



Research and Proven Practices

MISSOURI'S EDUCATOR EVALUATION SYSTEM

Introduction to the Balanced Leadership Research

In 1998, the Mid-continent Research for Education and Learning (McREL), under the direction of Tim Waters, Bob Marzano, and Brian McNulty, began synthesizing a growing body of research that included student characteristics and teacher and school practices associated with school effectiveness. A portion of this research meta-analysis looked at the effects of leadership practices and their impact on student achievement. After reviewing studies over a 30 year period, McREL identified 21 leadership responsibilities significantly associated with student achievement.

A crosswalk has been developed comparing the 21 leadership responsibilities with Missouri's Leader Standards and Quality Indicators. This might provide suggestion as to which of Missouri's Quality Indicators for the leader could potentially provide greater impact. In addition, a chart is provided to illustrate the comparison of potential effect size across all thirteen quality indicators.

The Balanced Leadership Framework *Connecting Vision with Action* document can be found at the following link:

http://www.mcrel.org/~media/Files/McREL/Homepage/Products/01_99/prod54_BL_Framework.ashx

Waters, Marzano & McNulty. (2003). *Balanced Leadership. What 30 years of research tells us about the effect of leadership on student achievement.* McREL.

Introduction to the Rethinking Principal Evaluation: A New Paradigm Informed by Research and Practice

"It's time for a new framework for evaluating principals' performance – one that reflects the complexity of the principalship, measures principals' leadership competencies required for student and school success, and seeks out insight and experience that only practicing principals can bring to bear".

In the fall of 2012, The National Association of Elementary School Principals (NAESP) and the National Association of Secondary School Principals (NASSP) released a new framework for the evaluation of principals. The committee identified 6 key domains in the area of leadership responsibility that included Professional Growth and Learning, Student Growth and Achievement, School Planning and Progress, School Culture, Professional Qualities and Instructional Leadership and Stakeholder Support and Engagement. A crosswalk of these domains is provided compared to the Missouri Leader Standards and Quality Indicators.

Executive Summary

<http://www.naesp.org/sites/default/files/PrincipalEvaluationReportExecutiveSummary.pdf>

Full Report

<http://www.naesp.org/sites/default/files/PrincipalEvaluationReport.pdf>

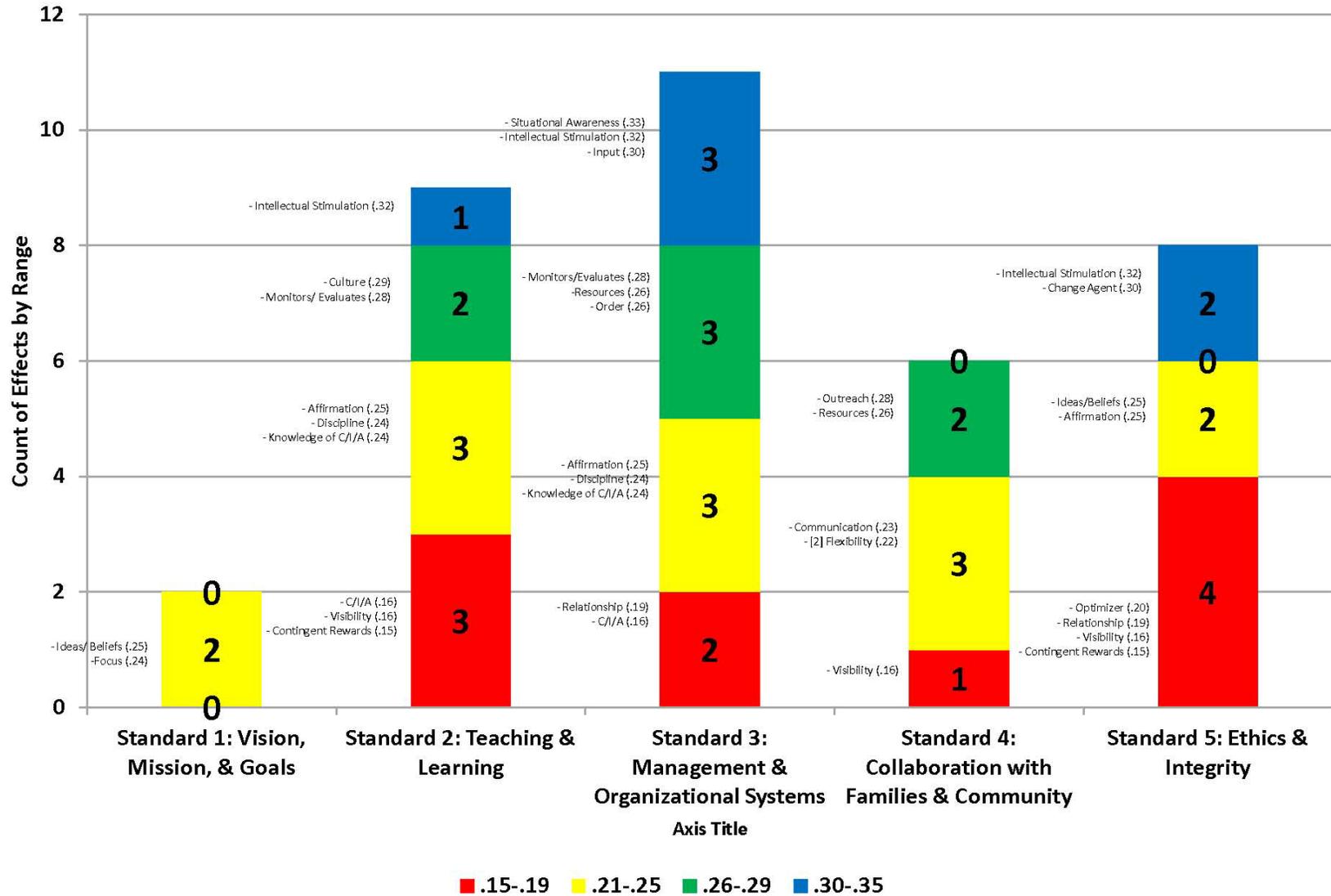
Clifford, Matthew & Ross, Steven. (2011). Rethinking Principal Evaluation: A New Paradigm Informed by Research and Practice. National Association of Elementary School Principals & National Association of Secondary School Principals: Virginia.

Balanced Leadership Responsibilities -- Missouri Standards/Quality Indicators

Rank / Effect size		ST 1		ST 2			ST 3			ST 4			ST 5	ST 6	Totals
Leadership Responsibilities	Effect	1	2	1	2	3	1	2	3	1	2	3	1	1	
Situational Awareness	(.33)							x							1
Intellectual Stimulation	(.32)					x		x						x	3
Change Agent	(.30)												x		1
Input	(.30)							x							1
Culture	(.29)			x											1
Outreach	(.28)									x					1
Monitors/Evaluates	(.28)				x			x							2
Resources	(.26)								x			x			2
Order	(.26)						x								1
Ideas/Beliefs	(.25)	x											x		2
Affirmation	(.25)			x									x		2
Discipline	(.24)				x		x								2
Focus	(.24)		x												1
Knowledge of Curriculum, Instruction, Assessment	(.24)				x										1
Communication	(.23)							x			x				2
Flexibility	(.22)							x		x	x				3
Optimizer	(.20)												x		1
Relationship	(.19)							x					x		2
Curric, Instruc, and Assessment	(.16)				x		x								2
Visibility	(.16)				x						x		x		3
Contingent Rewards	(.15)				x								x		2
Totals		1	1	2	6	1	3	7	1	2	3	1	7	1	

Waters, Marzano & McNulty. (2003). Balanced Leadership. What 30 years of research tells us about the effect of leadership on student achievement. McREL.

Distribution of Effects by Standards by Effect Size Range



Rethinking Principal Evaluation -- Missouri Standards/Quality Indicators

Rethinking Principal Evaluation – Leadership Domains		Missouri Leader Standards and Quality Indicators														
		ST 1		ST 2			ST 3			ST 4			ST 5	ST 6	Totals	
Domains of Leadership Responsibility	Description	1	2	1	2	3	1	2	3	1	2	3	1	1		
Professional Growth and Learning	Actively pursue professional development and learning opportunities (includes self-reflection; deliberate practice; PD trainings; national conferences; portfolio artifacts).					X									X	2
Student Growth and Achievement	As leader of the school community, has primary responsibility of ensuring student achievement is attained (includes multiple measures designed to encompass the entirety of a student’s learning experience).				X			X								4
School Planning and Progress	Manage school planning processes for achieving school improvement goals and ensuring quality implementation of the programs and services identified with increasing student success (effective and well-executed SIP).	X	X		X		X		X							5
School Culture	Develop and maintain a culture that includes tone, safety, student enthusiasm and faculty connectedness with the community (leadership distribution; supportive social relationships; educational theory translates into strategic action; focus on pedagogy; teachers take risks; smooth operations).			X	X			X		X				X		5
Professional Qualities and Instructional Leadership	Leadership knowledge, skills and behavior (artifacts and observations of performance; achieve professional growth plan goals; provide actionable feedback; behave in a professional manner).					X								X	X	2
Stakeholder Support and Engagement	Build strong relationships within and outside of school; develop cultural competencies and communication skills in working with diverse students, families, community partners and other stakeholders.		X							X	X	X				4
Totals		1	2	1	3	2	1	2	1	2	1	1	2	2		

Clifford, Matthew & Ross, Steven. (2011). *Rethinking Principal Evaluation: A New Paradigm Informed by Research and Practice*. National Association of Elementary School Principals & National Association of Secondary School Principals: Virginia.