

Performance Measure #5

Strategically Manages Resources for Systemic Performance Accountability

Indicator 5A: *Distributes leadership responsibilities, shares decision-making, and supervises daily ongoing management structures and practices to enhance teaching and learning.*

DISTINGUISHED (4)

- Principal implements a collaborative leadership structure in which multiple stakeholders are represented and participants assume leadership and accountability in areas of both instruction and school operations.
- Principal designs and implements succession plans for key school positions to ensure that the organization has talent and continuity to move the learning community forward.
- Principal encourages staff members to accept leadership responsibilities outside of the school building.
- Principal designs management structures and operational processes that distribute leadership and decision-making authority and result in continuous improvement.

And...

ACCOMPLISHED (3)

- Principal delegates tasks with corresponding levels of authority for instructional and management structures and practices.
- Principal identifies strengths and interests of building staff in order to identify potential leaders and builds leadership capacity with professional development and coaching.
- Principal creates opportunities for staff to demonstrate leadership skills by recruiting them for leadership and decision-making roles.
- Based on implementation and assessment, principal creates new management structures and operational processes that result in improved efficiency.

And...

SATISFACTORY (2)

- Principal seeks input from a variety of stakeholder groups, including teachers and parents and distributes leadership on issues that are of little consequence to school functionality or success; principal models effective collaboration skills.
- Principal seeks opportunities to build teacher efficacy and leadership capacity among staff.
- Principal appropriately implements and accurately assesses management structures and operational processes.

UNSATISFACTORY (1)

- Principal fails to distribute leadership opportunities or decision-making authority.
- Principal fails to build teacher efficacy.
- Principal does not address management structures or operational processes.

Possible Sources of Evidence:

- *Evaluator observations and interviews*
- *Documentation of teacher-led meetings and committees*
- *Documentation of volunteer programs*
- *Staff and student survey data*
- *Committee structures, meeting agendas, and meeting minutes*
- *Principal written communications—memos, newsletters, website*
- *Professional development materials*
- *Other:* _____
- *Other:* _____

DRAFT

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Indicator 5F: Additional indicator as locally determined

DISTINGUISHED (4)

- Principal...
- Principal...

And...

ACCOMPLISHED (3)

- Principal...
- Principal...

And...

SATISFACTORY (2)

- Principal...
- Principal...

UNSATISFACTORY (1)

- Principal...
- Principal...

Possible Sources of Evidence:

-
- *Other:* _____
- *Other:* _____