

## **SUPERVISION/EVALUATION OF THE ADMINISTRATIVE STAFF**

The supervision and evaluation of the administrative staff is modeled after the **South Dakota Framework for Effective Principals**, which is divided into six domains of professional practice with each domain divided into components that identify the skills and knowledge associated with that domain. These domains include both those pieces of a principal's job that surround instructional leadership and school improvement as well as those duties related to the daily management and operation of a school. The domains and related components are:

### **Domain 1 – Vision and Goals**

To promote student success, principals guide the development, implement and align with the District's shared vision, mission and goals for the school.

An effective principal:

- 1.1 Develops and implements goals, objectives, and strategies to achieve the shared vision for school and student success
- 1.2 Reviews and monitors the school's vision, mission, goals and school improvement plans to ensure high expectations for student learning and continuous school improvement

### **Domain 2 – Instructional Leadership**

To promote student success, principals engage with teachers, research and data to promote a school culture and instructional program that fosters student learning and staff professional growth.

An effective principal:

- 2.1 Promotes, facilitates and utilizes the effective use of data from multiple measures to inform instruction and evaluate student performance to support effective instruction.
- 2.2 Leads and supports staff in acquiring, planning and implementing research-based instructional strategies and technologies that advance the school's vision and goals and meet the diverse needs of all students.
- 2.3 Distributes leadership and creates communities of practice within the school to improve teaching and learning.
- 2.4 Ensures that the instructional content/curriculum is aligned with state/district content standards and curriculum priorities of the school and district.
- 2.5 Develops a professional growth plan for the purpose of continuous improvement.

### **Domain 3-School Operations and Resources**

To promote student success, principals efficiently and productively manage operations and resources such as human capital, time and funding.

An effective principal:

- 3.1 Manages and budgets all resources and operational procedures to provide an efficient, effective and well-maintained learning environment that maximizes learning opportunities for all students.
- 3.2 Develops the capacity for shared leadership maximizing both ownership and accountability.
- 3.3 Recruits, recommends for selection, places, supervises, coaches and evaluates staff to ensure high quality instruction and student success.
- 3.4 Resolves potential challenges and maximizes opportunities within existing school operations and resources to ensure high levels of student and adult learning.

### **Domain 4 – School, Student and Staff Safety**

To promote student success, principals create a physically, emotionally, cognitively, and culturally safe learning environment for students and staff.

An effective principal:

- 4.1 Creates a safe school environment that addresses the physical, emotional and cognitive needs of the school community by openly addressing and resolving potential safety issues.
- 4.2 Establishes and communicates clear and consistent expectations of staff and student conduct.
- 4.3 Utilizes fair, effective, and supportive practices in establishing student behavior management.
- 4.4 Uses effective conflict resolution skills to resolve challenges in a timely manner.

**Domain 5 – School and Community Relationships**

To promote student success, principals foster relationships by collaborating, seeking input and communicating with all school and community stakeholders.

An effective principal:

- 5.1 Supports and promotes a culture of family and community collaboration and involvement to engage stakeholders in school goals and programs.
- 5.2 Communicates, receives and utilizes for decision making, information about the school with internal and external audiences through a variety of methods.
- 5.3 Establishes and supports a school culture, climate and environment that treats all individuals with dignity, fairness, and respect.
- 5.4 Exhibits high visibility and active involvement within the school and community.

**Domain 6 – Ethical and Cultural Leadership**

To promote student success, principals provide ethical, cultural and skilled leadership.

An effective principal:

- 6.1 Models appreciation for and sensitivity to diversity and cultural differences.
- 6.2 Models values, beliefs, and attitudes that inspire others to higher levels of performance.
- 6.3 Models the South Dakota Code of Ethics for Professional Administrators

Evaluation of the Principal will result in a Professional Practices Rating (observation and evidence of effective practice from each of the six domains listed above), as well as a Student Growth Rating as a significant factor in determining Principal effectiveness. A Principal’s overall Professional Practices Rating represents an aggregate of performance on all evaluation components, which will be weighted (see Diagram #1 below) to emphasize particular areas of performance, and ranked as Distinguished, Proficient, Basic and Unsatisfactory. The Student Growth Rating will include assessment of the progress toward meeting the Annual Measurable Objectives, the school’s School Performance Index, teacher performance in meeting Student Learning Objectives, and/or district-created measure of student growth.

Principals are expected to provide the evaluator with artifacts that demonstrate performance relative to a standard of professional practice in support of their work.

Summative ratings of both the Professional Practices Rating and the Student Growth Rating will translate into one of three performance categories: *Below Expectations*, *Meets Expectations*, or *Exceeds Expectations*. (see diagram #2 below)

**Diagram #1: Domain Weighting**

Domain	Weight
Domain 1. Vision, Mission and Goals	10
Domain 2. Instructional Leadership	30
Domain 3. School Operations and Resources	10
Domain 4. School, Student and Staff Safety	20
Domain 5. School and Community Relationships	20
Domain 6. Ethical and Culturally Proficient Leadership	10
TOTAL	100%

Diagram #2

