

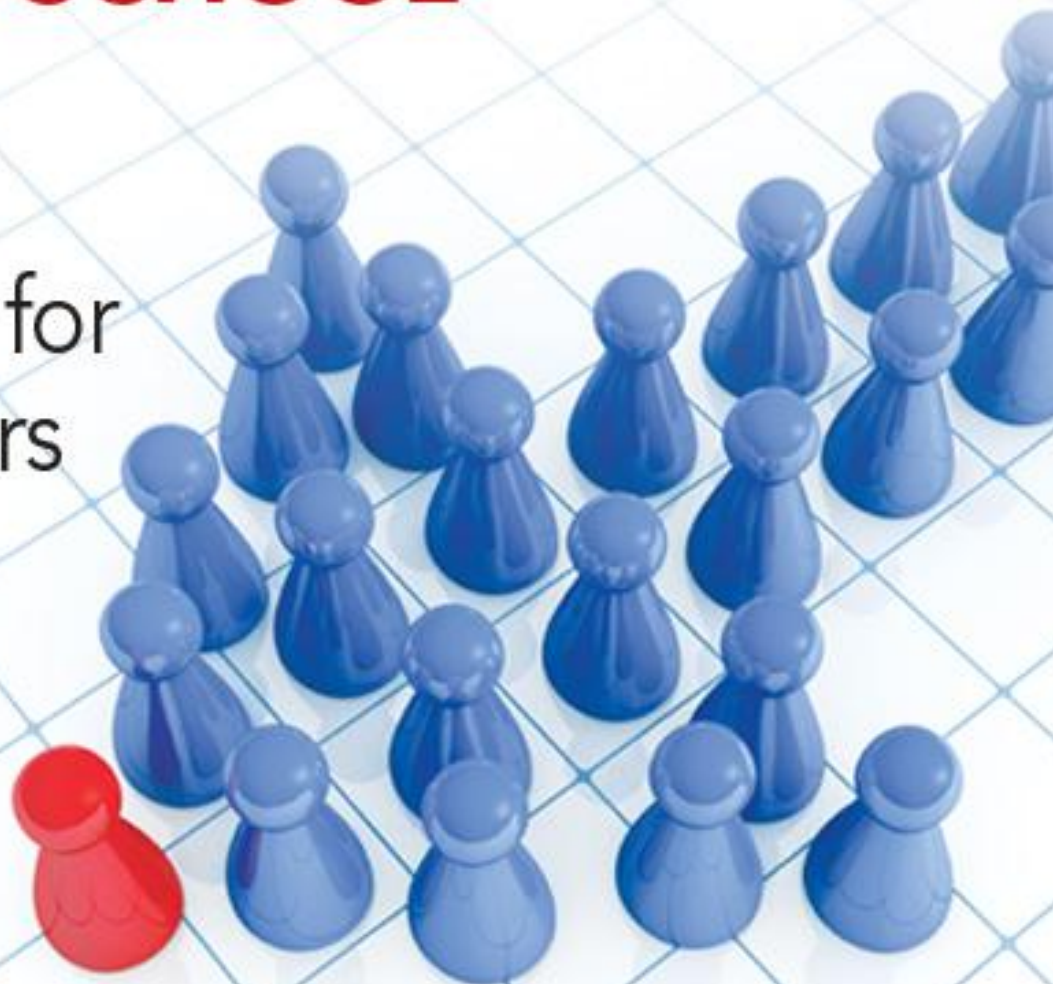
ACCELERATING SCHOOL LEADERSHIP:

Field-Tested
Performance Tools for
Principal Supervisors
And Coaches

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Accelerating School Leadership:

Field-tested performance tools for principal supervisors and coaches

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American Institutes for Research

American Institutes for Research (AIR) is a not-for-profit organization engaged in research, development, evaluation, and analysis in the behavioral and social sciences.

AIR's Performance Management Advantage transform educator evaluation systems through smart design and practical tools. We have research-based approaches for:

- Evaluating principals
- Supporting principal supervisors through coaching

Refer to our website (www.educatortalent.org).

National Association of Elementary School Principals (NAESP)

NAESP leads in the advocacy and support for elementary and middle school principals in the United States and internationally. NAESP supports principals as the primary catalysts for creating lasting foundations for learning through policy development, advocacy, professional development programs, and resources for effective instructional leadership. Key focus areas include pre-K-3 education, school safety, technology and digital learning, and advancing capacity-building educator evaluation systems. For more information about NAESP, please visit www.naesp.org.

Presentation Overview

- The Need for School Leadership
- Accelerators: Evaluation and Professional Learning
- Creating Lasting Change: What We Are Learning

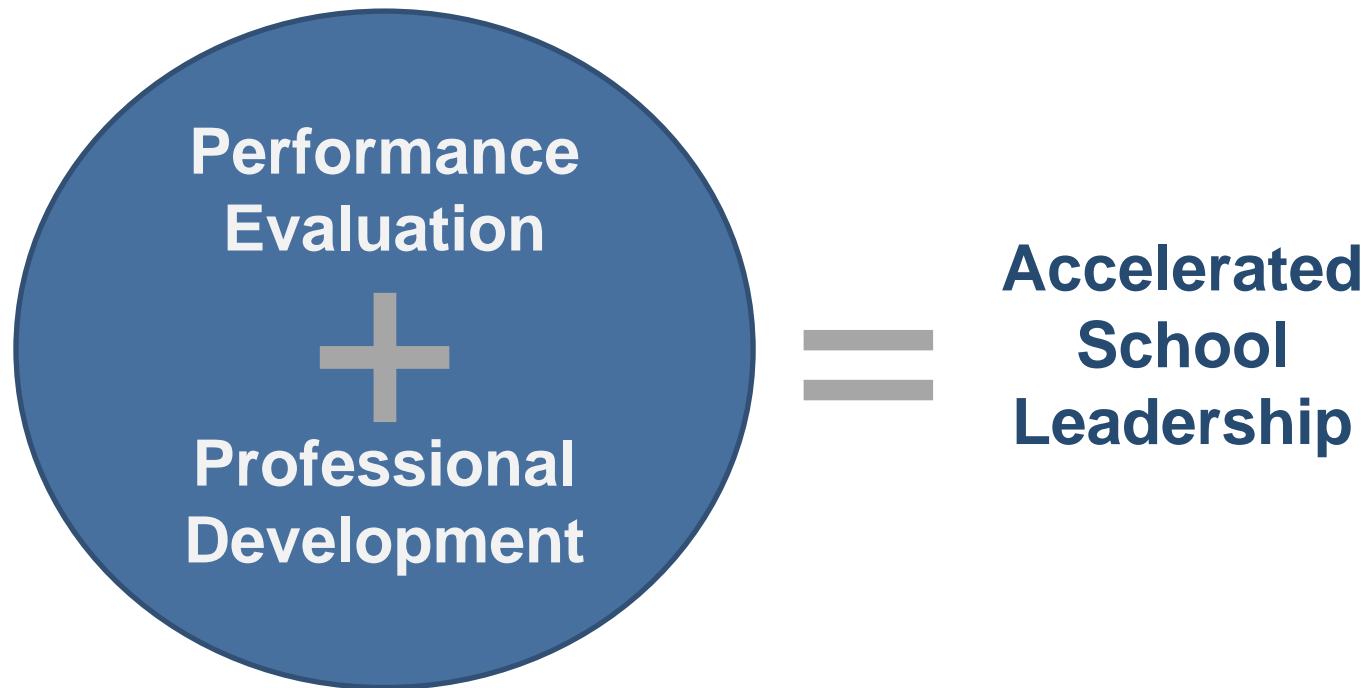
The Need for Leadership: National Policies and Trends

- **Research on learning:** Teaching and leading imperative
- **Research on learning:** Social and emotional learning
- **New policy:** Ambitious new learning standards in states
- **New policy:** New teacher evaluation policies

The Need for Leadership: Principals Matter

- Leadership is the second most influential school-level factor in student learning, after classroom teaching.
- Teachers attribute their choices to join or leave a school to their relationship with principals.
- Teachers' capacity to use ambitious instructional approaches partly depends on principals.
- Principals set the tone for an agile, improving school culture.

The Accelerators: Evaluation and Professional Development



The Accelerators: Evaluation and Professional Development

**Practice
Measures**

**Results
Measures**

Feedback

**Performance
Evaluation**

The Accelerators: Evaluation and Professional Development

Principal Pipeline Evaluation and Development



Teacher
Leadership

Assistant
Principal

Principal
Candidate

Preservice

Hiring

Performance
Assessment

Master
Principal

The Accelerators: Evaluation and Professional Development



50 states + 2 territories
with new principal
evaluation policies

“Principal evaluation must accelerate from 0 to 100 miles an hour. Unlike teacher evaluation, states and districts have little experience systematically evaluating principals.”

–Master principal

Sources: Center on Great Teachers and Leaders, 2013; NAESP & NASSP, 2012

The Accelerators: Evaluation and Professional Development

What Principals Want

- Useful
- Created by and for principals
- Flexible and relevant
- Accurate multiple measures
- Part of a support system



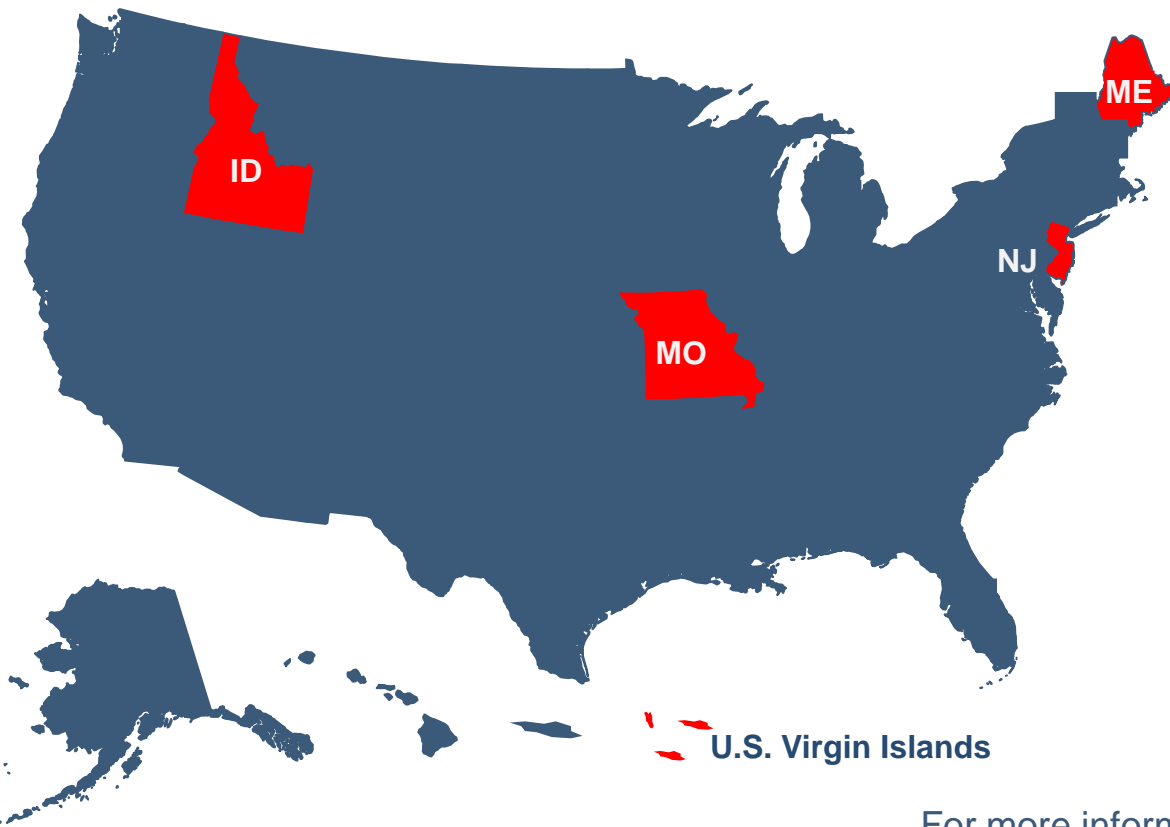
Available at naesp.org and nassp.org

The Accelerators: Challenges We Face

States and districts experience the following challenges:

- Developing a framework that reflects research, standards, and contexts
- Identifying and aligning measures
 - The principal-as-teacher fallacy
 - The principal-as-school fallacy
 - Status of measures development
- Assuring accuracy through supervisor and coach training
- Creating conditions for lasting change

Creating Lasting Change: What We Are Learning



We transform principal evaluation systems:

- Rural and suburban schools
- Strong, local control
- Not Race-to-the-Top states
- Principal associations

For more information, visit www.educatoralent.org.

Creating Lasting Change: Design Matters

The ***Implementation Path*** is a six-step process that engages principals, superintendents, state education agencies, and others with the best research and practice on evaluation.

What's Critical to Success

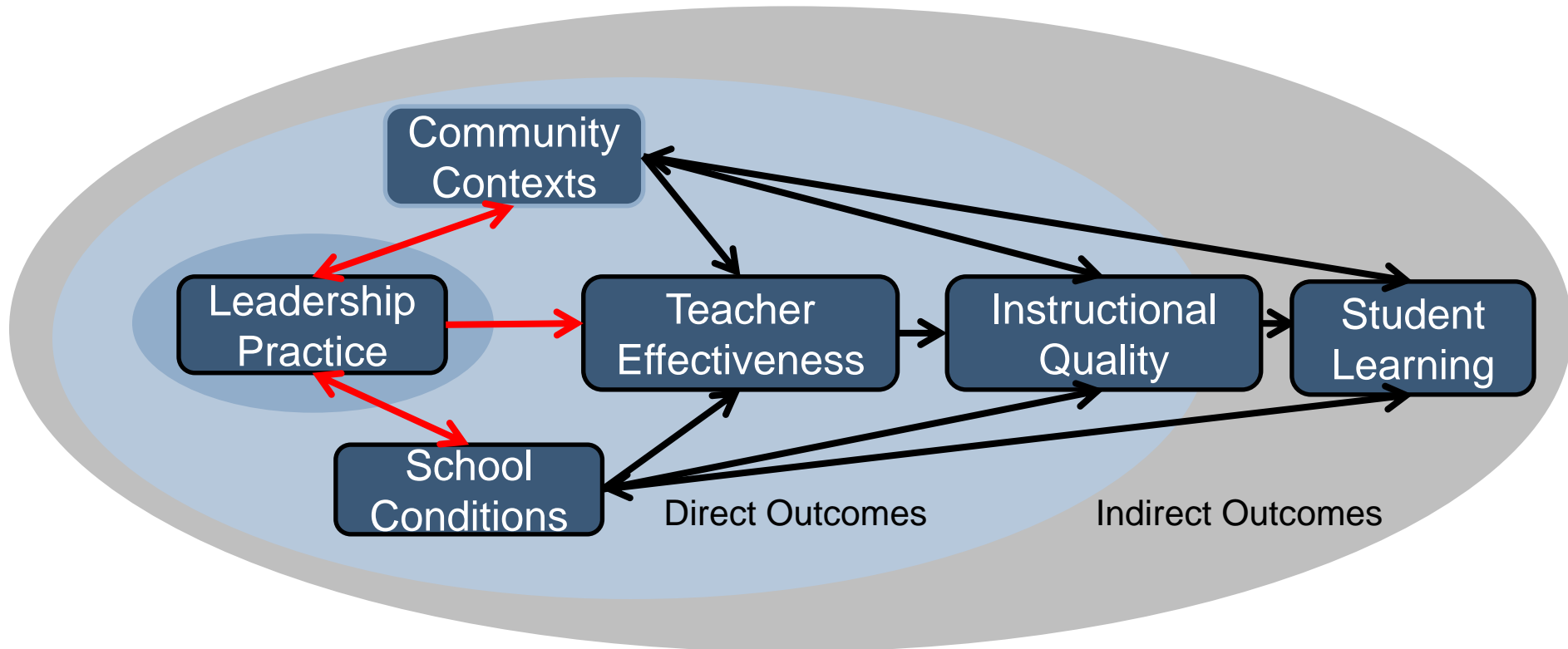
- Principal and educator ownership
- System advances principal learning
- Evaluation is replicable

Creating Lasting Change: Design Matters

The Implementation Path's Six-Steps

- Prepare and Engage
- Develop and Share Vision and Plans
- Select and Customize Tools
- Launch and Implement Systems
- Assess and Advance Culture Change
- Integrate Talent Management Systems

Creating Lasting Change: Framework is the Backbone



Sources: Clifford, Behrstock-Sherratt, and Feters (2012); Clifford and Ross (2012)

Creating Lasting Change: Framework is the Backbone

Five Dimensions Framework of Focused Leadership is the backbone for principal evaluation systems.

What's Critical to Success

- Aligns with state and national professional standards
- Adapts to educational priorities and histories
- Describes levels of performance for all principals
- Fosters self-reflection, assessment, and learning
- Addresses the breadth of learning standards, including social-emotional learning and new academic standards

Creating Lasting Change: Framework is the Backbone

Five Dimensions Framework of Focused Leadership

- Dimension 1: Build shared purpose
- Dimension 2: Focus on learning
- Dimension 3: Manage organizational systems
- Dimension 4: Collaborate with community
- Dimension 5: Lead with integrity

Creating Lasting Change: Measures and Training

We design practice and results measures to provide a holistic picture of principal performance.

Practice Measures	Observations 360-degree survey Artifact review Professional growth plan
Results Measures	School improvement plan Culture or distributed leadership survey Student learning gains Student learning objective attainment

Creating Lasting Change: Multiple Measures and Training

- Our observation tools and training support supervisors and coaches in accurate observations of critical leadership practices.
 - Instructional feedback observation tool
 - Leading data discussions tool
 - Conducting instructional rounds tool
- Our three trainings and coaching support observation accuracy and efficiency.

Creating Lasting Change: Measures and Training

Instructional Feedback Observation tool supports principals as teacher evaluators and focuses on the quality of teacher feedback.

- Prepare
- Collect
- Analyze
- Discuss
- Rate and Integrate



Creating Lasting Change: Take a Systems Approach

Talent management is a system that supports principal pipeline development.

We work with clients to ensure that evaluation information informs key decisions at the **individual and systems level**.



The Accelerators: What We Are Learning

- Design matters for building ownership, trust, and relevance
- The framework is the backbone, and it must be flexible and strong
- Multiple measures and training support better use, accuracy, and feedback
- Taking a systems approach builds coherence among partners and better pipeline support

The Accelerators: What We Are Learning

- Responding to Your Questions and Comments

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NAESP also administers
the [National Principals Resource
Center](#) and the [American Student
Council Association](#).

Resources

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