

National **Charter School**  
**Resource** Center

---

at American Institutes for Research

**Welcome to the Webinar!**

**SEA Communities of Practice:  
Principal Evaluation**

We will be starting soon.



The National Charter School Resource Center is funded by the U.S. Department of Education's Office of Innovation and Improvement and administered by American Institutes for Research, under contract number ED-04-CO-0109/0004.



National Charter School  
Resource Center

---

at American Institutes for Research

# SEA Communities of Practice: Principal Evaluation

July 18, 2012



**ED.gov**

The National Charter School Resource Center is funded by the U.S. Department of Education's Office of Innovation and Improvement and administered by American Institutes for Research, under contract number ED-04-CO-0109/0004.



# About the Resource Center

The **U.S. Department of Education** is committed to promoting effective practices, providing technical assistance, and disseminating the resources critical to ensuring the success of charter schools across the country. To that end, the Education Department, under a contract with American Institutes for Research, has developed the **National Charter School Resource Center**.

# Presenter

**Matt Clifford, Ph.D.**  
Senior Research Scientist  
American Institutes for Research



NATIONAL COMPREHENSIVE CENTER  
FOR **TEACHER QUALITY**

---

# Key Components in Principal Evaluation Systems Design

**Matthew Clifford, Ph.D.**  
Senior Researcher

National Charter School Resource Center  
Webinar on Principal Evaluation Design  
July 18, 2012

---



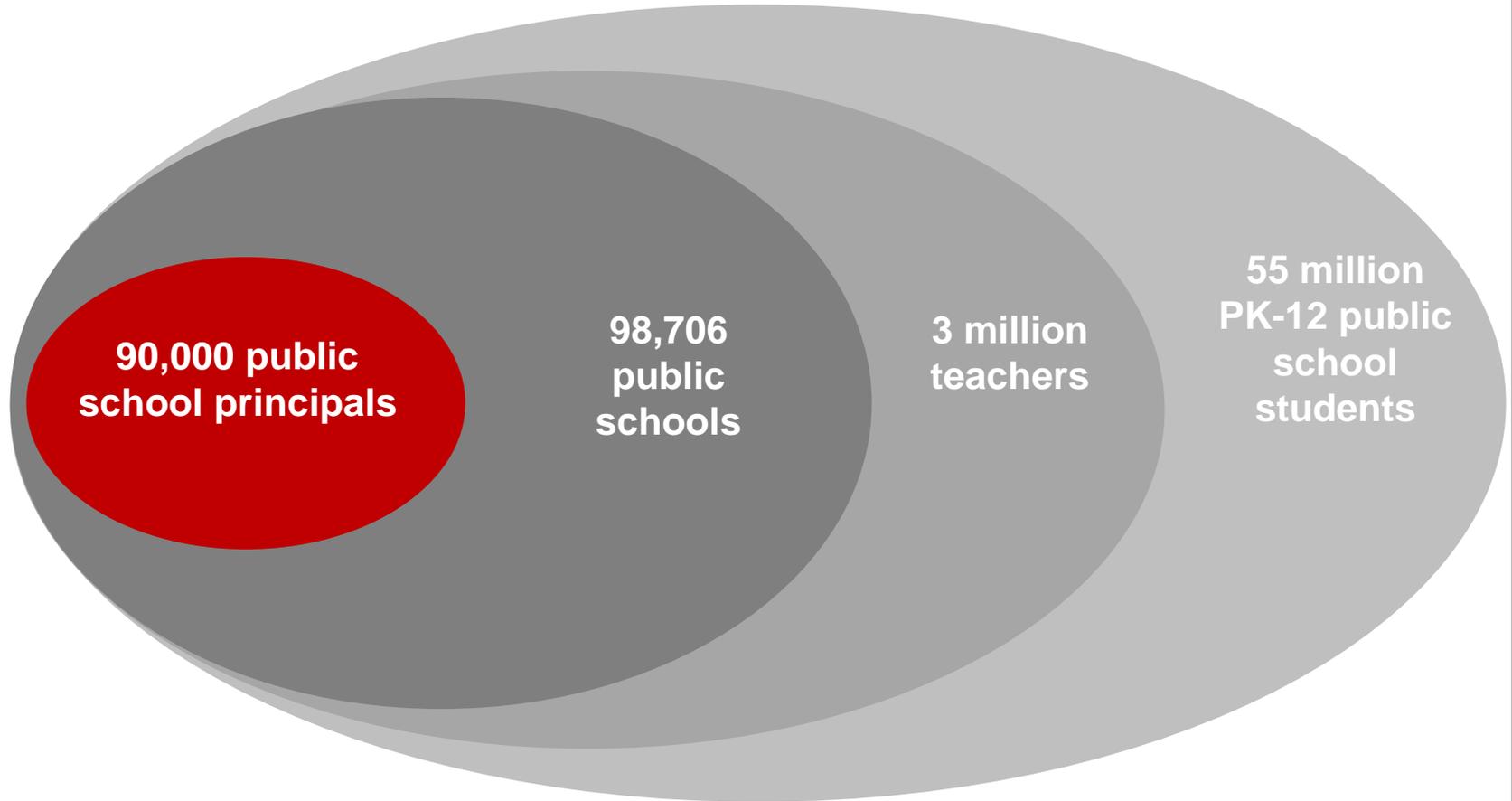
## The National Center for Teacher Quality

- Provides high quality technical assistance to state education agencies and regional comprehensive centers on teacher and leader quality issues
- Produces useful research briefs and other guidance supporting improved policies and practices
- Strengthens networks of state-level staff to promote better policies and practices



NATIONAL COMPREHENSIVE CENTER  
FOR **TEACHER QUALITY**

---



U.S. Census, 2011; Battle and Gruber, 2010; Gates et al., 2002

---



## What we know about current principal evaluation practice

- Principals report having **few sources of feedback**.
- Principals view evaluation as having **little impact** on their sense of accountability or practice.
- Performance assessments are **inconsistently administered**.
- Performance assessments are not **often aligned** with existing professional standards, and lack psychometric research.
- Principal performance assessment is not implemented in ways that maximize rating consistency, validity, and impact.

Clifford and Ross, 2011; Goldring, et al., 2009; Heck and Marcoulides, 1996; Kimball, et al, 2009; Portin, et al., 2006

---



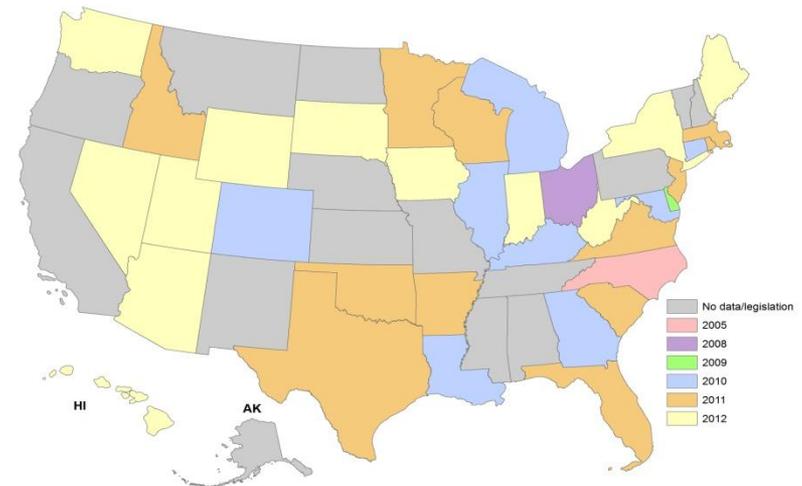
## Federal and State Policy Emphasis

### Federal initiatives

- Race to the Top (RTTT)
- Teacher Incentive Fund (TIF)
- School Improvement Grants (SIG)
- ESEA Waiver Guidelines

### State policies

- 34 states recently passed principal evaluation improvement policies



Read the new policy review at: <http://www.tgsource.org/publications/StatePoliciesOnPrincipalEval.pdf>



## **ESEA Waiver Principles**

To receive ESEA flexibility, an SEA must submit an ESEA waiver request that addresses each of the following four principles, to increase the quality of instruction for students and improve student academic achievement in the State and its LEAs. In the SEA's request, the SEA must describe how it will ensure that LEAs will fully implement these principles, consistent with the SEA's authority under State law and the SEA's request.

- 1. College- and Career-Ready Expectations for All Students**
- 2. State-Developed Differentiated Recognition, Accountability, and Support**
- 3. Supporting Effective Instruction and Leadership**
- 4. Reducing Duplication and Unnecessary Burden**



NATIONAL COMPREHENSIVE CENTER  
FOR **TEACHER QUALITY**

---

## Four Principal Evaluation System Qualities

- **Accurate:** Assures valid and reliable measures and results
- **Fair:** Reflects the comprehensive and varied nature of the work
- **Useful:** Supports principal growth and learning
- **Sustained:** Continuously improved and supported for the long term

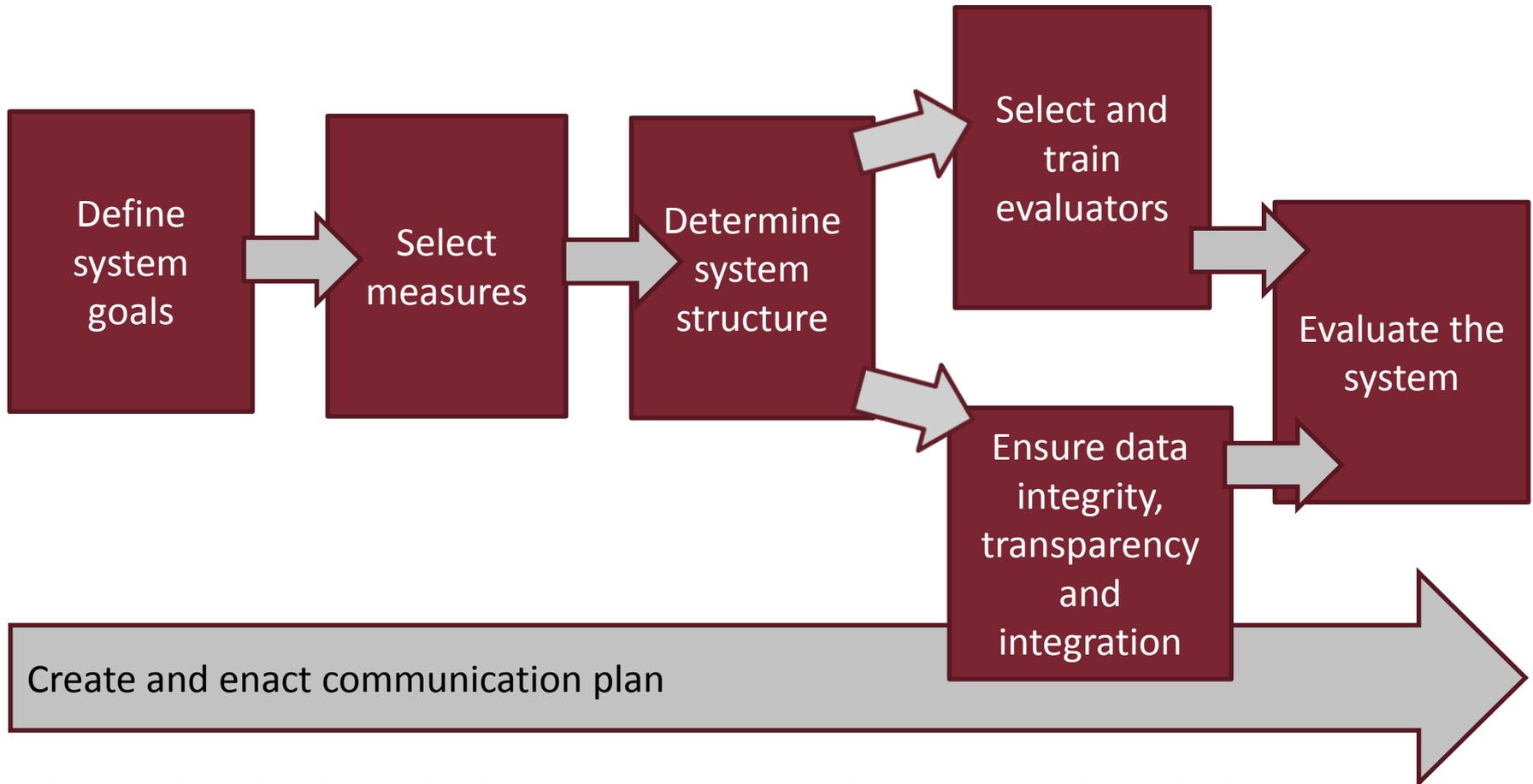
Download the free guide  
and use the interactive  
site at [www.tqsource.org](http://www.tqsource.org)

See forthcoming guidance from National Association of Elementary School Principals and National Association of Secondary School Principals.

---



## The Practical Guide: Seven Components for Systems Design





## **Practical Guide to Designing Comprehensive Principal Evaluation Systems**

### What the Guide does:

- Presents a framework for principal evaluation (see “The Ripple Effect”)
- Facilitates informed decision-making
- Summarizes national policy contexts
- Synthesizes research on performance evaluation systems design and leadership effectiveness
- Focuses on key components and questions that drive evaluation design
- Provides links to TQ Center resources (e.g., Guide to Evaluation Practices, State Database Tool), state/district case examples, definitions of terms

### How the Guide was written:

- Informed by state and district design processes
  - Research review
  - Written and reviewed by evaluation systems designers, national professional association staff, and researchers
-



---

## **Component Example: Specifying System Goals**

### **Overarching Design Questions**

1. What are the goals and purposes of the evaluation system?
2. Are the goals explicit, well-defined and clearly articulated for stakeholders?
3. Have the evaluation goals been aligned to the state strategic plan, the principal evaluation systems design communications plan, principal preparation and professional development initiatives, and pertinent school improvement initiatives?
4. What is the definition of an effective principal, and how does it align with the definition of an effective teacher?
5. What standards will drive evaluation design?

### **Weighing Goal Choices**

- Improvement of practice?
- Decisions about competency?
- Articulating state/district priorities?



---

## **Component Example: Selecting Measures**

### **Overarching Design Questions**

1. Have measures been selected in light of key criteria (e.g., alignment to system purposes, strength of measures, use across contexts)?
2. Will student growth in tested subjects and other outcomes measures be factored into principal evaluation, and if so, how will they factor into principal evaluation?
3. Will student growth in non-tested subjects be included in principal evaluation, and if so, what weight will they be given?
4. To what degree will principal practice measures (e.g., observations, school climate surveys, 360-degree evaluations) be included?

### **Embedded Questions**

What is a “technically sound” measure?

What are commonly used practice and outcomes measures?

How, if at all, should the evaluation system be differentiated?

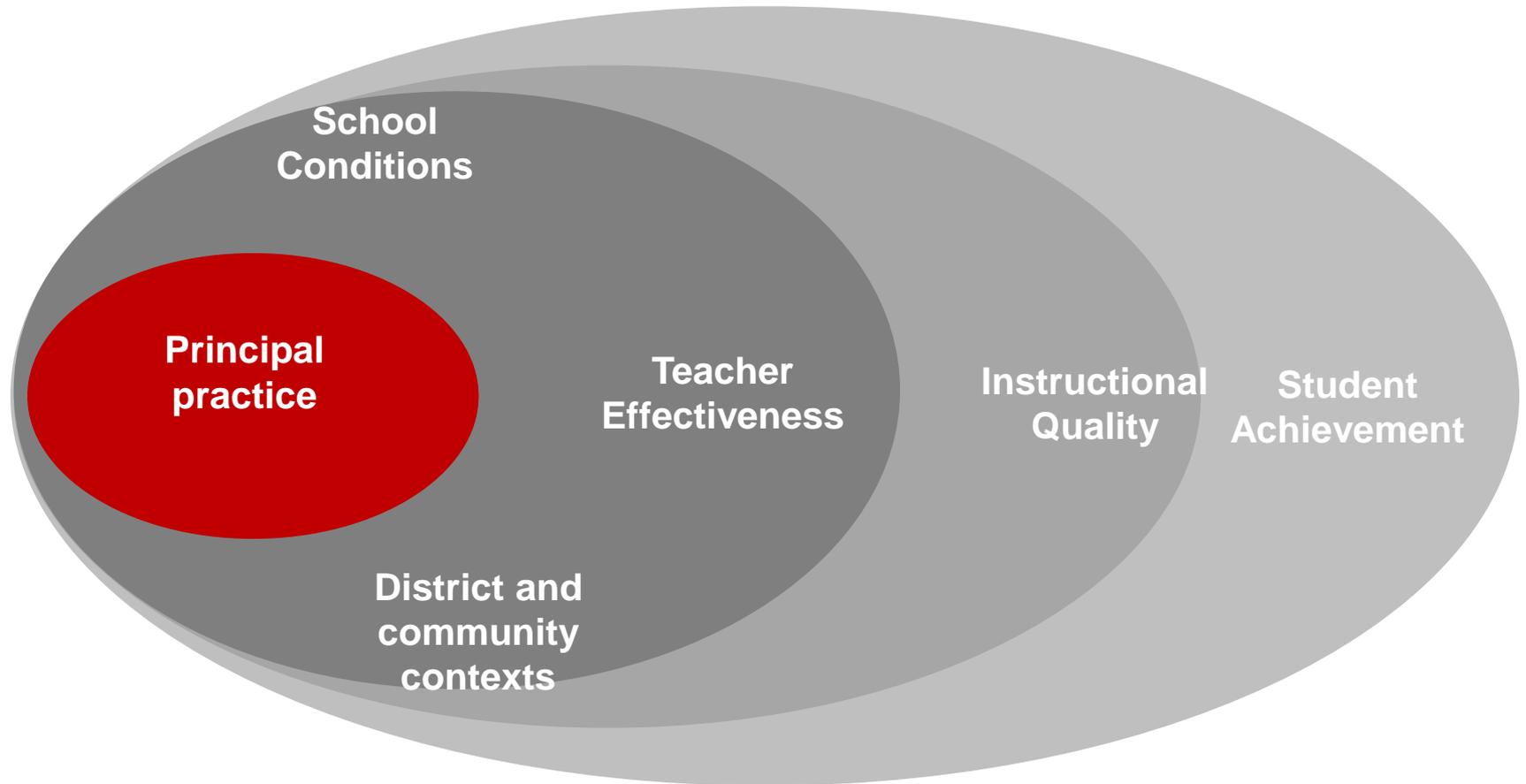
What measures should be used, and when, to evaluate?

How evidence be weighted?



NATIONAL COMPREHENSIVE CENTER  
FOR **TEACHER QUALITY**

---



---

Read the paper at: [http://www.air.org/files/1707\\_The\\_Ripple\\_Effect\\_d8\\_Online.pdf](http://www.air.org/files/1707_The_Ripple_Effect_d8_Online.pdf)

---



NATIONAL COMPREHENSIVE CENTER  
FOR **TEACHER QUALITY**

Domain	Practice Measurement Examples
Creating a mission and vision	School climate survey 360-degree assessment Evidence of SIP progress
Improving instructional quality	Observations of teacher evaluation, data review Instructional quality measures Evidence of SIP progress 360-degree assessments School climate survey
Efficiently managing resources	Fiscal review Safety and compliance record
Creating safe learning environments	Student survey School climate survey Evidence of SIP progress Parent/community survey
Developing strong community relationships	Evidence of SIP progress Parent/community survey
Acting in a professional and ethical manner	360-degree assessments Portfolio review

Examples from Iowa, North Carolina, Tennessee, Delaware, New York City, Hillsborough, Pittsburgh, Round Rock



# NATIONAL COMPREHENSIVE CENTER FOR TEACHER QUALITY

Domain	Outcomes Measurement Examples
Leadership Practice	360-degree assessments Observations Artifact review Professional development plan review
School Conditions and Community Relations	School incident reports School climate surveys Parent/community survey
Teacher Effectiveness	Teacher certification and personnel data Prof Development Plan data
Instructional Quality	Learning quality measures Teacher evaluation results Teacher surveys
Student Learning	Student growth measures Interim assessment measures Student learning objectives achievement

For reviews of practice surveys, see: [http://www.air.org/expertise/index/?fa=viewContent&content\\_id=1493](http://www.air.org/expertise/index/?fa=viewContent&content_id=1493)

For reviews of climate surveys, see: [http://www.air.org/focus-area/education/index.cfm?fa=viewContent&id=135&content\\_id=1869](http://www.air.org/focus-area/education/index.cfm?fa=viewContent&id=135&content_id=1869)



NATIONAL COMPREHENSIVE CENTER  
FOR **TEACHER QUALITY**

---

## More information and resources

National Comprehensive Center for Teacher Quality: [www.tqsource.org](http://www.tqsource.org)

Briefs on principal evaluation design and instruments: <http://www.air.org/focus-area/education/?id=135>



NATIONAL COMPREHENSIVE CENTER  
FOR **TEACHER QUALITY**

---

**Matthew Clifford**

**P: 630-689-8017**

**E-Mail: [mclifford@air.org](mailto:mclifford@air.org)**

**20 North Wacker, Suite 1231**

**Chicago, IL 60606**

**Website: [www.tqsource.org](http://www.tqsource.org)**

# Questions?



Raise your hand or enter your question in the chat box  
on the left side of your screen.

# Thank you for participating.

- Continue the conversation at the meeting of SEA Project Directors next week or online through the CSP Exchange:  
<http://www.charterschoolcenter.org/group/csp-exchange>.
- This webinar will be archived at the following website:  
<http://www.charterschoolcenter.org/webinars/>
- Please share your feedback with us through the evaluation.

# National Charter School Resource Center

---

at American Institutes for Research

## **National Charter School Resource Center**

1000 Thomas Jefferson Street NW

Washington, DC 20007-3835

Phone: 877-277-2744

Website: [www.charterschoolcenter.org](http://www.charterschoolcenter.org)

E-Mail: [charterschoolcenter@air.org](mailto:charterschoolcenter@air.org)



The National Charter School Resource Center is funded by the U.S. Department of Education's Office of Innovation and Improvement and administered by American Institutes for Research, under contract number ED-04-CO-0109/0004.

