

Assessing Principal Effectiveness

Joint Meeting of the Commission on Teacher Credentialing and the State Board of Education

November 8, 2010

Karen Kearney
Comprehensive Assistance Center, WestEd

Research (and common sense) confirm:

- Effective principals contribute significantly to
- teacher retention and effectiveness
- school improvement
- raising student achievement.

District leaders must

- guide and support individual and collective principal development
 - understand that how they design principal expectations, professional learning, and evaluation directly affects whether or not leaders develop...
- ... whether or not district and school improvement goals are met.

--Integrated Leadership Development Initiative (2010) *Effective Principals for California's Schools*, p. 22

While performance review is, by and large, a locally controlled mechanism, the focus on quality assurance of local performance review systems is a state interest.

-- Council of Chief State School Officers (2010)
*Transforming Teaching and Leading -- A Vision for a High-Quality Educator
Development System p. 12*

Current Status of Principal Evaluation

An urgent call to improve principal evaluations

- Little published research
- Few validated or fully implemented programs
- Emerging practices in early pilot stages
- New reports with thoughtful approaches
- No accessible structure to share development and strategies

About ILDI

ILDI is a collaborative of agencies and organizations focused on an expressed need in California – a strong, comprehensive school and district leadership development system.

ILDI Members

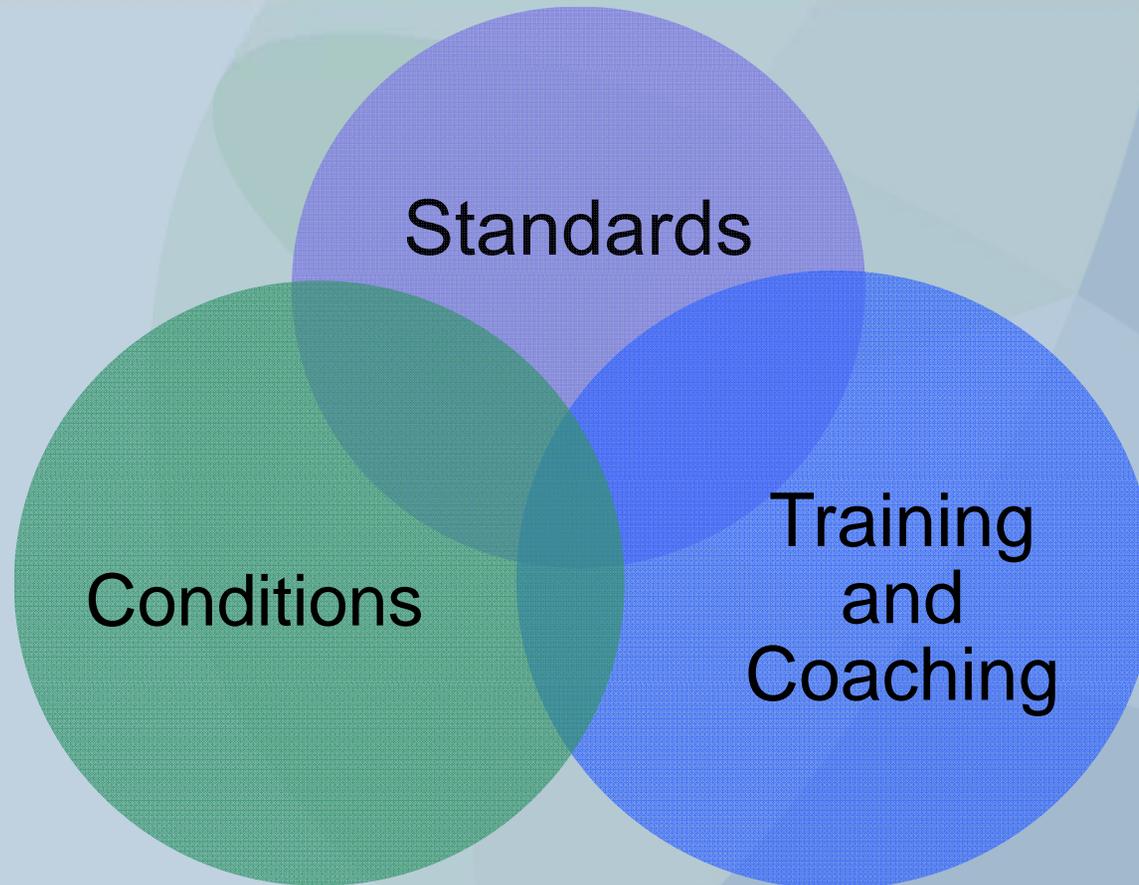
- California Department of Education
- County Offices of Education
- Commission on Teacher Credentialing
- Public and Private Universities
- Association of California School Administrators
- Center for the Future of Teaching and Learning
- REL-West at WestEd
- California Comprehensive Center at WestEd

ILDI'S Mission

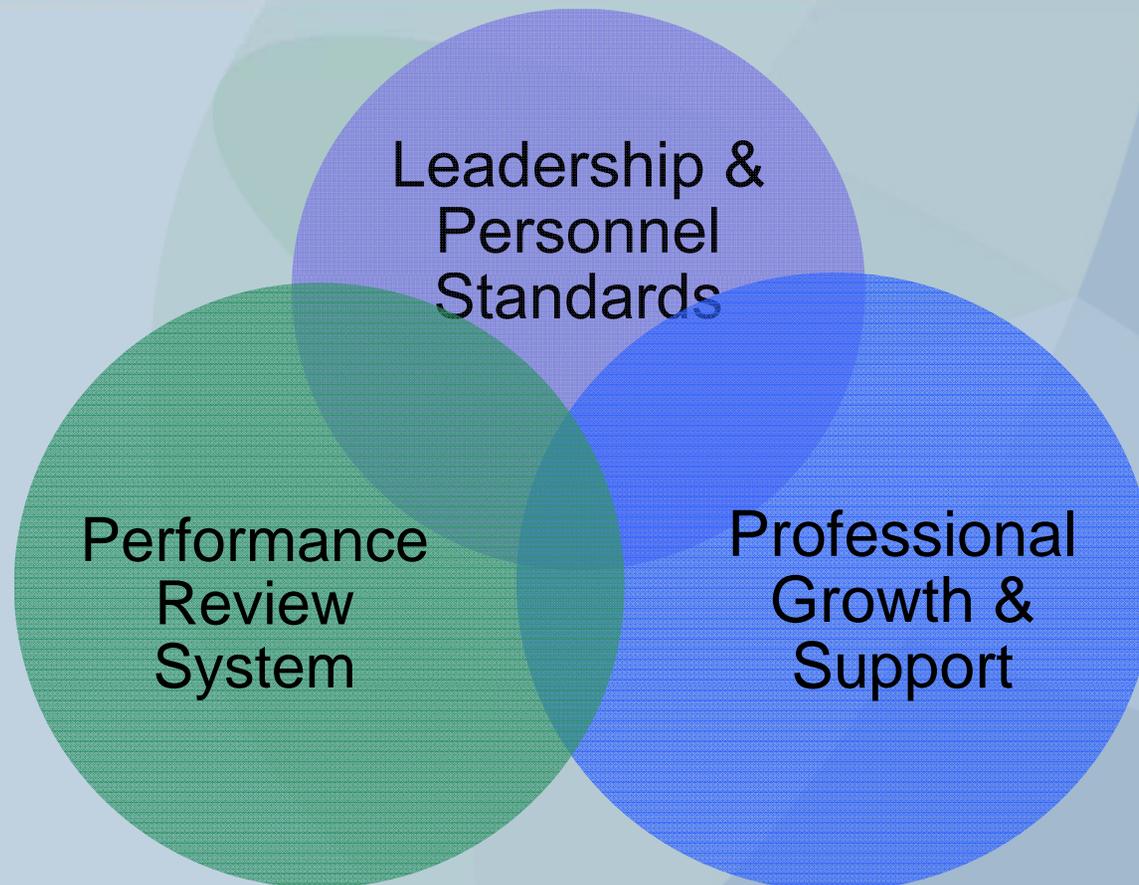
To collaboratively guide and support leader development and improve conditions of leadership through

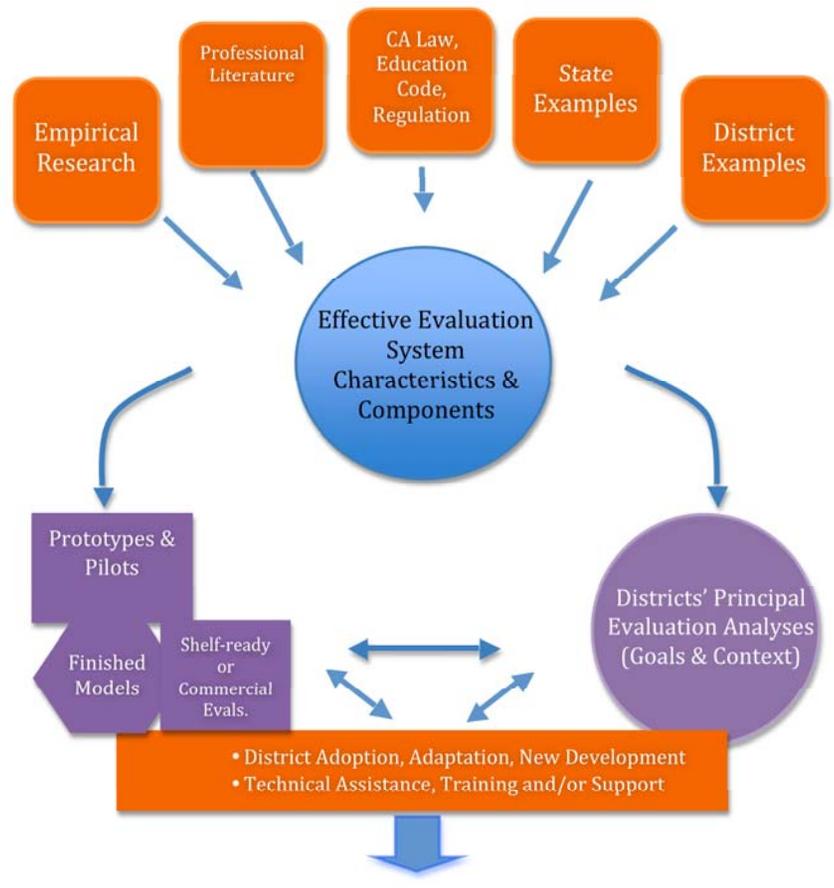
- articulation
- professional development
- quality review
- policy assessment and recommendations
- resource sharing and development

Coherent and Aligned Leadership Development System



Principal Evaluation System





Phase I -- Principal Evaluation Project

Establishing a Content Base

- Literature Review
- Key System Components
- Policy Review
- Shelf-Ready Instruments
- State Examples

Phase II -- Principal Evaluation Project

Current Principal Evaluation Practices of Reputedly Effective Districts

- Interview district and school leaders
- Collect examples – policies, documents
- Summarize patterns
- Develop practical cases and/or working models

Phase III – Principal Evaluation Project

Resource Dissemination and Implementation Assistance

- Assess and organize collected samples
- Design additional materials and examples, if needed
- Develop and promote web-based dissemination process
- Organize online peer communities
- Identify and coordinate regional training and support

Questions, Comments, Further Assistance

Karen Kearney
Director, Leadership Initiatives
Senior Program Associate, CA Comprehensive
Assistance Center

WestEd
415.615.3185
kkearne@wested.org