/> Unsatisfactory
Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected):			

Reflection Questions for Indicator 10.3

Highly Effective	Effective	Needs Improvement	Unsatisfactory
What actions are needed to sustain the role of the school in generating a community wide effort to insure students succeed?	What outreach can you initiate to expand the involvement of parents and community leaders in supporting student success and deepening understanding of the barriers and actions that mitigate them?	Have you presented an effective challenge to perceptions that student apathy or lack of parent involvement are acceptable explanations for lack of success by some students or sub-groups?	Do you know enough about the students and the community in which they live to recognize the barriers that prevent success by all of the students?

Indicator 10.4 – Professional Conduct. The leader Adheres to the Code of Ethics (Rules 6B-1.001) of the Education Profession in Florida and to the Principles of Professional Conduct for the education profession (Rules 6B-1.006, F.A.C.).

Narrative: State Board Rules define specific expectations for the conduct and ethical behaviors for Florida educators.

Rating Rubric

Highly Effective:	Effective:	Needs Improvement:	Unsatisfactory:
Leader's actions or impact of leader's actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Leader's actions or impact of leader's actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Leader's actions or impact of leader's actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Leader's actions or impact of leader's actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
<p>There is clear, convincing, and consistent evidence that the school leader abides by the spirit, as well as the intent, of policies, laws, and regulations that govern the school and the education profession in the state of Florida, and inspires others within the organization to abide by that same behavior.</p> <p>The leader clearly demonstrates the importance of maintaining the respect and confidence of his or her colleagues, of students, of parents, and of other members of the community, as a result the leader achieves and sustains the highest degree of ethical conduct and serves as a model for others within the district.</p>	<p>There is clear evidence that the leader values the worth and dignity of all people, the pursuit of truth, devotion to excellence (i.e., sets high expectations and goals for all learners, then tries in every way possible to help students reach them) acquisition of knowledge, and the nurture of democratic citizenship.</p> <p>The leader's primary professional concern is for the student and for the development of the student's potential. Therefore, the leader acquires the knowledge and skills to exercise the best professional judgment and integrity.</p> <p>The leader demonstrates the importance of maintaining the respect and confidence of his or her colleagues, of students, of parents, and of other members of the community. As a result the leader adheres to the prescribed ethical conduct.</p>	<p>The leader's behaviors enable recurring misunderstanding and misperceptions about the leader's conduct and ethics as expressed in the Code and Principles.</p> <p>There are segments of the school community whose developmental needs are not addressed and leadership efforts to understand and address those needs is not evident.</p> <p>The leader has only a general recollection of issues addressed in the Code and Principles and there is limited evidence that the school leader abides by the spirit, as well as the intent, of policies, laws, and regulations that govern the school and the education profession in the state of Florida.</p>	<p>The leader's patterns of behavior are inconsistent with the Code of Ethics, Rule 6B-1.001, or disciplinary action has been initiated based on violation of the Principles of Professional Conduct, Rule 6B-1.006.</p>
<p>Leadership Evidence of proficiency on this indicator may be seen in the leader's behaviors or actions. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none">• Samples of written feedback from teachers regarding the leader's judgment and/or integrity on issues related to the learning environment, instructional improvement or school organization.• Samples of written feedback provided by parents regarding the leader's judgment and/or integrity on issues related to the learning environment, instructional improvement or school organization.• School improvement plan's focus on student success and evidence of actions taken to accomplish such plans.• School safety and behavioral expectations promoted by the leader for the benefit of students.• Other leadership evidence of proficiency on this indicator.		<p>Impact Evidence of leadership proficiency may be seen in the behaviors or actions of the faculty, staff, students and/or community. <u>Illustrative examples</u> of such evidence may include, but are not limited to the following:</p> <ul style="list-style-type: none">• Teacher, student, parent anecdotal evidence reflecting respect for the principal's ethics and conduct.• Recognition by community and parent organizations of the principal's impact as a role model for student and adults in the community.• Parent or student questionnaire results.• Other impact evidence of proficiency on this indicator.	
<p>Scale Levels: (choose one) Where there is sufficient evidence to rate current proficiency on this indicator, assign a proficiency level by checking one of the four proficiency levels below. If not being rated at this time, leave blank:</p> <p>[] Highly Effective [] Effective [] Needs Improvement [] Unsatisfactory</p>			
<p>Evidence Log (Specifically, what has been observed that reflects current proficiency on this indicator? The examples above are illustrative and do not reflect an exclusive list of what is expected):</p>			

Reflection Questions for Indicator 10.4

Highly Effective: Leaders' actions or impact of leader's actions relevant to this indicator exceed effective levels and constitute models of proficiency for other leaders.	Effective: Leader's actions or impact of leader's actions relevant to this indicator are sufficient and appropriate reflections of quality work with only normal variations.	Needs Improvement: Leader's actions or impact of leader's actions relevant to this indicator are evident but are inconsistent or of insufficient scope or proficiency.	Unsatisfactory: Leader's actions or impact of leader's actions relevant to this indicator are minimal or are not occurring, or are having an adverse impact.
How might you expand your influence within the district so that others achieve and sustain your high degree of ethical conduct?	What might be some strategies you could pursue that would inspire others within the organization to demonstrate your level of ethical behavior?	How might you be more overt in demonstrating that you abide by the spirit, as well as the intent, of policies, laws, and regulations that govern the school and the education profession in the state of Florida?	In what ways are you demonstrating that you abide by the spirit, as well as the intent, of policies, laws, and regulations that govern the school and the education profession in the state of Florida?

Attachment H

Proficiency Ratings: Tables 1-5

Rating of Proficiency Areas.

Ratings on the indicators in a Proficiency Area are combined to assign a proficiency level (HE, E, NI, or U) to a Proficiency Area: The distribution of indicator ratings within a Proficiency Area result in a Proficiency Area Rating. Since the number of indicators in a Proficiency Area varies, the following formulas are applied to assign Proficiency Area ratings. For each Proficiency Area, the appropriate table will be used. The administrative evaluation system that our administrators and supervisors will complete will be an electronic version of this written document. This electronic version will be managed by True North Logic and will be set up so that these calculations of ratings of proficiency area will be electronic using the tables below. These tables are provided for supervisors and administrators to understand how this calculation is made.

Table 1

For Proficiency Areas 1,2,5,7,9 and 10 with four Indicators, each Proficiency Area is rated:			
Highly Effective (HE) if: three or more indicators are HE and none are less than E.			
Examples:	HE+HE+HE+HE= HE	HE+HE+HE+E=HE	
Effective (E) if: at least three are E or higher and no more than one are NI. None are U.			
Examples:	E+E+E+HE=E	E+E+E+NI=E	E+E+E+E=E
Needs Improvement (NI) if: Criteria for E not met and no more than one is U.			
Examples:	E+E+NI+NI=NI	HE+HE+NI+NI =NI	HE+E+U+NI=NI
Unsatisfactory (U) if: two or more are U.			
Examples:	HE+U+U+HE=U	E+NI+U+U=U	E+E+U+U=U

For the Proficiency Areas with fewer or more than four indicators, use the appropriate table below:

Table 2

For proficiency Area 3 with six Indicators, each Proficiency Area is rated:			
Highly Effective (HE) if: four or more indicators are HE and none are less than E.			
Examples:	HE+HE+HE+HE+HE+HE=HE	HE+HE+HE+HE+E+E=HE	
Effective (E) if: at least four are E or higher and no more than two are NI. None are U.			
Examples:	HE+HE+E+E+E+E=E	E+E+E+E+NI+NI=E	
Needs Improvement (NI) if: Criteria for E not met and no more than two are U.			
Examples:	HE+HE+NI+NI+NI+NI=NI	NI+NI+NI+NI+U+U=NI	E+E+E+NI+NI+NI=NI HE+HE+E+E+E+U=NI
Unsatisfactory (U) if more than two or more are U.			
Examples:	HE+HE+HE+HE+U+U=U	NI+NI+NI+NI+U+U=U	

Table 3

For Proficiency Area 4 with seven Indicators, each Proficiency Area is rated:			
Highly Effective (HE) if: five or more indicators are HE and none are less than E.			
Examples:	HE+HE+HE+HE+HE+E+E=HE		
Effective (E) if: at least five are E or higher and no more than two are NI. None are U.			
Examples:	HE+HE+E+E+E+NI+NI=E	E+E+E+E+E+NI+NI=E	
Needs Improvement (NI) if: Criteria for E not met and no more than two are U.			
Examples:	E+E+E+E+NI+NI+NI=NI	HE+HE+E+E+E+U+U=NI	HE+HE+HE+HE+HE+U=NI
Unsatisfactory (U) if: two or more are U.			
Examples:	HE+HE+HE+HE+HE+U+U=U	NI+NI+NI+NI+NI+U+U=U	

Table 4

For Proficiency Area 6 with five Indicators , each Proficiency Area is rated:				
Highly Effective (HE) if: four or more indicators are HE and none are less than E.				
Examples:	HE+HE+HE+HE+HE=HE		HE+HE+HE+HE+E=HE	
Effective (E) if: at least four are E or higher and no more than one are NI. None are U.				
Examples:	E+E+E+E=E	HE+HE+E+E=E	HE+E+E+E+NI=E	E+E+E+E+NI=E
Needs Improvement (NI) if: Criteria for E not met and no more than one is U.				
Examples:	HE+HE+NI+NI+NI=NI	E+E+NI+NI+U=NI	NI+NI+NI+NI+U=NI	
Unsatisfactory (U) if more than two or more are U.				
Examples:	HE+HE+HE+U+U=U		NI+NI+NI+U+U=U	

Table 5

For Proficiency Area 8 with three Indicators , each Proficiency Area is rated:				
Highly Effective (HE) if: two or more indicators are HE and none are less than E.				
Examples:	HE+HE+HE=HE		HE+HE+E=HE	
Effective (E) if: two or more are E or higher and no more than one is NI. None are U.				
Examples:	E+E+E=E	E+E+HE=E	E+HE+NI=E	HE+HE+NI=E
Needs Improvement (NI) if: Criteria for E not met and no more than one is U.				
Examples:	NI+NI+NI=NI	NI+NI+U=NI	HE+E+U=NI	HE+NI+NI=NI
Unsatisfactory (U) if: two or more are U.				
Examples:	HE+U+U=U		NI+U+U=U	

Attachment I

High Effect Size Indicators

High Effect Size Indicators (2012)

Student learning needs and faculty and leadership development needs will vary from school to school and from district to district. However, contemporary research reveals a core of instructional and leadership strategies that have a higher probability than most of positively impacting student learning in significant ways. The indicators below link formative feedback and evaluation to contemporary research on practices that have a positive impact on student learning growth.

- Research on the cause and effect relationships between instructional and leadership strategies and student outcomes address the effect size of a strategy: What degree of impact does it have?
 - In the context of district instructional and leadership evaluation systems, effect size is a statistical estimation of the influence a strategy or practice has on student learning. Effect size calculations result from statistical analyses in research focused on student learning where the correct and appropriate use of a strategy yields better student learning growth than when the strategy is not used or is used incorrectly or inappropriately.
 - In research terms, those strategies often identified as “high effect size” are those with higher probabilities of improving student learning. Classroom teachers need a repertoire of strategies with a positive effect size so that what they are able to do instructionally, after adapting to classroom conditions, has a reasonable chance of getting positive results. As school leaders and mentor teachers begin to focus on feedback to colleagues to improve proficiency on practices that improve student learning growth, emphasis should be on those strategies that have a high effect size. Where every Florida classroom teacher and school leader has a core repertoire of highly effective practices, progress on student learning is accelerated.
- The Department’s identified set of indicators on high effect size instructional and leadership strategies with a causal relationship to student learning growth constitute priority issues for deliberate practice and faculty development.

Classroom Teacher High Effect Indicators

Learning Goal with Scales:

The teacher provides students with clearly stated learning goals accompanied by a scale or rubric that describes levels of performance relative to the learning goal.

Tracking Student Progress: The teacher facilitates the tracking of student progress on learning goals using a formative approach to assessment.

Established Content Standards: The teacher ensures that lesson and unit plans are aligned with established state content standards identified by the state and the manner in which that content should be sequenced.

Multi-tiered System of Supports: The teacher provides a learning environment with multiple tiers of support to meet individual needs and affect positive change.

Tracking Rate of Progress: The teacher's implementation of a multi-tiered system of supports (MTSS) routinely collects, analyzes, and uses on-going progress monitoring data to evaluate student rate of progress aligned with behavioral and grade-level academic standards.

Clear Goals: The teacher identifies a lesson or part of a lesson as involving important information to which students should pay particular attention.

Text Complexity: The teacher cognitively challenges students through the use of "complex text" to learn content information and routinely includes close reading, rereading, and use of dependent questions to deepen student understanding of text incorporating these two processes:

- Writing in response to text
- Text-based discussions with students

ESOL Students: The teacher provides instruction to ESOL students on the development of the English language learners' ability to produce and respond to spoken and written English texts, from pronunciation and formation of individual sounds and letters, through word and sentence level, to patterns of text structure utilizing the appropriate ESOL teaching strategies.

School Leadership High Effect Indicators

Feedback Practices: The school leader monitors, evaluates proficiency, and provides timely feedback to faculty on the effectiveness of instruction on priority instructional goals, and the cause and effect relationships between professional practice and student achievement on those goals.

Facilitating Professional Learning: The school leader manages the organization, operations, and facilities to provide the faculty with quality resources and time for professional learning, and engages faculty in effective individual and collaborative learning on priority professional goals throughout the school year.

Clear Goals and Expectations: The school leader communicates goals and expectations clearly and concisely using Florida's common language of instruction and appropriate written and oral skills; communicates student expectations and performance information to students, parents, and community; and ensures that the faculty receives timely information about student learning requirements, academic standards, and all other local, state, and federal administrative requirements and decisions.

Instructional Resources: The school leader maximizes the impact of school personnel and fiscal and facility resources to provide recurring systemic support for instructional priorities and a supportive learning environment.

High Effect Size Strategies: The school leader takes actions to ensure that instructional personnel receive recurring feedback on their proficiency in high effect size instructional strategies.

Instructional Initiatives: District-supported state initiatives focused on student growth are supported by the school leader with specific and observable actions including monitoring of implementation and measurement of progress toward initiative goals and professional learning to improve faculty capacity to implement the initiatives. The following indicators relate to leadership focused on specific instructional improvement initiatives:

- **Monitoring Text Complexity:** The school leader monitors teacher implementation of instructional processes involving complex text with embedding of close reading and rereading of complex text as a routine event incorporating these two processes:

- o writing in response to text
- o text-based discussions with students

- **Interventions:** The school leader routinely uses teacher-collected student response data to determine effectiveness of instruction and interventions school-wide, grade-wide, class-wide, and specific to student sub-groups. (MTSS)

- **Instructional Adaptations:** The school leader routinely engages teachers collaboratively in a structured data-based planning and problem-solving process in order to modify instruction and interventions for accelerated student progress and to monitor and evaluate the effect of those modifications. (MTSS)

- **ESOL Strategies:** The school leader monitors the school and classrooms for comprehensible instruction delivered to ESOL students and the utilization of ESOL teaching strategies appropriate to the students in the class. (ESOL)

References to contemporary research on instructional and leadership strategies may be found at www.fldoe.org/profdev/pa.asp. These research findings provide guidance on instructional and leadership practices that support professional growth and student learning growth

Attachment J

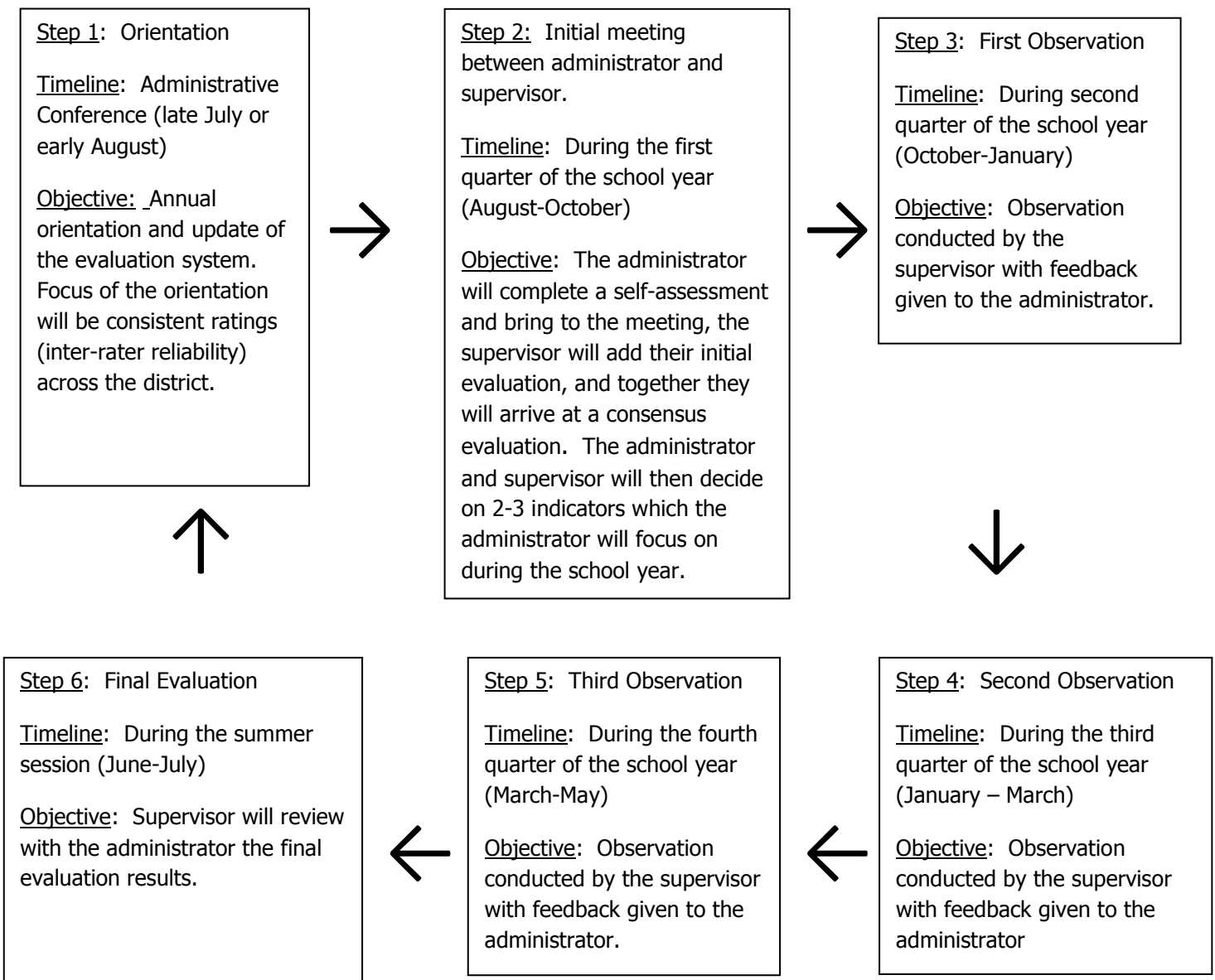
Administrative Evaluation Process

Santa Rosa District Schools

Administrative Evaluation System

The Evaluation Process

The Evaluation Process is a continuous activity conducted throughout the year which repeats itself on an annual basis. It involves multiple observations by the supervisor followed by feedback and dialogue with the administrator. All administrators will be evaluated by their immediate supervisor each year: principals evaluate Assistant principals, Directors evaluate principals, Assistant Superintendents evaluate Directors and Coordinators and the Superintendent evaluates Assistant Superintendents.



~~Attachment K~~

~~Studer Education~~

Organizational Assessment of School Districts

Studer Education is an assessment, evaluation, and performance solutions group that works with school districts to improve by first diagnosing areas of strength and areas needing improvements, creating measurable goals and measures to drive performance, aligning leader and employee evaluation systems to these key performance drivers, and creating and applying a human performance plan to improve school district results. As part of the initial diagnosis, Studer Education works with school boards and superintendents to complete an organizational assessment that includes an online Triple A Assessment of Leadership and focus group sessions with internal and external stakeholders of the district.

The Studer Education organizational assessment of school districts includes several components:

1. Online external assessment called the Triple A Assessment of Leadership: Alignment, Accountability, Action.
2. Onsite focus groups with internal employees and external stakeholders.
3. Onsite debriefing with superintendent, designated leaders, and school board members.
4. Written report of the Triple A Assessment and focus group findings.



Triple A Assessment of Leadership: Alignment, Accountability, Action

An online survey will be administered by Studer Education and will be completed by school board members, superintendent, and all district leaders and managers and school leaders. Studer Education will work with the district leadership to gain appropriate leadership groups. The survey results are analyzed by groups of leaders. The questions are:

1. What is your role? [Select from a group presented]
2. From a list provided, please choose the top three things your district does well?
3. From a list provided, what are the top 3 barriers/challenges you face that keep you from achieving your results in your area of responsibility?
4. From a list provided, please choose the top three opportunities for improvement in your district?
5. Over the past five years the external environment in ____ school district has been [very difficult, difficult, normal, easy, very easy]
6. Over the next five years the external environment in ____ school district will be [very difficult, difficult, normal, easy, very easy]
7. If the district continues to perform exactly as it does today, your results over the next 5 years will be [very easy, easy, normal, difficult, very difficult]
8. How well does your current leader evaluation system hold leaders accountable? [very poor, poor, fair, good, excellent]
9. How well does your current leadership training prepare you for your leadership role? [very poor, poor, fair, good, excellent]
10. How well does your school district address low performing leaders? [very poor, poor, fair, well, very well]
11. How well does your school district address low performing employees [very poor, poor, fair, well, very well]

Studer Education: Focus Group Sessions

Several 1½ hour focus group sessions are held with various groups, including 1) superintendent and cabinet; 2) district leaders; 3) school leaders; 4) teachers; 5) staff; and 6) parents & community members. All questions are analyzed at the conclusion of the focus groups, reported to district leadership and school board in a de-briefing session. A follow-up report is sent to the district within 14 days after the visit. The focus group questions include:

1. What is working well for the _____ school district?
2. What areas could be improved in the _____ school district?
3. What one or two things serve as barriers to employees for achieving at their highest potential?
4. What one or two things serve as barriers to the district resulting in declines in student achievement?
5. Respond to the question below by selecting a number 1 to 10.

SCALE: _____ 1 = Worst in Class.....10 = Best in Class

How well does the _____ School District rate on the items below using the above scale?										
Rewarding and recognizing people in the school district	1	2	3	4	5	6	7	8	9	10
Developing people in the school district to become high performing professionals	1	2	3	4	5	6	7	8	9	10
Providing needed resources for employees to do their jobs well	1	2	3	4	5	6	7	8	9	10
Leaders effectively communicating to employees why actions are occurring and what they are	1	2	3	4	5	6	7	8	9	10
Leaders effectively communicating to parents why actions are occurring and what they are	1	2	3	4	5	6	7	8	9	10
Leaders effectively communicating to external stakeholders and community members why actions are occurring and what they are	1	2	3	4	5	6	7	8	9	10
District systems working to hold leaders accountable for measurable outcomes	1	2	3	4	5	6	7	8	9	10
Leaders holding employees accountable for applying good skills and attitudes on the job	1	2	3	4	5	6	7	8	9	10

~~Attachment L~~

~~Principal Leadership Standards Crosswalk with Survey Questions~~

Elementary Student Survey Crosswalk to Florida Principal Leadership Standards

***Note The Elementary Student Survey is aligned to the standards highlighted in this matrix. Standard 1 is assessed in the student achievement portion of the evaluation; standard 10 is intended to be assessed by the supervisor.

	Learning is fun at my school.	I like going to my school each day.	I enjoy art, music and PE.	My teacher cares about me.	I feel safe at my school.	School rules are fair.	My school is clean.	My principal is a good leader.
Standard 1: Student Learning Results								
Standard 2: Student Learning as a Priority								
Standard 3: Instructional Plan Implementation								
Standard 4: Faculty Development								
Standard 5: Learning Environment								
Standard 6: Decision Making								
Standard 7: Leadership Development								
Standard 8: School Management								
Standard 9: Communication								
Standard 10: Professional and Ethical Behaviors								

Secondary Student Survey Crosswalk to Florida Principal Leadership Standards

***Note The Secondary Student Survey is aligned to the standards highlighted in this matrix. Standard 1 is assessed in the student achievement portion of the evaluation; standard 10 is intended to be assessed by the supervisor.

	My learning is important at my school	School rules/ discipline plans are enforced consistently at my school.	I regularly receive feedback from school staff about my academic progress	My family is treated with respect at my school.	I have opportunities to be successful at my school.	Special area classes add to my school experience	I would recommend my school to others.	I feel safe at school.	I am recognized for good work and behavior at my school.	My school is clean and well maintained	The teachers, staff, and administration at my school demonstrate genuine concern.	The principal at my school is an effective leader
Standard 1: Student Learning Results												
Standard 2: Student Learning as a Priority												
Standard 3: Instructional Plan Implementation												
Standard 4: Faculty Development												
Standard 5: Learning Environment												
Standard 6: Decision Making												
Standard 7: Leadership Development												
Standard 8: School Management												
Standard 9: Communication												
Standard 10: Professional and Ethical Behaviors												

Parent Satisfaction Survey Crosswalk Florida Educational Leadership Standards

	Standard 1: Student Learning Results	Standard 2: Student Learning as a Priority	Standard 3: Instructional Plan Implementation	Standard 4: Faculty Development	Standard 5: Learning Environment	Standard 6: Decision Making	Standard 7: Leadership Development	Standard 8: School Management	Standard 9: Communication	Standard 10: Professional and Ethical Behaviors
My child's learning is a high priority at this school.										
School rules/ discipline plans are enforced consistently at this school.										
I regularly receive feedback from school staff on how well my child is learning.										
My family is treated with respect at this school.										
My child has the opportunity to be successful at this school.										
My child has the necessary supplies and equipment to learn.										
I would recommend this school to other parents.										
The school provides a safe environment for my child to learn.										
My child is recognized for good work and behavior at this school.										
The school is clean and well maintained.										
The teachers, staff, and administration at this school demonstrate a genuine concern for my child.										
I am proud to say I have a child at this school.										
The principal at this school is approachable and reachable.										
The principal is an effective leader.										
I receive information about my child's academic progress in school.										
I feel the special areas available at my child's school help make my child's educational experience well rounded.										
I receive information about the progress of my child's school.										
I receive information about the school's parent/guardian involvement policy.										
I receive information about the quality of my child's teacher.										
I have opportunities for involvement at my child's school.										
Information in the Santa Rosa District Schools' Family Guide helps me understand my child's school work.										

**** Note** The Employee Engagement Survey is aligned to the standards highlighted in this matrix.

Employee Engagement Crosswalk to Florida Principal Leadership Standards

**Note The Employee Engagement Survey is aligned to the standards highlighted in this matrix. Standard 1 is assessed in the student achievement portion of the evaluation; standard 10 is intended to be assessed by the supervisor.

	My principal/ supervisor provides me good processes and resources to do my job.	My principal/ supervisor provides feedback on my strengths as an employee.	Principal/ supervisor led meetings make efficient use of time and are productive.	My principal/ supervisor recognizes good performance.	My principal/ supervisor demonstrates a genuine concern for my welfare.	My principal/ supervisor makes the best use of available funds.	My principal/ supervisor consults me on decisions that affect my job.	The expectations for judging my performance are clear.	My principal/ supervisor provides the support needed to accomplish my work objectives.	My principal/ supervisor provides feedback concerning areas for improving my performance.
Standard 1: Student Learning Results										
Standard 2: Student Learning as a Priority										
Standard 3: Instructional Plan Implementa- tion										
Standard 4: Faculty Development										
Standard 5: Learning Environment										
Standard 6: Decision Making										
Standard 7: Leadership Development										
Standard 8: School Management										
Standard 9: Communica- tion										
Standard 10: Professional and Ethical Behaviors										

Support Card Survey Crosswalk Florida Educational Leadership Standards

	Standard 1: Student Learning Results	Standard 2: Student Learning as a Priority	Standard 3: Instructional Plan Implementation	Standard 4: Faculty Development	Standard 5: Learning Environment	Standard 6: Decision Making	Standard 7: Leadership Development	Standard 8: School Management	Standard 9: Communication	Standard 10: Professional and Ethical Behaviors
Accessibility: Can we reach a live person or use an electronic tool to reach someone?										
Accuracy: Did we receive the right product/service or was a variation communicated?										
Attitude: Was it a nice experience? Did you receive service with a smile?										
Operations: Do day to day operations run efficiently and effectively?										
Timeliness: Was the response or solution delivered when promised?										

**Note Support Card items aligned to the standards are highlighted in this matrix.

~~Attachment M~~

~~Student Surveys~~

Santa Rosa District Student - Elementary School Survey

Thanks!

We need your help. Choose the face or number response that best describes how you feel about your school.

Survey

***1. Please choose the b**

1. Learning is fun at my school.

2. I like going to my school each day.

3. I enjoy art, music and P.E.

4. My teacher cares about me.

5. I feel safe at my school.

6. School rules are fair.

7. My school is clean.

8. My principal is a good leader.



<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Santa Rosa District Student - Middle & High School Survey

Thanks!

Take a few minutes to carefully respond to each of the items on this survey. The survey is intended to measure your perception of how well your school is providing a positive learning environment for all students.

Survey

***1. Please choose the best response.**

	Strongly Agree	Neutral	Disagree	Strongly Disagree
1. My learning is important at my school.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. School rules/disciplines plans are enforced.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I regularly receive feedback from school staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. My family is treated with respect at my school.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. I have opportunities to be successful at my school.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Special area classes such as art, music are available.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. I would recommend my school to other students.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. I feel safe at school.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. I am recognized for good work and behavior.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. My school is clean and well maintained.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. The teachers, staff, and administrators at my school demonstrate genuine concern for students.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. The principal at my school is an effective leader.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

~~Attachment N~~

~~Parent Survey~~



Santa Rosa County School District Parent Satisfaction Survey

Thank you for taking your time to complete this survey concerning your child's school to help us provide continued service excellence to our parents and community. The School District is committed to providing a great place for students to learn and for parents to send their children for a quality education. Your responses to this survey are analyzed to determine what is working well in your child's school and any areas that may need improvement. Your input is important to us. This survey is anonymous and IP addresses are not tracked.

If you have more than one child in a school, please complete only one survey. If you have children in more than one school, please complete a survey for each school.

Name of the school which you are attending _____

Please choose the level of agreement with the statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. My child's learning is improved by the school.	(1)	(2)	(3)	(4)	(5)
2. School rules/discipline promote learning.	(1)	(2)	(3)	(4)	(5)
3. I regularly receive feedback from the school.	(1)	(2)	(3)	(4)	(5)
4. My family is treated with respect by the school.	(1)	(2)	(3)	(4)	(5)
5. My child has every opportunity to learn.	(1)	(2)	(3)	(4)	(5)
6. My child has the necessary classroom materials.	(1)	(2)	(3)	(4)	(5)
7. I would recommend this school to other parents.	(1)	(2)	(3)	(4)	(5)
8. This school provides a safe environment for my child.	(1)	(2)	(3)	(4)	(5)
9. My child is recognized for good work and behavior.	(1)	(2)	(3)	(4)	(5)
10. The school is clean and well maintained.	(1)	(2)	(3)	(4)	(5)
11. The teachers, staff, and administration are qualified for my child.	(1)	(2)	(3)	(4)	(5)
12. I am proud to say I have a child in this school.	(1)	(2)	(3)	(4)	(5)
13. I receive positive phone calls from the school.	(1)	(2)	(3)	(4)	(5)
14. The principal at this school is effective.	(1)	(2)	(3)	(4)	(5)
15. The principal at this school is fair.	(1)	(2)	(3)	(4)	(5)
16. The Superintendent is effective.	(1)	(2)	(3)	(4)	(5)
17. The Superintendent is fair.	(1)	(2)	(3)	(4)	(5)
18. I receive information about the progress of my child's school (report card, FCAT results, progress reports, etc.).	(1)	(2)	(3)	(4)	(5)
19. I feel the special areas (art, music, etc.) available at my child's school help make my child's educational experience more enjoyable.	(1)	(2)	(3)	(4)	(5)
20. I receive information about the progress of my child's school (the yearly progress review including grade and Adequate Yearly Progress report, etc.).	(1)	(2)	(3)	(4)	(5)
21. I receive information about the school's parent/guardian involvement policy.	(1)	(2)	(3)	(4)	(5)
22. I receive information about the quality of my child's teacher.	(1)	(2)	(3)	(4)	(5)
23. I have opportunities for involvement at my child's school.	(1)	(2)	(3)	(4)	(5)
24. Information in the Santa Rosa District Schools' Family Guide helps me understand my child's school work.	(1)	(2)	(3)	(4)	(5)
25. (Question 25 is only for parents with children in elementary school or at King Middle School) Signing a parent/guardian "compact" (agreement) helps me understand the responsibility that I accept as a parent/guardian to help educate my child.	(1)	(2)	(3)	(4)	(5)

Please continue to the next page.

Please answer the following questions.

What is working well at your child's school?



What areas at your child's school need improvement?

Is there anyone at your child's school you would like to talk to?

~~Attachment O~~

~~Teacher Survey~~

Employee Engagement Survey

The purpose of this survey is to evaluate your level of satisfaction with your work environment at your school or in your department. You will first check your home school or department, which is the department or school in which your immediate supervisor or principal works. Please answer each question using the scale provided to evaluate your experience in that respective school or department. This survey is anonymous.

Name of school or department where your immediate supervisor is located: _____

Choose the response that best describes your experience.	Strongly Agree	Agree	Mixed Feelings	Disagree	Strongly Disagree
1. My principal/supervisor provides me with the tools, processes and resources to do my job.		④	③	②	①
2. My principal/supervisor recognizes my strengths as an employee.			③	②	①
3. Principal/supervisor encourages efficient use of time and resources to be productive.				②	①
4. My principal/supervisor provides me with a safe work environment.				②	①
5. My principal/supervisor provides me with a clear plan for my work.				②	①
6. My principal/supervisor provides me with a clear plan for my work.			③	②	①
7. My principal/supervisor provides me with a clear plan for my work.			③	②	①
8. The expectations for judgment are clear.			③	②	①
9. My principal/supervisor provides me with clear objectives.		④	③	②	①
10. My principal/supervisor provides me with clear feedback on my performance.	⑤	④	③	②	①
11. The superintendent manages district resources effectively.	⑤	④	③	②	①
12. The superintendent uses a variety of communication throughout the district.	⑤	④	③	②	①
13. The superintendent makes decisions that are in the best interest of the school district.		④	③	②	①
14. If given a choice, I would recommend this school district to a friend or her child.		④	③	②	①

What is working well in your school/department?

What areas in the school/department need improvement?

Is there anyone in the school district that you would like to recognize for good work?

StuderEducation

~~Attachment P~~

~~Principal Survey~~

Santa Rosa County School District Support Card Survey

Please complete the survey that follows. The Support Card Survey measures your satisfaction as a school leader with the services that you receive from district departments based on systems and processes used by each department. The data from the survey will assist district departments in identifying opportunities for improvement to ensure excellent service from all departments to all schools.

Please rate each of the categories based on your satisfaction with the service. Attitude, Operations, Timeliness. Rating scale: 1 (very poor), 2 (poor), 3 (average), 4 (good), 5 (excellent). Please do not leave any boxes blank as this will affect the score of the survey.

Accessibility: Could we reach the school to reach the school leader?
Accuracy: Did we receive the information correctly?
Attitude: Was it a nice experience?
Operations: Do day to day operations run smoothly?
Timeliness: Was the response time reasonable?

Please choose the best response for each item and each category					Accessibility	Accuracy	Attitude	Operations	Timeliness
Administrative Services/Construction									
Alternative Programs									
Continuous Improvement									
Curriculum, Instruction, Assessment									
Custodial									
Data Processing									
Elementary Education									
Exceptional Student									
Federal Programs									
Food Service									
High School Education									
Human Resources									
Literacy									
Maintenance									
Middle School Education									
PreK Department									
Professional Development Center									
Purchasing									
Risk Management									
Student Services									
Transportation									
Virtual Education Program									
Workforce Education									

Why a very poor?

Attachment Q-K

Job Codes/ Scoring Classifications

Santa Rosa District Schools Administrative Job Codes/ Scoring Classifications

Job Code	Job Description	C/S/D/ Score	Sites
11010	ASST SUPT ADMIN SERVICES	D	District Wide
11020	ASST SUPT CURRICULUM & INSTR	D	District Wide
11030	ASST SUPT HUMAN RESOURCES	D	District Wide
11040	ASST SUPT FINANCE	D	District Wide
11050	ASST SUPT INFORMATIONAL TECH	D	District Wide
12020	DIR OF ELEM SCHOOLS	D	District Wide
12025	DIRECTOR OF MIDDLE SCHOOLS	D	District Wide
12030	DIRECTOR OF HIGH SCHOOLS	D	District Wide
12040	DIRECTOR OF STUDENT SERVICES	D	District Wide
12050	DIRECTOR OF SCHOOL SAFETY	D	District Wide
12060	DIR OF INSERV & INSTR TECH	D	District Wide
12061	DIRECTOR OF HUMAN RESOURCES	D	District Wide
12062	DIRECTOR OF LABOR REL & COMP.	D	District Wide
12070	DIRECTOR OF ESE	D	District Wide
12071	DEPUTY DIRECTOR OF ESE	D	District Wide
12080	DIR OF WORKFORCE ED	D	District Wide
12110	DIR OF COMMUNITY SCHOOL	D	District Wide
12135	DIRECTOR OF PRE-K PROGRAMS	D	District Wide
12137	DIR OF FEDERAL PROGRAMS	D	District Wide
13022	DIR CONT IMPROVEMENT	D	District Wide
13023	COORD OF MATH & SCIENCE	D	District Wide
13030	COORDINATOR OF LITERACY	D	District Wide
13066	COORDINATOR OF ASSESSMENT	D	District Wide
13067	COORDINATOR OF ESE	D	District Wide
13068	BEHAVIOR INTERV & SUPPORT COOR	D	District Wide
13069	COORDINATOR OF MENTAL HEALTH	D	District Wide
15010	PRINCIPAL, HIGH SCHOOL	S	School Wide
15011	PRINCIPAL, HIGH SCHOOL	S	School Wide
15012	PRINCIPAL, K-12	S	School Wide
15020	PRINCIPAL, MIDDLE SCHOOL	S	School Wide
15030	PRINCIPAL, ELEM SCHOOL	S	School Wide
15031	PRINCIPAL, ELEMENTARY SCHOOL	S	School Wide
15032	PRINCIPAL, ELEMENTARY SCHOOL	S	School Wide
15033	PRINCIPAL, ELEMENTARY SCHOOL	S	School Wide
15040	PRINCIPAL ADULT SCHOOL	S	School Wide
15050	PRINCIPAL, TECHNICAL CENTER	S	School Wide
15051	PRINCIPAL, SANTA ROSA BLENDED AC	S	School Wide
16010	ASST PRINC, HIGH SCHOOL	S	School Wide
16011	ASST PRINC, HIGH SCHOOL	S	School Wide
16012	ASST PRINC, HIGH SCHOOL	S	School Wide
16020	ASST PRINC, MIDDLE SCHOOL	S	School Wide
16030	ASST PRINC, ELEM SCHOOL	S	School Wide

16032	ASST PRINC, ELEM SCHOOL	S	School Wide
16033	ASST PRINC, ELEM SCHOOL	S	School Wide
16040	ASST PRINC, ADULT SCHOOL	S	School Wide
16050	ASST PRINC, TECH CENTER	S	School Wide
16051	ASST PRINC, BLENDED ACADEMY	S	School Wide

Attachment R-L

Student Performance Conversion Scales

SANTA ROSA COUNTY SCHOOL EMPLOYEE EVALUATION
CONVERSION SCALES

~~SCALE ID-001~~

~~Student Learning Gain~~

~~4 = greater than 3% overall gain~~

~~3 = greater than 2% — 3% overall gain~~

~~2 = greater than 1% — 2% overall gain~~

~~1 = 0-1% overall gain~~

~~SCALE ID-002~~

~~Student Learning Gain~~

~~4 = Average increase of more than 6 months across all domains~~

~~3 = Average increase of more than 4-6 months across all domains~~

~~2 = Average increase of more than 2-4 months across all domains~~

~~1 = Average increase of more than 0-2 months across all domains~~

~~SCALE 003 — Student Achievement Level~~

~~4 = student achievement level score 4 or 5~~

~~3 = student achievement level score of 3~~

~~2 = student achievement level score of 2~~

~~1 = student achievement level score of 1~~

~~SCALE 004 — Value Added Model~~

~~4 = Positive Value Added score minus one half of standard error equals positive number (+, +)~~

~~3 = Positive Value Added score minus one half of standard error equals negative number (+, -)~~

~~OR~~

~~Negative Value Added score plus one half of standard error equals positive number (-, +)~~

~~2 = Negative Value Added score plus one half of standard error equals negative number (top 2/3 of scores) (-, -)~~

~~1 = Negative Value Added score plus one half of standard error equals negative number (lower 1/3 of scores) (-, -)~~

~~SCALE 006 — Student Growth~~

~~4 = Growth of 1 or more levels~~

~~3 = Maintain at current level OR Maintain proficient range (with decrease of no more than 1 level)~~

~~2 = Decrease of 1 level in non-proficient range OR~~

~~Decrease of 2 or more levels in proficient range OR~~

~~Decrease of 1 level which moves student from proficient to non-proficient~~

~~1 = Decrease of 1 levels in non-proficient range OR~~

~~Decrease of 2 or more levels in proficient range~~

~~Scale 007 — Student Growth — DEA~~

- _____ 4=~~Growth of 1 or more levels or Maintain a level 4~~
- _____ 3=~~Maintain at current level or Maintain proficient range (with a decrease of no more than 1 level)~~
- _____ 2=~~Decrease of scale score within the non-proficient range or decrease of 1 or more levels which moves student from proficient to non-proficient~~
- _____ 1=~~Decrease of level within the non-proficient~~

SCALE 008 — Student Achievement Rate

- 4=~~86–100% passing rate of students attempting industry certification~~
- 3=~~67–85% passing rate of students attempting industry certification~~
- 2=~~51–66% passing rate of students attempting industry certification~~
- 1=~~50% or less passing rate of students attempting industry certification~~

Scale 009 — Student Achievement 5th and 8th Science

- _____ 4=~~Student Achievement Score of 200–260~~
- _____ 3=~~Student Achievement Score of 190–199~~
- _____ 2=~~Student Achievement Score of 180–189~~
- _____ 1=~~Student Achievement Score of 140–179~~

SCALE 010 — Student Achievement

- 4=~~student scoring above proficiency~~
- 3=~~student scoring proficient~~
- 2=~~student scoring below proficiency with increase~~
- 1=~~student scoring below proficiency with no increase~~

SCALE 011 Student Learning Gain

- 4 = ~~Average student increase of more than 4.00%~~
- 3 = ~~Average student increase of more than 3.00–4.0%~~
- 2 = ~~Average student increase of 2.00–3.0%~~
- 1 = ~~Average student increase of less than 2.0%~~

SCALE 015 Student Achievement

- 4=~~Student scoring Proficiency level 4 or 5~~
- 3=~~Student scoring Proficiency level 3~~
- 2=~~Student scoring Proficiency level 2~~
- 1=~~Student scoring Proficiency level 1~~

SCALE 016 Student Achievement

- _____ 4 = ~~Student Achievement Score of 398–475~~
- _____ 3 = ~~Student Achievement Score of 379–397~~
- _____ 2 = ~~Student Achievement Score of 352–378~~
- _____ 1 = ~~Student Achievement Score below 352~~

SCALE 017 — Student Achievement

- _____ 4 = ~~Student Achievement Score of 82–100~~
- _____ 3 = ~~Student Achievement Score of 65–81~~
- _____ 2 = ~~Student Achievement Score of 45–64~~
- _____ 1 = ~~Student Achievement Score of less than 45~~

SCALE 018 — Student Achievement

~~4 = Student Achievement Score of 76 — 100~~

~~3 = Student Achievement Score of 60 — 75~~

~~2 = Student Achievement Score of 40 — 59~~

~~1 = Student Achievement Score of less than 40~~

Santa Rosa County School Employee Evaluation Conversion Scales

SCALE 4, 5, 6 – VB MAPP: STUDENT ACHIEVEMENT

Level	Previous Rubric	Rubric Conversion to Scale 17
4	Increase of 6% or more	Increase of 6% = 70 Increase of 7% = 80 Increase of 8% = 90 Increase of 9% = or more 100
3	Increase of 0-5%	Increase of 5% = 69 Increase of 4% = 65 Increase of 3% = 60 Increase of 2% = 58 Increase of 1% = 55 Increase of 0% = 50
2	Increase of -1 to -5 %	Increase of -1% = 49 Increase of -2% = 45 Increase of -3% = 40 Increase of -4% = 35% Increase of -5% = 30
1	-6% or lower	Increase of -6% or lower = 29

SCALE 4, 5 6 – BRIGANCE: STUDENT ACHIEVEMENT

Level	Previous Rubric	Rubric Conversion to Scale 17
4	Average increase of more than 6 months	Increase of 6 months = 70 Increase of 7 months = 80 Increase of 8 months = 90 Increase of 9 months or more = 100
3	Average increase of 4-5.11 months	Increase of 5.11 months = 69 Increase of 5 months = 60 Increase of 4 months = 50
2	Average increase of 2-3.11 months	Increase of 3.11 months = 49 Increase of 3 months = 40 Increase of 2 months = 30

1	Average increase of 0-1.11 months	Increase of 1.11 months = 29 Increase of 1 month= 20 Increase of 0 months= 10
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SCALE 4, 5, 6, - I-READY: STUDENT ACHIEVEMENT

Level	Previous Rubric	New Rubric
4	Increase of 21 or greater	Increase of 21= 70 Increase of 25=80 Increase of 30=90 Increase of 40 or more= 100
3	Increase 10-20	Increase of 20=69 Increase of 18 to 19= 65 Increase of 16-17 = 60 Increase of 14-15= 58 Increase of 12-13= 55 Increase of 10-11= 50
2	Increase of 0-9	Increase of 8-9= 49 Increase of 6-7= 45 Increase of 4-5= 40 Increase of 2-3= 35% Increase of 0-1= 30
1	Below 0	0 or Below = 29

SCALE 17 – STUDENT ACHIEVEMENT – General Education Student (Local Semester Exam)

4=Student Achievement Score 80-100
3=Student Achievement Score 60-79
2=Student Achievement Score 40-59
1=Student Achievement Score 0-39

SCALE 17 – STUDENT ACHIEVEMENT – Alternate Scale (Local Semester Exam)

4=Student Achievement Score 70-100
3=Student Achievement Score 50-69
2=Student Achievement Score 30-49
1=Student Achievement Score 0-29

SCALE 880 – STUDENT ACHIEVEMENT – General Education Student (K-2 End of Year Exam)

4=Student Achievement Score 80-100
3=Student Achievement Score 60-79
2=Student Achievement Score 40-59
1=Student Achievement Score 0-39

SCALE 880 – STUDENT ACHIEVEMENT – Alternate Scale (K-2 End of Year Exam)

4=Student Achievement Score 70-100
3=Student Achievement Score 50-69
2=Student Achievement Score 30-49

1=Student Achievement Score 0-29

SCALE 883 – STUDENT ACHIEVEMENT – General Education Scale (3-5 End of Year Exam)

4=Student Achievement Score 80-100

3=Student Achievement Score 60-79

2=Student Achievement Score 40-59

1=Student Achievement Score 0-39

SCALE 883 – STUDENT ACHIEVEMENT – Alternate Scale (3-5 End of Year Exam)

4=Student Achievement Score 70-100

3=Student Achievement Score 50-69

2=Student Achievement Score 30-49

1=Student Achievement Score 0-29

SCALE 886 – STUDENT ACHIEVEMENT – General Education Student (Local Semester Exam for courses with an EOC)

4=Student Achievement Score 80-100

3=Student Achievement Score 60-79

2=Student Achievement Score 40-59

1=Student Achievement Score 0-39

SCALE 886 – STUDENT ACHIEVEMENT – Alternate Scale (Local Semester Exam for courses with an EOC)

4=Student Achievement Score 70-100

3=Student Achievement Score 50-69

2=Student Achievement Score 30-49

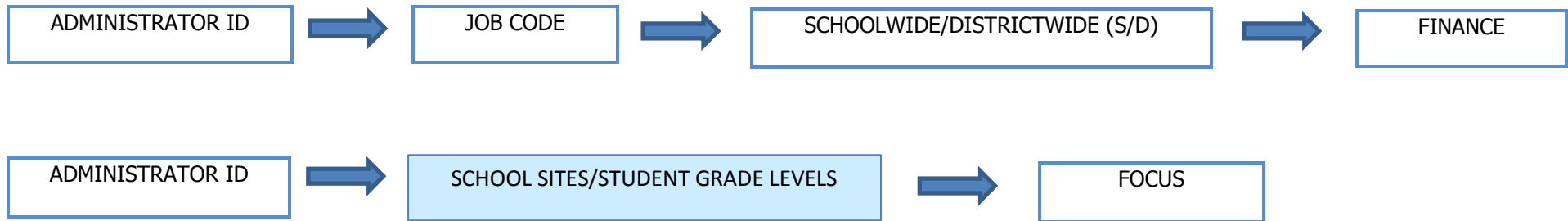
1=Student Achievement Score 0-29

Attachment S-M

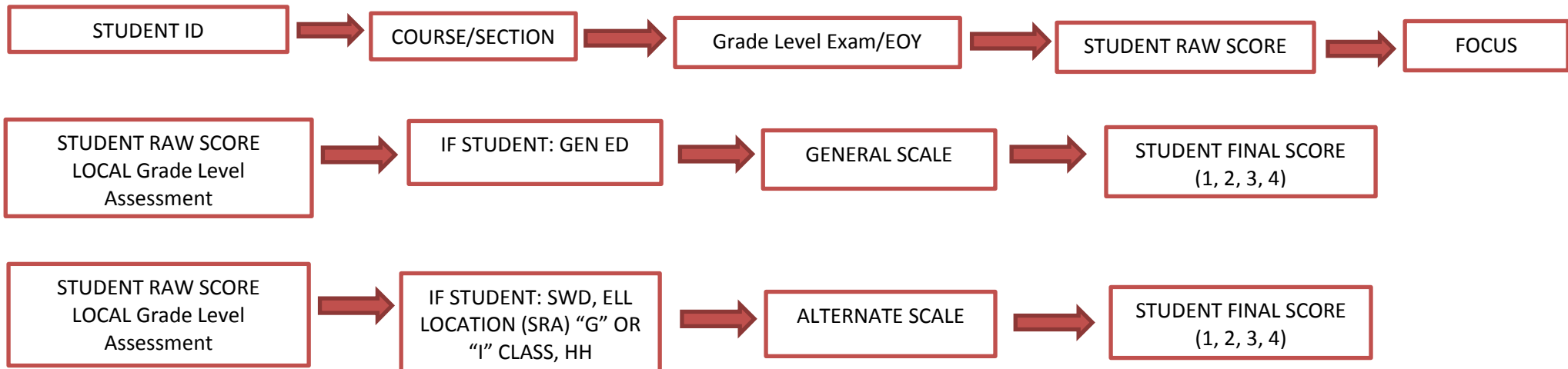
Student Performance Calculation Flow Chart and Sample

STUDENT PERFORMANCE CALCULATION

ADMINISTRATIVE INFORMATION



STUDENT INFORMATION AND LOCAL End of Year Assessment



*All students associated with an administrator via the administrator's job code will have all of their final assessment scores tallied for an "Overall Assessment Score". The total number of assessment scores will be tallied for an "Overall Number of Assessment Scores". The Overall Assessment Score" will be divided by the "Overall Number of Assessment Scores" to equal an administrator's Overall Student Performance Score"

Bullwinkle Moose		Lang Arts 1	FSA	N/A	004	3	Bullwinkle Moose		Social Studies	Local EOC	72	001	3
Charlie Brown		Lang Arts 1	FSA	N/A	004	3	Charlie Brown		Social Studies	Local EOC	58	001	2
Daffy Duck		Lang Arts 1	FSA	N/A	004	3	Daffy Duck		Social Studies	Local EOC	84	001	3
Elmer Fudd		Lang Arts 1	FSA	N/A	004	3	Elmer Fudd		Social Studies	Local EOC	93	001	4
Felix Cat		Lang Arts 1	FSA	N/A	004	3	Felix Cat		Social Studies	Local EOC	77	001	3
Foghorn Leghorn		Lang Arts 1	FSA	N/A	004	3	Foghorn Leghorn		Social Studies	Local EOC	65	001	2
Fred Flintstone		Lang Arts 1	FSA	N/A	004	3	Fred Flintstone		Social Studies	Local EOC	88	001	4
Godzilla Monster	SWD	Lang Arts 1	FSA	N/A	004	3	Godzilla Monster		Social Studies	Local EOC	81	002	4
Lucy VanPelt		Lang Arts 1	FSA	N/A	004	3	Lucy VanPelt		Social Studies	Local EOC	79	001	3
Marvin Martian	ELL	Lang Arts 1	FSA	N/A	004	3	Marvin Martian		Social Studies	Local EOC	76	002	4
Pepe Le Pew		Lang Arts 1	FSA	N/A	004	3	Pepe Le Pew		Social Studies	Local EOC	85	001	4
Porky Pig	ELL	Lang Arts 1	FSA	N/A	004	3	Porky Pig		Social Studies	Local EOC	64	002	3
Red Riding Hood		Lang Arts 1	FSA	N/A	004	3	Red Riding Hood		Social Studies	Local EOC	90	001	4
Road Runner	SWD	Lang Arts 1	FSA	N/A	004	3	Road Runner		Social Studies	Local EOC	75	002	4
Rocky Squirrel		Lang Arts 1	FSA	N/A	004	3	Rocky Squirrel		Social Studies	Local EOC	75	001	3
Scooby Doo		Lang Arts 1	FSA	N/A	004	3	Scooby Doo		Social Studies	Local EOC	88	001	4
Speedy Gonzales		Lang Arts 1	FSA	N/A	004	3	Speedy Gonzales		Social Studies	Local EOC	90	001	4
Sylvester Cat		Lang Arts 1	FSA	N/A	004	3	Sylvester Cat		Social Studies	Local EOC	53	001	1
Tasmanian Devil	SWD	Lang Arts 1	FSA	N/A	004	3	Tasmanian Devil		Social Studies	Local EOC	45	002	2
Tweety Bird		Lang Arts 1	FSA	N/A	004	3	Tweety Bird		Social Studies	Local EOC	65	001	2
Wile E Coyote		Lang Arts 1	FSA	N/A	004	3	Wile E Coyote		Social Studies	Local EOC	70	001	3
Yosemite Sam		Lang Arts 1	FSA	N/A	004	3	Yosemite Sam		Social Studies	Local EOC	85	001	4
TOTALS	23					69							74
Total # all students: 46													
Sum of all scores: 143													
Teacher Score: Sum of Scores/ Total Students: 3.11 (Effective)													
3.5 - 4.0 = Highly Effective													
2.25 - 3.49 = Effective													
1.75 - 2.24 = Needs Improvement													
Below 1.75 = Unsatisfactory													

Teacher: Mrs Donovan						
Local End of Course Exam						
Student	FLAG	Course	Assessment	Raw Score	Scale	Scaled Score
Bugs Bunny		Social Studies	Local EOC	90	001	4
Bullwinkle Moose		Social Studies	Local EOC	72	001	3
Charlie Brown		Social Studies	Local EOC	58	001	2
Daffy Duck		Social Studies	Local EOC	84	001	3
Elmer Fudd		Social Studies	Local EOC	93	001	4
Felix Cat		Social Studies	Local EOC	77	001	3
Foghorn Leghorn		Social Studies	Local EOC	65	001	2
Fred Flintstone		Social Studies	Local EOC	88	001	4
Godzilla Monster	SWD	Social Studies	Local EOC	81	002	4
Lucy VanPelt		Social Studies	Local EOC	79	001	3
Marvin Martian	ELL	Social Studies	Local EOC	76	002	4
Pepe Le Pew		Social Studies	Local EOC	85	001	4
Porky Pig	ELL	Social Studies	Local EOC	64	002	3
Red Riding Hood		Social Studies	Local EOC	90	001	4
Road Runner	SWD	Social Studies	Local EOC	75	002	4
Rocky Squirrel		Social Studies	Local EOC	75	001	3
Scooby Doo		Social Studies	Local EOC	88	001	4
Speedy Gonzales		Social Studies	Local EOC	90	001	4
Sylvester Cat		Social Studies	Local EOC	53	001	1
Tasmanian Devil	SWD	Social Studies	Local EOC	45	002	2
Tweety Bird		Social Studies	Local EOC	65	001	2
Wile E Coyote		Social Studies	Local EOC	70	001	3
Yosemite Sam		Social Studies	Local EOC	85	001	4
23						74
3.5 - 4.0 = Highly Effective						
2.25 - 3.49 = Effective						
1.75 - 2.24 = Needs Improvement						
Below 1.75 = Unsatisfactory						

Administrative Student Performance Calculation Example

Job Code: 15010 (Principal 9-12 School)

C/S/D S

Sites 0151 (Milton High School)

Grade Levels 9-12

Student Scores 9138

Sum of All Student Scores 23606

Overall Score 2.58

Student Performance Rating Effective

Attachment 7-N

Student Performance Measures

Student Performance Measurements

Scales 4-6 are converted to match scale 17. See attachment L.

<i>Assessment</i>	<i>Scale</i>	<i>Alternative Scale</i>
ESE Pre-K Scales – Brigance Y, VB-Mapp	4	No
ESE Access – Brigance Y/ Rdg., VB Mapp, I Ready Rdg.	5	
ESE Access – Brigance Y/Math, VB Mapp, I Ready Math	6	No
VPK Reading/Math	7	No
Local End of Year/Semester Exams	17	Yes
EOY Exam K-2	880	Yes
EOY Exam 3-5	883	Yes
EOY Exam for Classes with an EOC	886	Yes
School Wide Scores/District Wide or N/A	998	No

*Reviewed and negotiated annually.

Attachment U-0

Professional Improvement Plan



Santa Rosa District Schools Professional Improvement Plan

Name of Administrator _____
 Name of Manager _____
 Name of District Mentor _____

Purpose for PIP (list areas of needed improvement):
Standard
Standard
Standard
Standard

Consequences if change not made:

Professional Development Expectations			Strategies to Implement:		
Goal 1:	Expected date of completion: _____	Goal met by expected date? Yes No	Goal 1:	Expected date of completion: _____	Goal met by expected date? Yes No
Goal 2:	Expected date of completion: _____	Goal met by expected date? Yes No	Goal 2:	Expected date of completion: _____	Goal met by expected date? Yes No
Goal 3:	Expected date of completion: _____	Goal met by expected date? Yes No	Goal 3:	Expected date of completion: _____	Goal met by expected date? Yes No
Goal 4:	Expected date of completion: _____	Goal met by expected date? Yes No	Goal 4:	Expected date of completion: _____	Goal met by expected date? Yes No
Goal 5:	Expected date of completion: _____	Goal met by expected date? Yes No	Goal 5:	Expected date of completion: _____	Goal met by expected date? Yes No

Planning/Review Session(s)

Planning Date	Attendees:	Manager Comment Regarding Progress:	Administrator Comment Regarding Progress:

**Plan Completion Rating
(Assessed by Manager)**

Professional Improvement Plan Goals	Goal met by expected date? Yes No	Date:

Final Comments at Closing of Professional Improvement Plan

Manager
Administrator
District Mentor

Attachment

~~V~~P

References

References

Santa Rosa District Schools have adopted the State model for administrative evaluations with a few revisions.

This evaluation system is based on contemporary research and meta-analyses by Dr. Douglas Reeves, Dr. John Hattie, Dr. Vivian Robinson, Dr. Robert Marzano and other research findings that identify school leadership strategies or behaviors that, done correctly and in appropriate circumstances, have a positive probability of improving student learning and faculty proficiency on instructional strategies that positively impact student learning.

Illustrative reference lists of works associated with this framework are provided below.

MULTI-DIMENSIONAL LEADERSHIP FRAMEWORK: Illustrative references

- Reeves, D. (2009) *Assessing Educational Leaders: Evaluating performance for Improved Individual and Organizational Results*. Thousand Oaks, CA: Corwin Press.
- Hattie, J. (2009) *Visible learning: A synthesis of over 800 meta-analyses relating to achievement*. New York: Routledge.
- Horng, E., Klasic, D., & Loeb, S. (2010). *Principal's time use and school effectiveness*. Stanford University.
- Kouzes, J.M., & Posner, B.S. (2010). *The truth about leadership*. San Francisco, CA: Jossey-Bass.
- Louis, K.S., Leithwood, K., Wahlstrom, K.L., & Anderson, S.E. (2010). *Investigating the links to improved student learning*. The Wallace Foundation.
- Robinson, V.M.J. (2011) *Student-centered leadership*. San Francisco, CA: jossey-Bass.
- Marzano, R.J., Frontier, T., & Livingston, D., (2011). *Effective supervision: Supporting the art and science of teaching*. Alexandria, VA: ASCD

Florida Multidimensional Leadership Assessment System. The Leadership and Learning Center. Florida Department of Education. 2011. Print.

Florida Principal Leadership Standards. Florida School Leaders. The William Cecil Golden School Leadership Development Program. Florida Department of Education. 2006. Web.

Florida's Race to the Top. Great Teachers and Leaders. The Leadership and Learning Center. Florida Department of Education. February 24, 2011. Conference.

Florida's Race to the Top. Great Teachers and Leaders. The Leadership and Learning Center. Florida Department of Education. March 3, 2011. Web.

Florida's Race to the Top. Great Teachers and Leaders. The Leadership and Learning Center. Florida Department of Education. January 30, 2012. Conference.

Learning Sciences International

The Studer Group

Santa Rosa School District Professional Growth System. True North Logic. 2010-11. Web.

<http://santarosa.truenorthlogic.com>

School Leader/ Administrative Evaluation



Santa Rosa District School **School Year** _____
Annual School Leader Administrative Evaluation Instrument

Section I – Verify Assignments

Part A – Employee Information

Administrator Name _____ Employee ID No. _____

School Year _____ Job Title _____

Part B – Administrative Assignment

Site/Location	Employment Title/Job Code	Percent of the Day

Employee will review and verify all information on this page is correct. The employee understands that all student's assessment scores will be used to tally Section V (~~35%~~ 50% of their evaluation total).

I verify the above information is correct.

Employee Signature

Date



Santa Rosa District School
Annual School Leader/ Administrative Evaluation Instrument

School Year _____

~~Section II: Stakeholder Satisfaction Surveys – 15% of Overall Evaluation for All Administrators.~~

~~This section should be completed by June 1 of each year.~~

~~Parent and teacher satisfaction scores are used as part of the evaluation for all administrators (school based and district level). School Based Administrators will also use student satisfaction surveys as part of their evaluation. District Level Administrators will be evaluated by district support cards results. Each of these surveys will count 5% of the total on their respective evaluations. The previous year's scores are reported for informational purposes only. The May score is used to calculate the evaluation.~~

~~Principals complete the support card survey and the results are used on the district level evaluation (5%).~~

~~The Studer Group's research with surveys is based on a 5.0 scale: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, and 5=strongly agree. The Studer group believes changing this scale would not support the research conducted on surveys. The State of Florida's Evaluation System is based on a 4.0 scale: 1=Unsatisfactory, 2=needs improvement, 3=effective and 4=highly effective. In order to use the results of the Studer surveys (students, parents, employees, and principals) will use the following conversion scale:~~

<u>Studer Group Survey Results</u>	<u>Evaluation Score</u>
4.00 – 5.00	Highly Effective (4.0)
2.75 – 3.99	Effective (3.0)
2.00 – 2.74	Needs Improvement (2.0)
Below 2.00	Unsatisfactory (1.0)

~~District Level Administrators will use County averages for Parent and Student Satisfaction Survey results.~~

~~Section II: Stakeholder Satisfaction Surveys — 15% of Overall Evaluation for All Administrators.~~

~~This section should be completed by June 1 of each year.~~

~~A. Parent Satisfaction Survey — 5% — School Based and District Evaluation~~

May 20XX Score 5.0 Scale

~~IA Score~~ 4.0 Scale

~~B. Teacher Satisfaction Survey — 5% — School Based and District Evaluation~~

May 20XX Score 5.0 Scale

~~IB Score~~ 4.0 Scale

~~C. Student Satisfaction Survey — 5% — School Based Evaluation Only~~

May 20XX Score 5.0 Scale

~~IC Score~~ 4.0 Scale

~~D. Support Card Survey — 5% — District Evaluation Only~~

May 20XX Score 5.0 Scale

~~IDC Score~~ 4.0 Scale

~~Administrator's Signature:~~ _____ **~~Date:~~** _____

~~Supervisor's Signature:~~ _____ **~~Date:~~** _____



Section III: ~~Administrator Evaluation Instrument/Professional Development Plan~~

The Department of Education Professional Development Protocol requires that all administrators write a professional development goal annually that reflects the needs of current year student assessment data. The Goal should be tied to the School Improvement Plan and the district improvement plan (strategic plan). The PDP counts as 15% of each administrator's total evaluation.

Student Needs Goal Statement (Administrators must write a goal that addresses a need based on current state assessment, School Improvement Plan data, and district improvement plan needs.)

Administrator Needs Goal Statement (The administrator goal statement should identify Administrator needs to ensure that the student performance goal is met.)

Projected Professional Development (should align with student needs, could include Administrator certification professional improvement needs)

Deliberate Practice (include literacy practice related to school goal) (Deliberate Practice is the implementation of research-based strategies that are aligned with the projected professional development that has been identified.)



Section III: Administrator Evaluation Instrument/Professional Development Plan

Record of Ongoing Support and Monitoring of Progress:

Date	Attendees	Topics Addressed

Outcome Statement: Briefly describe your goal, actions taken, and student performance data results.

Administrative PDP Completion Rating (Assessed by Supervisor)	Scale	Check Rating
Highly Effective (PDP goal is data driven and aligns with administrator needs indicated on the leadership standards checklist, minimum of 15 hrs. of documented professional development directly related to leadership needs and applicable to the goal statement, with appropriate artifacts of deliberate practice documenting need and actions as they relate to the outcome statement and demonstrate evidence as to whether professional growth has occurred.	4.0	
Effective (PDP goal is data driven and aligns with administrator needs indicated on the leadership standards checklist, minimum of 12 hrs of documented professional development mostly related to leadership needs and applicable to the goal statement, with artifacts of deliberate practice documenting need and actions as they relate to the outcome statement)	3.0	
Needs Improvement Minimal professional development related to the identified need, and/or minimal or inappropriate artifacts of deliberate practice documenting need and actions as they relate to the outcome statement	2.0	
Unsatisfactory Professional development and/or deliberate practice was not completed and inappropriate or limited artifacts were provided documenting need and actions as they relate to the outcome statement	1.0	

Professional development activities may include, but are not limited to: _____

Learning Communities, Lesson Study, Online Training, Face to Face Training, College Coursework, _____
Conferences/Seminars, Action Research, Mentoring Hours (District Mentors Only) _____

Section III Score



Santa Rosa District Schools Annual School Leader/Administrative/Manager Evaluation System

Section IV: Supervisor's Evaluation of Effectiveness of Administrator in Demonstrating Florida's Principal Leadership Standards. This section will count 35%– 50% of the administrative evaluation.

Record of Observations		
<p>The supervisor will conduct a minimum of four informal observations of the administrator during the course of a school year. The dates and notes from each observation will be entered into P.G.S., the electronic evaluation system and feedback provided to the administrator after each observation. Observations may include activities such as scheduled and unscheduled events, walk through, meetings, and examination of materials that reflect the administrator's work or the impact of the administrator's work on others. The supervisor will complete this section of the evaluation by June 1 of each school year.</p>		
Date of Observation	Notes/Comments	Administrator Initials

Domain 1: Student Achievement				
<p>Proficiency Area 1 - Student Learning Results: Effective school leaders achieve results on the school's student learning goals and direct energy, influence, and resources toward data analysis for instructional improvement, development and implementation of quality standards-based curricula.</p>				
<p>Select one of the following: <input type="checkbox"/> Highly Effective-4.0 <input type="checkbox"/> Effective-3.0 <input type="checkbox"/> Needs Improvement-2.0 <input type="checkbox"/> Unsatisfactory-1.0</p>				<div style="border: 1px solid black; padding: 2px; display: inline-block;"> 3% 5% </div>
Indicator 1.1 – Academic Standards	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 1.2 – Performance Data	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 1.3 – Planning and Goal Setting	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 1.4 - Student Achievement Results	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
<p>Proficiency Area 2 - Student Learning as a Priority: Effective school leaders demonstrate that student learning is their top priority through effective leadership actions that build and support a learning organization focused on student success.</p>				
<p>Select one of the following: <input type="checkbox"/> Highly Effective-4.0 <input type="checkbox"/> Effective-3.0 <input type="checkbox"/> Needs Improvement-2.0 <input type="checkbox"/> Unsatisfactory-1.0</p>				<div style="border: 1px solid black; padding: 2px; display: inline-block;"> 3% 5% </div>
Indicator 2.1 - Learning Organization	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 2.2 - School Climate	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 2.3 - High Expectations	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 2.4 - Student Performance Focus	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory

Domain 2: Instructional Leadership

Proficiency Area 3 - Instructional Plan Implementation: Effective school leaders work collaboratively to develop and implement an instructional framework that aligns curriculum with state standards, effective instructional practices, student learning needs, and assessments.

5%
7%

Select one of the following: () Highly Effective-4.0 () Effective-3.0 () Needs Improvement-2.0 () Unsatisfactory-1.0

Indicator 3.1 - FEAPs	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 3.2- Standards based Instruction	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 3.3 - Learning Goals Alignments	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 3.4 - Curriculum Alignments	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 3.5 - Quality Assessments	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 3.6 - Faculty Effectiveness	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory

Proficiency Area 4 - Faculty Development: Effective school leaders recruit, retain, and develop an effective and diverse faculty and staff; focus on evidence, research, and classroom realities faced by teachers; link professional practice with student achievement to demonstrate the cause and effect relationship; facilitate effective professional development; monitor implementation of critical initiatives; and secure and provide timely feedback to teachers so that feedback can be used to increase teacher professional practice.

5%
7%

Select one of the following: () Highly Effective-4.0 () Effective-3.0 () Needs Improvement-2.0 () Unsatisfactory-1.0

Indicator 4.1 - Recruitment and Retention	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 4.2- Feedback Practices	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 4.3 - High effect size strategies	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 4.4 - Instructional Initiatives	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 4.5 - Facilitating & Leading Prof. Learning	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 4.6 –Faculty Development Alignments	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 4.7 - Actual Improvement	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory

Proficiency Area 5 - Learning Environment: Effective school leaders structure and monitor a school learning environment that improves learning for all of Florida's diverse student population.

3%
4%

Select one of the following: () Highly Effective-4.0 () Effective-3.0 () Needs Improvement-2.0 () Unsatisfactory-1.0

Indicator 5.1 - Student Centered	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 5.2 - Success Oriented	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 5.3- Diversity	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 5.4 - Achievement Gaps	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory

Domain 3 - Organizational Leadership

Proficiency Area 6 - Decision Making: Effective school leaders employ and monitor a decision-making process that is based on vision, mission, and improvement priorities using facts and data; manage the decision making process, but not all decisions, using the process to empower others and distribute leadership when appropriate; establish personal deadlines for themselves and the entire organization; and use a transparent process for making decisions and articulating who makes which decisions.

4%
5%

Select one of the following: () Highly Effective-4.0 () Effective-3.0 () Needs Improvement-2.0 () Unsatisfactory-1.0

Indicator 6.1- Prioritization Practices	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 6.2- Problem Solving.	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 6.3 - Quality Control	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 6.4 - Distributive Leadership	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 6.5 - Technology Integration	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory

Proficiency Area 7 - Leadership Development: Effective school leaders actively cultivate, support, and develop other leaders within the organization, modeling trust, competency, and integrity in ways that positively impact and inspire growth in other potential leaders.

4%

Select one of the following: () Highly Effective-4.0 () Effective-3.0 () Needs Improvement-2.0 () Unsatisfactory-1.0

Indicator 7.1- Leadership Team	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 7.2 - Delegation	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 7.3 - Succession Planning	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 7.4 - Relationships	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory

Proficiency Area 8 - School Management: Effective school leaders manage the organization, operations, and facilities in ways that maximize the use of resources to promote a safe, efficient, legal, and effective learning environment; effectively manage and delegate tasks and consistently demonstrate fiscal efficiency; and understand the benefits of going deeper with fewer initiatives as opposed to superficial coverage of everything.

2%
3%

Select one of the following: () Highly Effective-4.0 () Effective-3.0 () Needs Improvement-2.0 () Unsatisfactory-1.0

Indicator 8.1 - Organizational Skills	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 8.2- Strategic Instructional Resourcing	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 8.3 – Collegial Learning Resources	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory

Proficiency Area 9 - Communication: Effective school leaders use appropriate oral, written, and electronic communication and collaboration skills to accomplish school and system goals by practicing two-way communications, seeking to listen and learn from and building and maintaining relationships with students, faculty, parents, and community; managing a process of regular communications to staff and community keeping all stakeholders engaged in the work of the school; recognizing individuals for good work; and maintaining high visibility at school and in the community.

3%
5%

Select one of the following: () Highly Effective-4.0 () Effective-3.0 () Needs Improvement-2.0 () Unsatisfactory-1.0

Indicator 9.1— Constructive Conversations	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 9.2 - Clear Goals and Expectations	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 9.3 - Accessibility	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 9.4 - Recognitions	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory

Domain 4 - Professional and Ethical Behaviors

Proficiency Area 10 - Professional and Ethical Behaviors: Effective school leaders demonstrate personal and professional behaviors consistent with quality practices in education and as a community leader by staying informed on current research in education and demonstrating their understanding of the research, engage in professional development opportunities that improve personal professional practice and align with the needs of the school system, and generate a professional development focus in their school that is clearly linked to the system-wide strategic objectives.

3%
5%

Select one of the following: () Highly Effective-4.0 () Effective-3.0 () Needs Improvement-2.0 () Unsatisfactory-1.0

Indicator 10.1 – Resiliency	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 10.2 - Professional Learning	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 10.3 - Commitment	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory
Indicator 10.4 – Professional Conduct	() Highly Effective	() Effective	() Needs Improvement	() Unsatisfactory



Santa Rosa District School
Annual School Leaders/ Administrative Evaluation Instrument

Section V: Evaluation of Student Performance –~~35%~~ 50% of Overall Evaluation

Student Assessment Data

Job Code				TOTALS
C/S/D				
Sites				
Grade Levels				
# of student scores				
Sum of all student scores				
Overall Score				
Student Performance Rating				

This information is recorded in Section V where it is calculated as part of the total score.

Administrator's Comments: _____

Administrator's Signature: _____ **Date:** _____

Supervisor's Comments: _____

Supervisor's Signature: _____ **Date:** _____



Santa Rosa District School
Annual School Leader/ Administrative Evaluation Instrument

Section VI: Overall Rating

Evaluation Ratings

			Score	Weight School District		Weighted Score
65% 50%	IIA	Parent Satisfaction		.05	.05	
	IIB	Teacher Satisfaction		.05	.05	
	IIC	Student Satisfaction		.05		
	IID	Support Card Survey			.05	
	III	Professional Development Plan		.15		
	IV	Proficiency Area 1		.03	.05	
	IV	Proficiency Area 2		.03	.05	
	IV	Proficiency Area 3		.05	.07	
	IV	Proficiency Area 4		.05	.07	
	IV	Proficiency Area 5		.02	.04	
	IV	Proficiency Area 6		.04	.05	
	IV	Proficiency Area 7		.04		
	IV	Proficiency Area 8		.02	.03	
	IV	Proficiency Area 9		.03	.05	
	IV	Proficiency Area 10		.03	.05	
35% 50%	V	Student Performance		.35	.50%	

Total Score

Overall effectiveness category

Determine effectiveness level

- _____ 4.00 – 3.50 Highly Effective
- _____ 3.49 – 2.25 Effective
- _____ 2.24 – 1.75 Needs Improvement
- _____ 1.75 Below

Administrator's Signature: _____

Date: _____

Supervisor's Signature: _____

Date: _____

Sample Administrative Evaluation



Santa Rosa District School
Annual School Leader/ Administrative Evaluation Instrument

School Year XX-XX

Section I – Verify Assignments

Part A – Employee Information

Administrator Name High School Principal Employee ID No. 1234567

School Year XX-XX Job Title High School Principal

Part B – Administrative Assignment

Site/Location	Employment Title/Job Code	Percent of the Day
0151 Milton High School	Principal High School 9-12	100%

Employee will review and verify all information on this page is correct. The employee understands that all student's assessment scores will be used to tally Section V (35% **50%** of their evaluation total).

I verify the above information is correct.

High School Principal

07/01/20XX

Employee Signature

Date



Santa Rosa District School _____ School Year XX-XX
Annual School Leader/ Administrative Evaluation Instrument

~~Section II: Stakeholder Satisfaction Surveys—15% of Overall Evaluation for All Administrators.~~

~~*This section should be completed by June 1 of each year.*~~

~~Parent and teacher satisfaction scores are used as part of the evaluation for all administrators (school based and district level). School Based Administrators will also use student satisfaction surveys as part of their evaluation. District Level Administrators will be evaluated by district support cards results. Each of these surveys will count 5% of the total on their respective evaluations. The previous year's scores are reported for informational purposes only. The May score is used to calculate the evaluation.~~

~~Principals complete the support card survey and the results are used on the district level evaluation (5%).~~

~~The Studer Group's research with surveys is based on a 5.0 scale: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, and 5=strongly agree. The Studer group believes changing this scale would not support the research conducted on surveys. The State of Florida's Evaluation System is based on a 4.0 scale: 1=Unsatisfactory, 2=needs improvement, 3=effective and 4=highly effective. In order to use the results of the Studer surveys (students, parents, employees, and principals) will use the following conversion scale:~~

<u>Studer Group Survey Results</u>	<u>Evaluation Score</u>
4.00 — 5.00	Highly Effective (4.0)
2.75 — 3.99	Effective (3.0)
2.00 — 2.74	Needs Improvement (2.0)
Below 2.00	Unsatisfactory (1.0)

~~District Level Administrators will use County averages for Parent and Student Satisfaction Survey results.~~

Section II: Stakeholder Satisfaction Surveys — 15% of Overall Evaluation for All Administrators.
This section should be completed by June 1 of each year.

A. Parent Satisfaction Survey — 5% ————— School Based and District Evaluation

May 20XX Score	3.8	5.0 Scale
IA Score	3.0	4.0 Scale

B. Teacher Satisfaction Survey — 5% ————— School Based and District Evaluation

May 20XX Score	4.40	5.0 Scale
IB Score	4.0	4.0 Scale

C. Student Satisfaction Survey — 5% ————— School Based Evaluation Only

May 20XX Score	3.99	5.0 Scale
IC Score	3.0	4.0 Scale

D. Support Card Survey — 5% ————— District Evaluation Only

May 20XX Score	N/A	5.0 Scale
IDC Score	N/A	4.0 Scale

Administrator's Signature: High School Principal **Date:** 07/01/20XX

Supervisor's Signature: Supervisor **Date:** 07/01/20XX



The Department of Education Professional Development Protocol requires that all administrators write a professional development goal annually that reflects the needs of current year student's assessment data. The Goals should be tied to School Improvement Plans and the district improvement plan (strategic plan). The PDP counts as 15% of each administrator's total evaluation.

Student Needs Goal Statement (Administrators must write a goal that addresses a need based on current state assessment, School Improvement Plan data, and district improvement plan needs.)

XXXXXXXXXXXXXXXXXXXXXXX

Administrator Needs Goal Statement (The administrator goal statement should identify Administrator needs to ensure that the student performance goal is met.)

XXXXXXXXXXXXXXXXXXXXXXX

Projected Professional Development (should align with student needs, could include Administrator certification professional improvement needs)

XXXXXXXXXXXXXXXXXXXXXXX

Deliberate Practice (include literacy practice related to school goal)

(Deliberate Practice is the implementation of research-based strategies that are aligned with the projected professional development that has been identified.)

XXXXXXXXXXXXXXXXXXXXXXX

SAMPLE
School Year 20XX

Section III: Annual Administrator Evaluation Instrument/Professional Development Plan

Record of Ongoing Support and Monitoring of Progress:		
Date	Attendees	Topics Addressed
9/15/2012	H.S. Principal/H.S. Director	Reviewed goals, PD
12/15/2012	H.S. Principal/H.S. Director	Reviewed data and artifacts
5/15/2012	H.S. Principal/H.S. Director	Reviewed outcome statement

Outcome Statement: Briefly describe your goal, actions taken, and student performance data results.

Administrative PDP Completion Rating (Assessed by Supervisor)	Scale	Check Rating
Highly Effective PDP goal is data driven and aligns with administrator needs indicated on the leadership standards checklist, minimum of 15 hrs. of documented professional development directly related to leadership needs and applicable to the goal statement, with appropriate artifacts of deliberate practice documenting need and actions as they relate to the outcome statement and demonstrate evidence as to whether professional growth has occurred.	4.0	
Effective (PDP goal is data driven and aligns with administrator needs indicated on the leadership standards checklist, minimum of 12 hrs. of documented professional development mostly related to leadership needs and applicable to the goal statement, with artifacts of deliberate practice documenting need and actions as they relate to the outcome statement)	3.0	X
Needs Improvement Minimal professional development related to the identified need, and/or minimal or inappropriate artifacts of deliberate practice documenting need and actions as they relate to the outcome statement	2.0	
Unsatisfactory Professional development and/or deliberate practice was not completed and inappropriate or limited artifacts were provided documenting need and actions as they relate to the outcome statement	1.0	

Professional development activities may include, but are not limited to:

Section III Score

Learning Communities, Lesson Study, Online Training, Face to Face Training, College Coursework, Conferences/Seminars,
Action Research, Mentoring Hours (District Mentors Only)

3.0



Section IV: Supervisor's Evaluation of Effectiveness of Administrator in Demonstrating Florida's Principal Leadership Standards. This section will count ~~35%~~ 50% of the administrative evaluation.

Record of Observations		
The supervisor will conduct a minimum of four informal observations of the administrator during the course of a school year. The dates and notes from each observation will be entered into P.G.S. and feedback provided to the administrator after each observation. Observations may include activities such as scheduled and unscheduled events, walk through, meetings, and examination of materials that reflect the administrator's work or the impact of the administrator's work on others. The supervisor will complete this section of the evaluation by June 1 of each school year.		
Date of Observation	Notes/Comments	Administrator Initials
09/01/2012	Study proficiency area 7 and develop a plan to improve these skills; proficiency areas 2, 3, 6, and 9 are areas of greatest strength	MSP
12/01/2012	More work needs to be done in the areas of indicators 7.3, 7.4, and 8.3; your management of facilities and school operations is outstanding	MSP
02/01/2013	Much progress has been demonstrated in proficiency area 2 over the course of this year; continue to work on proficiency area 7	MSP
04/01/2013	More focus needs to take place in the areas of indicators 7.3, 7.4, and 8.3; the efforts made to date have not made a significant difference in your overall effectiveness	MSP

Domain 1: Student Achievement				
Proficiency Area 1 - Student Learning Results: Effective school leaders achieve results on the school's student learning goals and direct energy, influence, and resources toward data analysis for instructional improvement, development and implementation of quality standards-based curricula. Select one of the following: <input type="checkbox"/> Highly Effective-4.0 <input checked="" type="checkbox"/> Effective-3.0 <input type="checkbox"/> Needs Improvement-2.0 <input type="checkbox"/> Unsatisfactory-1.0				<div>3%</div> <div>5%</div>
Indicator 1.1 – Academic Standards	<input type="checkbox"/> Highly Effective	<input checked="" type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 1.2 – Performance Data	<input type="checkbox"/> Highly Effective	<input checked="" type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 1.3 – Planning and Goal Setting	<input type="checkbox"/> Highly Effective	<input checked="" type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 1.4 - Student Achievement Results	<input type="checkbox"/> Highly Effective	<input checked="" type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Proficiency Area 2 - Student Learning as a Priority: Effective school leaders demonstrate that student learning is their top priority through effective leadership actions that build and support a learning organization focused on student success. Select one of the following: <input checked="" type="checkbox"/> Highly Effective-4.0 <input type="checkbox"/> Effective-3.0 <input type="checkbox"/> Needs Improvement-2.0 <input type="checkbox"/> Unsatisfactory-1.0				<div>3%</div> <div>5%</div>
Indicator 2.1 - Learning Organization	<input checked="" type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 2.2 - School Climate	<input checked="" type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 2.3 - High Expectations	<input checked="" type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 2.4 - Student Performance Focus	<input checked="" type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory

Domain 2: Instructional Leadership

Proficiency Area 3 - Instructional Plan Implementation: Effective school leaders work collaboratively to develop and implement an instructional framework that aligns curriculum with state standards, effective instructional practices, student learning needs, and assessments.

5%
7%

Select one of the following: ☒ Highly Effective-4.0 ☐ Effective-3.0 ☐ Needs Improvement-2.0 ☐ Unsatisfactory-1.0

Indicator 3.1 - FEAPs	<input checked="" type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 3.2- Standards based Instruction	<input checked="" type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 3.3 - Learning Goals Alignments	<input type="checkbox"/> Highly Effective	<input checked="" type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 3.4 - Curriculum Alignments	<input checked="" type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 3.5 - Quality Assessments	<input checked="" type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 3.6 - Faculty Effectiveness	<input type="checkbox"/> Highly Effective	<input checked="" type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory

Proficiency Area 4 - Faculty Development: Effective school leaders recruit, retain, and develop an effective and diverse faculty and staff; focus on evidence, research, and classroom realities faced by teachers; link professional practice with student achievement to demonstrate the cause and effect relationship; facilitate effective professional development; monitor implementation of critical initiatives; and secure and provide timely feedback to teachers so that feedback can be used to increase teacher professional practice.

5%
7%

Select one of the following: ☐ Highly Effective-4.0 ☒ Effective-3.0 ☐ Needs Improvement-2.0 ☐ Unsatisfactory-1.0

Indicator 4.1 - Recruitment and Retention	<input type="checkbox"/> Highly Effective	<input checked="" type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 4.2- Feedback Practices	<input type="checkbox"/> Highly Effective	<input checked="" type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 4.3 - High effect size strategies	<input checked="" type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 4.4 - Instructional Initiatives	<input type="checkbox"/> Highly Effective	<input checked="" type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 4.5 - Facilitating & Leading Prof. Learning	<input type="checkbox"/> Highly Effective	<input checked="" type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 4.6 –Faculty Development Alignments	<input type="checkbox"/> Highly Effective	<input checked="" type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 4.7 - Actual Improvement	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input checked="" type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory

Proficiency Area 5 - Learning Environment: Effective school leaders structure and monitor a school learning environment that improves learning for all of Florida's diverse student population.

3%
4%

Select one of the following: ☐ Highly Effective-4.0 ☒ Effective-3.0 ☐ Needs Improvement-2.0 ☐ Unsatisfactory-1.0

Indicator 5.1 - Student Centered	<input type="checkbox"/> Highly Effective	<input checked="" type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 5.2 - Success Oriented	<input type="checkbox"/> Highly Effective	<input checked="" type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 5.3- Diversity	<input type="checkbox"/> Highly Effective	<input checked="" type="checkbox"/> Effective	<input type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory
Indicator 5.4 - Achievement Gaps	<input type="checkbox"/> Highly Effective	<input type="checkbox"/> Effective	<input checked="" type="checkbox"/> Needs Improvement	<input type="checkbox"/> Unsatisfactory

Domain 3 - Organizational Leadership

Proficiency Area 6 - Decision Making: Effective school leaders employ and monitor a decision-making process that is based on vision, mission, and improvement priorities using facts and data; manage the decision making process, but not all decisions, using the process to empower others and distribute leadership when appropriate; establish personal deadlines for themselves and the entire organization; and use a transparent process for making decisions and articulating who makes which decisions.

4%
5%

Select one of the following: ☐ Highly Effective-4.0 ☒ Effective-3.0 ☐ Needs Improvement-2.0 ☐ Unsatisfactory-1.0

Indicator 6.1- Prioritization Practices ☒ Highly Effective ☐ Effective ☐ Needs Improvement ☐ Unsatisfactory

Indicator 6.2- Problem Solving ☒ Highly Effective ☐ Effective ☐ Needs Improvement ☐ Unsatisfactory

Indicator 6.3 - Quality Control ☒ Highly Effective ☐ Effective ☐ Needs Improvement ☐ Unsatisfactory

Indicator 6.4 - Distributive Leadership ☒ Highly Effective ☐ Effective ☐ Needs Improvement ☐ Unsatisfactory

Indicator 6.5 - Technology Integration ☐ Highly Effective ☐ Effective ☒ Needs Improvement ☐ Unsatisfactory

Proficiency Area 7 - Leadership Development: Effective school leaders actively cultivate, support, and develop other leaders within the organization, modeling trust, competency, and integrity in ways that positively impact and inspire growth in other potential leaders.

4%

Select one of the following: ☐ Highly Effective-4.0 ☐ Effective-3.0 ☒ Needs Improvement-2.0 ☐ Unsatisfactory-1.0

Indicator 7.1- Leadership Team ☐ Highly Effective ☒ Effective ☐ Needs Improvement ☐ Unsatisfactory

Indicator 7.2 - Delegation ☐ Highly Effective ☒ Effective ☐ Needs Improvement ☐ Unsatisfactory

Indicator 7.3 - Succession Planning ☐ Highly Effective ☐ Effective ☒ Needs Improvement ☐ Unsatisfactory

Indicator 7.4 - Relationships ☐ Highly Effective ☐ Effective ☒ Needs Improvement ☐ Unsatisfactory

Proficiency Area 8 - School Management: Effective school leaders manage the organization, operations, and facilities in ways that maximize the use of resources to promote a safe, efficient, legal, and effective learning environment; effectively manage and delegate tasks and consistently demonstrate fiscal efficiency; and understand the benefits of going deeper with fewer initiatives as opposed to superficial coverage of everything.

2%
3%

Select one of the following: ☐ Highly Effective-4.0 ☒ Effective-3.0 ☐ Needs Improvement-2.0 ☐ Unsatisfactory-1.0

Indicator 8.1 - Organizational Skills ☒ Highly Effective ☐ Effective ☐ Needs Improvement ☐ Unsatisfactory

Indicator 8.2- Strategic Instructional Resourcing ☒ Highly Effective ☐ Effective ☐ Needs Improvement ☐ Unsatisfactory

Indicator 8.3 – Collegial Learning Resources ☐ Highly Effective ☐ Effective ☒ Needs Improvement ☐ Unsatisfactory

Proficiency Area 9 - Communication: Effective school leaders use appropriate oral, written, and electronic communication and collaboration skills to accomplish school and system goals by practicing two-way communications, seeking to listen and learn from and building and maintaining relationships with students, faculty, parents, and community; managing a process of regular communications to staff and community keeping all stakeholders engaged in the work of the school; recognizing individuals for good work; and maintaining high visibility at school and in the community.

1%
5%

Select one of the following: ☐ Highly Effective-4.0 ☒ Effective-3.0 ☐ Needs Improvement-2.0 ☐ Unsatisfactory-1.0

Indicator 9.1— Constructive Conversations ☒ Highly Effective ☐ Effective ☐ Needs Improvement ☐ Unsatisfactory

Indicator 9.2 - Clear Goals and Expectations ☒ Highly Effective ☐ Effective ☐ Needs Improvement ☐ Unsatisfactory

Indicator 9.3 - Accessibility ☐ Highly Effective ☒ Effective ☐ Needs Improvement ☐ Unsatisfactory

Indicator 9.4 - Recognitions ☐ Highly Effective ☒ Effective ☐ Needs Improvement ☐ Unsatisfactory

Domain 4 - Professional and Ethical Behaviors

Proficiency Area 10 - Professional and Ethical Behaviors: Effective school leaders demonstrate personal and professional behaviors consistent with quality practices in education and as a community leader by staying informed on current research in education and demonstrating their understanding of the research, engage in professional development opportunities that improve personal professional practice and align with the needs of the school system, and generate a professional development focus in their school that is clearly linked to the system-wide strategic objectives.

3%
5%

Select one of the following: ☐ Highly Effective-4.0 ☒ Effective-3.0 ☐ Needs Improvement-2.0 ☐ Unsatisfactory-1.0

Indicator 10.1 – Resiliency ☒ Highly Effective ☐ Effective ☐ Needs Improvement ☐ Unsatisfactory

Indicator 10.2 - Professional Learning ☐ Highly Effective ☒ Effective ☐ Needs Improvement ☐ Unsatisfactory

Indicator 10.3 - Commitment ☐ Highly Effective ☐ Effective ☒ Needs Improvement ☐ Unsatisfactory

Indicator 10.4 – Professional Conduct ☐ Highly Effective ☒ Effective ☐ Needs Improvement ☐ Unsatisfactory

SAMPLE

School Year XX XX

Santa Rosa District School

Annual School Leader/ Administrative Evaluation Instrument



Section V: Evaluation of Student Performance –~~35%~~ 50% of Overall Evaluation

Student Assessment Data

Job Code	15010 (Principal 9-12 School)			TOTALS
C/S/D	S (School wide)			
Sites	0151 (Milton High School)			
Grade Levels	9-12			
# of student scores	9138			
Sum of all student scores	23606			
Overall Score				2.58
Student Performance Rating				Effective

This information is recorded in Section V where it is calculated as part of the total score.

Administrator's Comments: We are pleased with Reading scores. Writing and Science will be addressed next year in a different way.

Administrator's Signature: Principal Date: 07/01/XX

Supervisor's Comments: We will address skill deficits in a different way next year.

Supervisor's Signature: Supervisor Date: 07/01/XX



Santa Rosa District School
Annual School Leader/ Administrative Evaluation Instrument

Section VI: Overall Rating

Evaluation Ratings

			Score	Weight		Weighted
				School	District	Score
50% 65%	IIA	Parent Satisfaction	3.0	.05	.05	.150
	IIB	Teacher Satisfaction	4.0	.05	.05	.200
	IIC	Student Satisfaction	3.0	.05		.150
	IID	Support Card Survey	N/A		.05	.000
	III	Professional Development Plan	3.0	.15		.450
	IV	Educator Accomplished Practices (25%) 50%	Proficiency Area 1	3.0	.03 .05	.090 .15
	IV		Proficiency Area 2	4.0	.03 .05	.120 .20
	IV		Proficiency Area 3	4.0	.05 .07	.200 .28
	IV		Proficiency Area 4	3.0	.05 .07	.150 .21
	IV		Proficiency Area 5	3.0	.02 .04	.090 .12
	IV		Proficiency Area 6	4.0	.04 .05	.160 .20
	IV		Proficiency Area 7	1.0	.04	.04
	IV		Proficiency Area 8	3.0	.02 .03	.060 .09
	IV		Proficiency Area 9	4.0	.03 .05	.120 .20
IV	Proficiency Area 10		3.0	.03 .05	.090 .15	
35% 50%	V	Student Performance	2.58	.35 .50		.903 1.29

Total Score

~~2.973~~ **2.93**

Overall effectiveness category

Effective

Determine effectiveness level

- _____ 4.00 – 3.50 Highly Effective
- X 3.49 – 2.25 Effective
- _____ 2.24 – 1.75 Needs Improvement
- _____ 1.75 Below

Administrator's Signature: High School Principal

Date: 07/01/XX

Supervisor's Signature: Supervisor

Date: 07/01/XX