Assessing Principal Effectiveness

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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
ILDl’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

- Standards
- Training and Coaching
- Conditions
Principal Evaluation System

Leadership & Personnel Standards

Performance Review System

Professional Growth & Support
Effective Evaluation System Characteristics & Components

- Empirical Research
- Professional Literature
- CA Law, Education Code, Regulation
- State Examples
- District Examples
- Prototypes & Pilots
- Finished Models
- Shelf-ready or Commercial Evaluations
- Districts’ Principal Evaluation Analyses (Goals & Context)

* District Adoption, Adaptation, New Development
* Technical Assistance, Training and/or Support
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

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