
20/20 Insight Special Report



Test Subject

February 17, 2009

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Frequency Rating Scale

NA=not applicable

1=never

2=rarely

3=sometimes

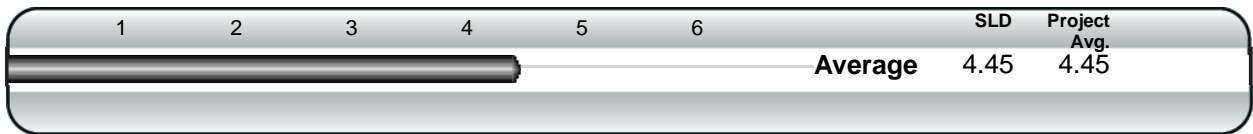
4=most of the time

5=almost always

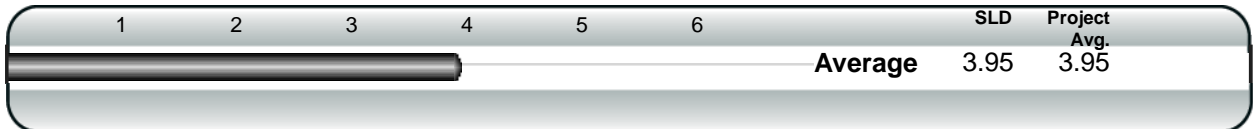
6=always

Category Summary

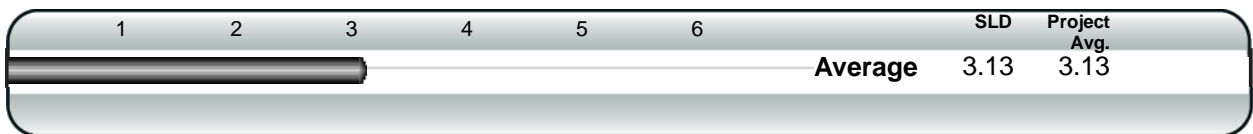
INTEGRITY



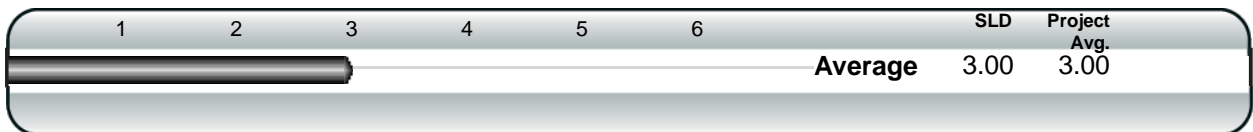
SCHOOL MANAGEMENT



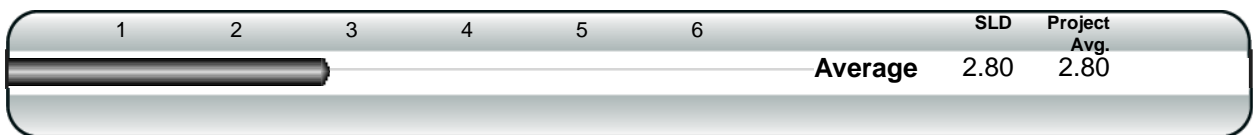
COLLABORATION AND SHARED LEADERSHIP



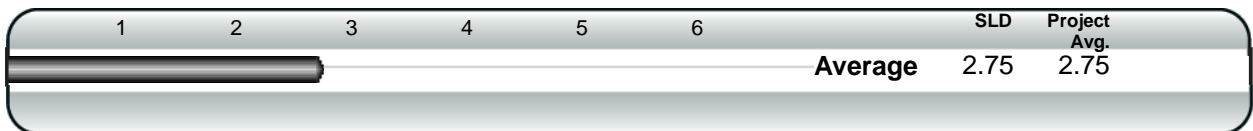
PARENT AND COMMUNITY INVOLVEMENT



HIGH QUALITY STANDARDS-BASED INSTRUCTION



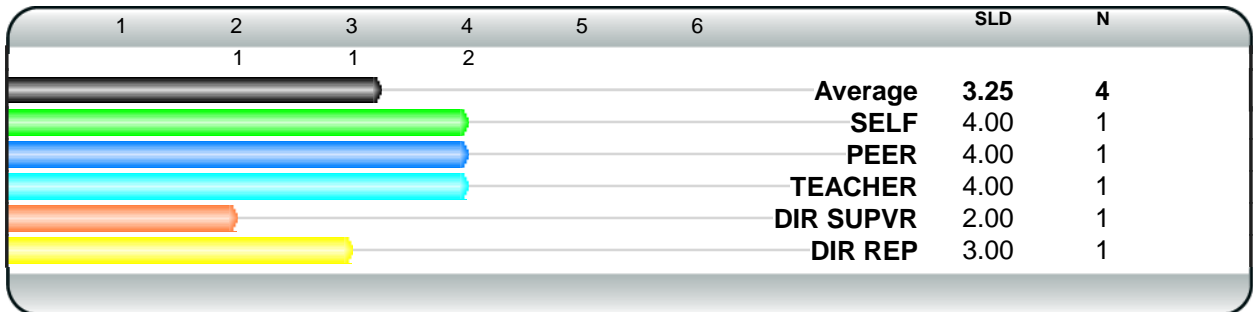
CONTINUOUS INSTRUCTIONAL IMPROVEMENT



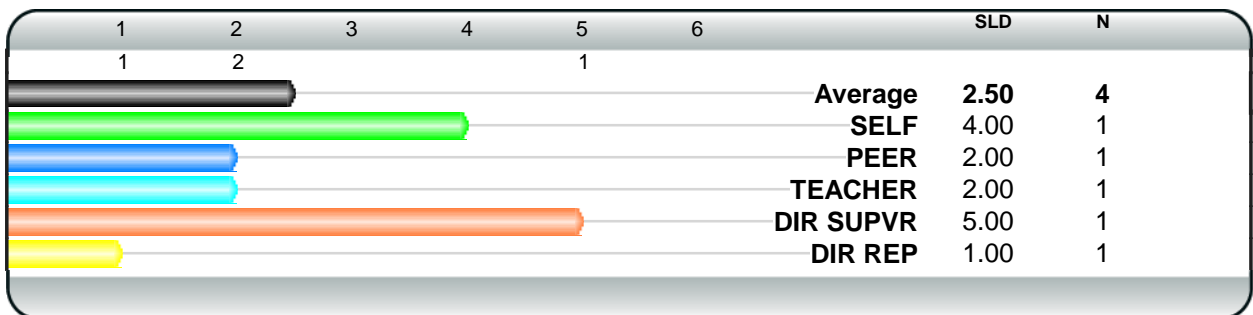
Item Ratings - Relationships/Comments

CONTINUOUS INSTRUCTIONAL IMPROVEMENT

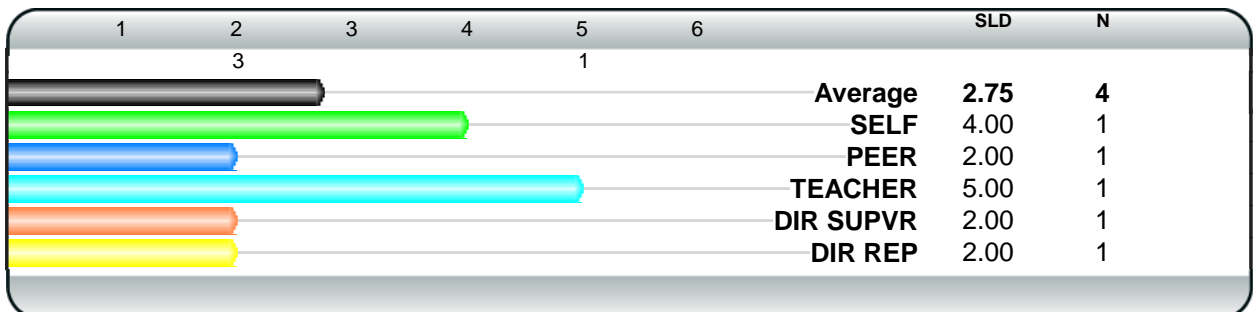
1. Demonstrates a level of knowledge, including literacy development, effective teaching, balanced assessment, curriculum planning and content area learning, needed to be a skilled instructional leader.



2. Articulates well-defined personal beliefs and values about student learning, teaching, and schooling.

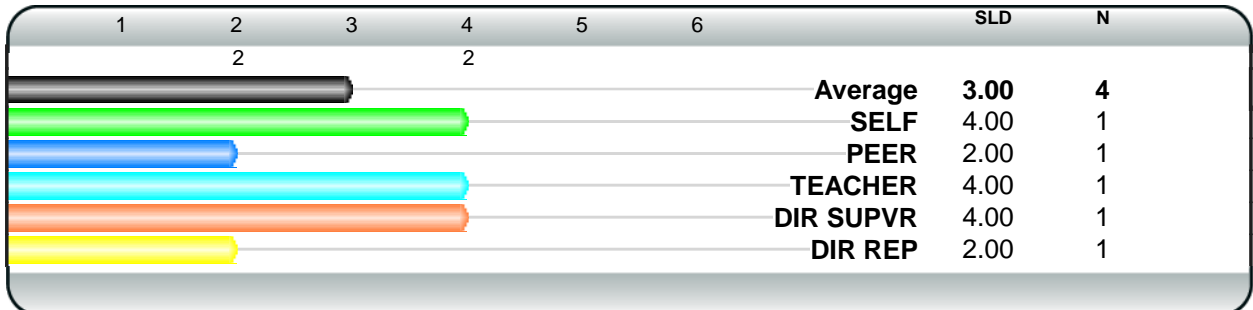


3. Works with staff, parents, students, and community members to develop, clarify, and monitor a shared vision of continuous instructional improvement.

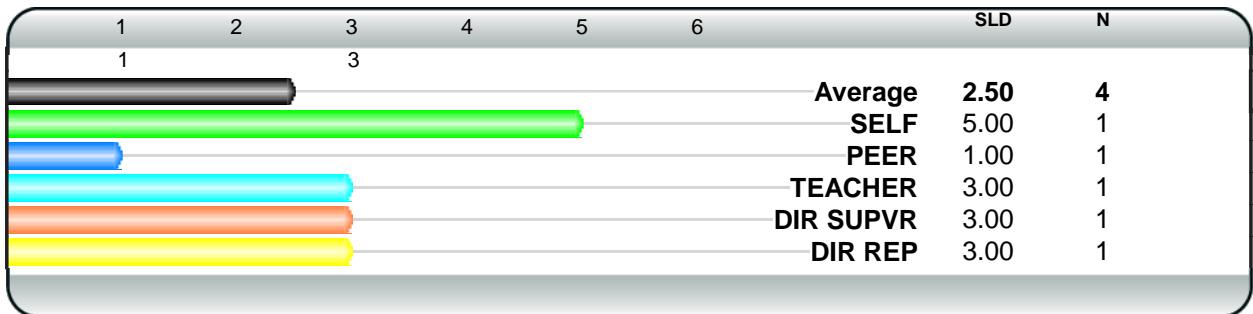


Item Ratings - Relationships/Comments

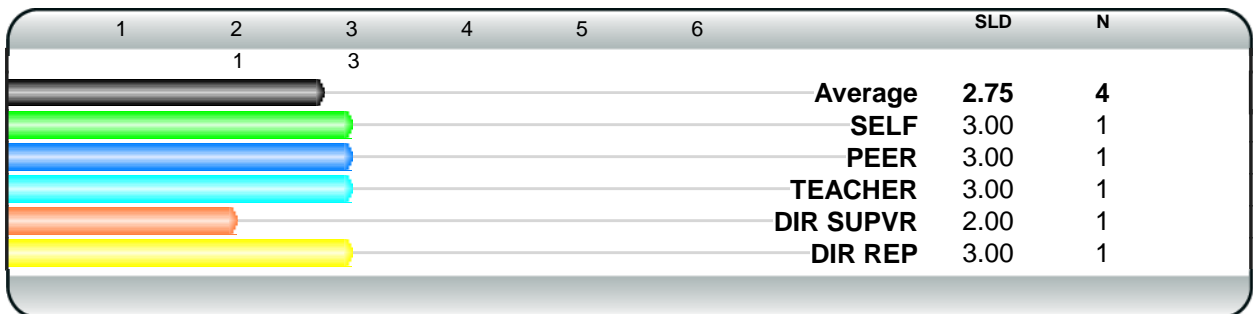
4. Leads the process of setting, monitoring, and achieving challenging school goals that reflect high expectations for all students and the vision of continuous instructional improvement.



5. Monitors the vision of continuous instructional improvement and revises it as necessary to achieve school goals.

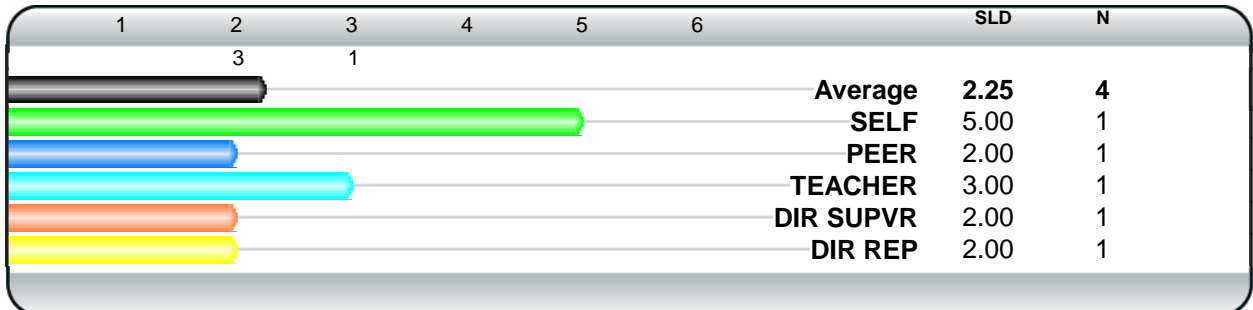


6. Leads the change process for continuous instructional improvement and actively engages stakeholders in the process through collaboration and effective communication.

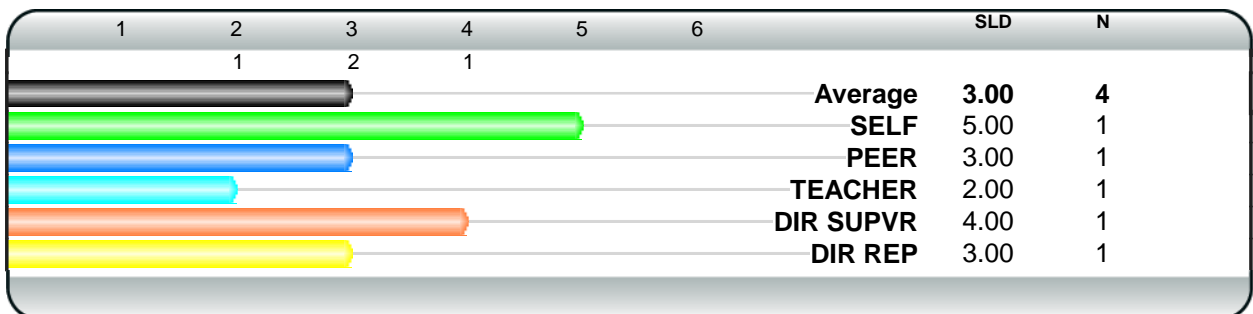


Item Ratings - Relationships/Comments

7. Routinely reports progress toward the school vision and goals to staff, parents, students, and community members.



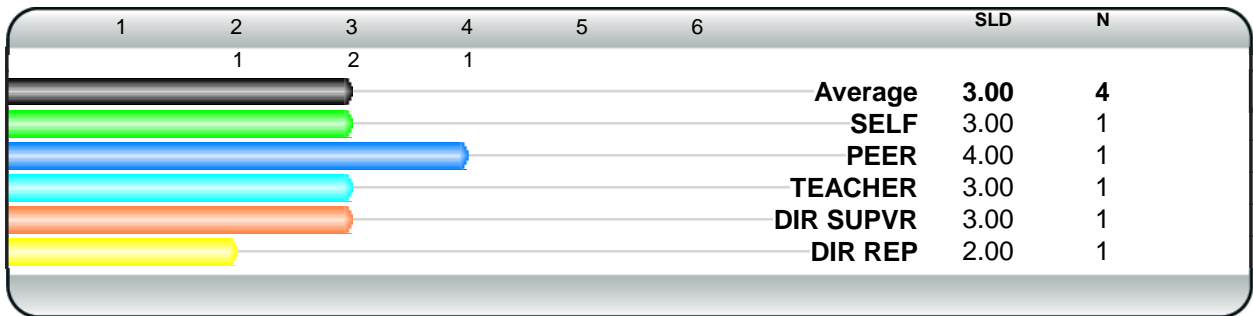
8. Fosters and supports ongoing professional development that focuses on student learning consistent with the vision of continuous instructional improvement and goals of the school.



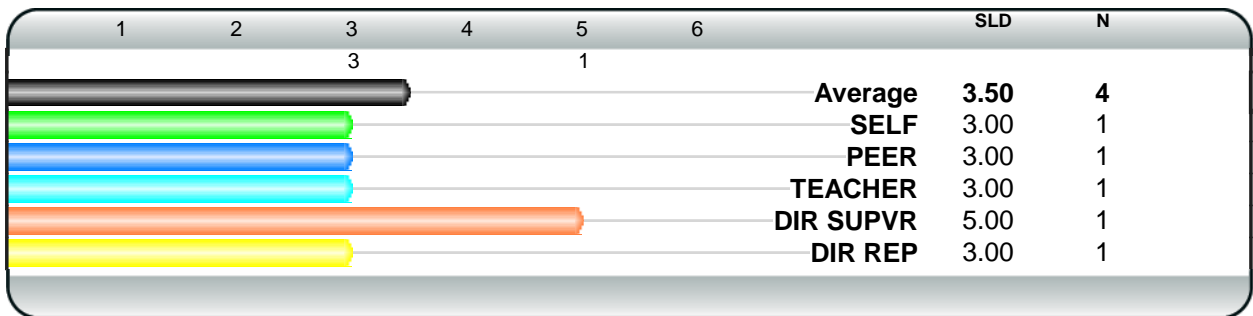
Item Ratings - Relationships/Comments

HIGH QUALITY STANDARDS-BASED INSTRUCTION

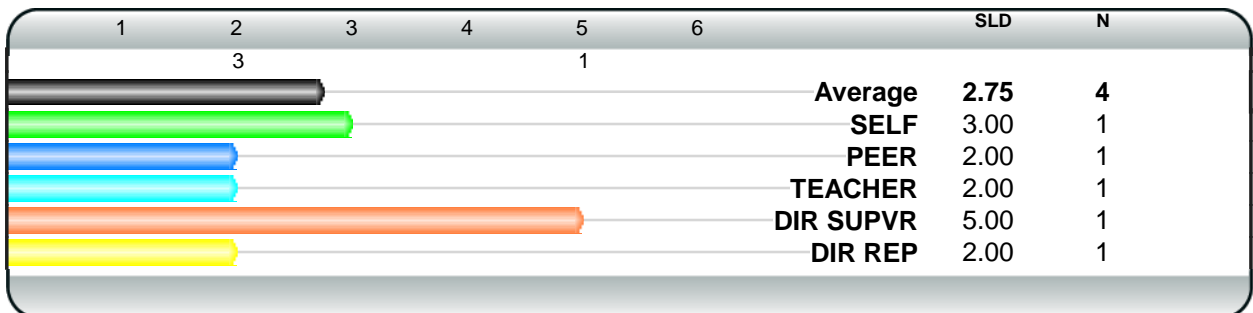
9. Ensures that the content that is taught is aligned with state academic content standards and curriculum priorities in the school and district.



10. Facilitates student learning by making sure that instructional practices are effective and meet the needs of students at every level of ability and achievement.

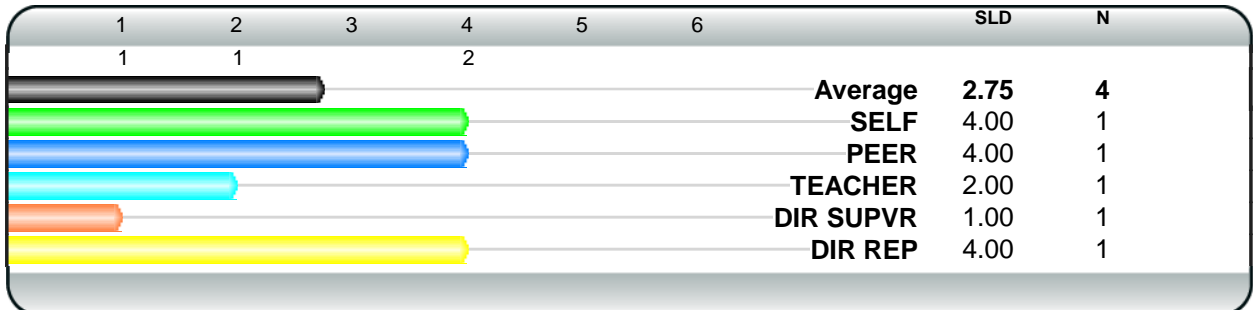


11. Works with teachers to change methods where students are not succeeding.

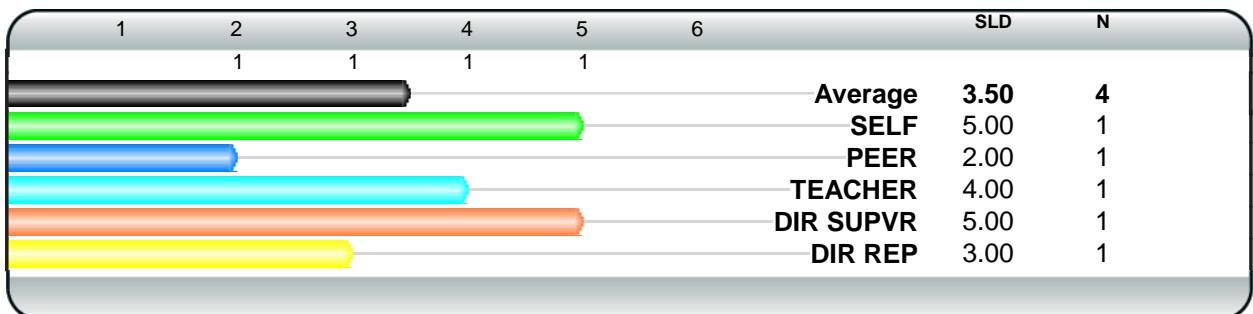


Item Ratings - Relationships/Comments

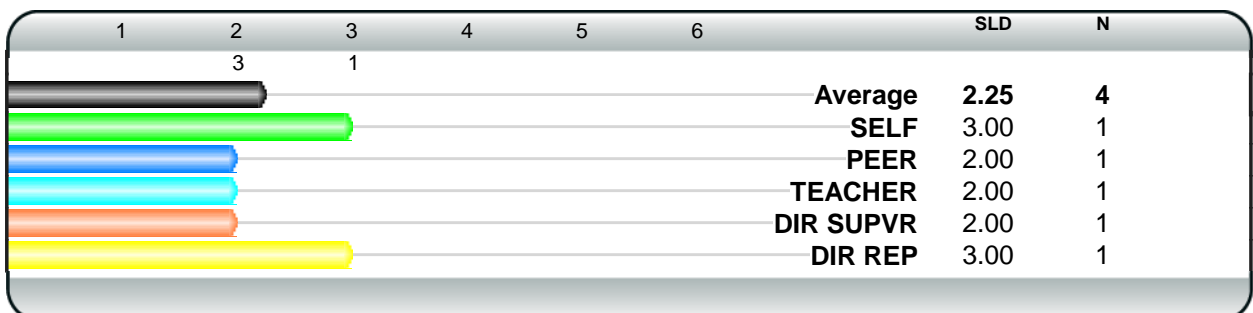
12. Makes frequent classroom visits, including evaluations and coaching, providing teachers with specific and constructive feedback and suggestions for improving instructional practice.



13. Understands, encourages, and facilitates the effective use of data by staff to guide instructional planning and to motivate greater student effort for deeper learning.

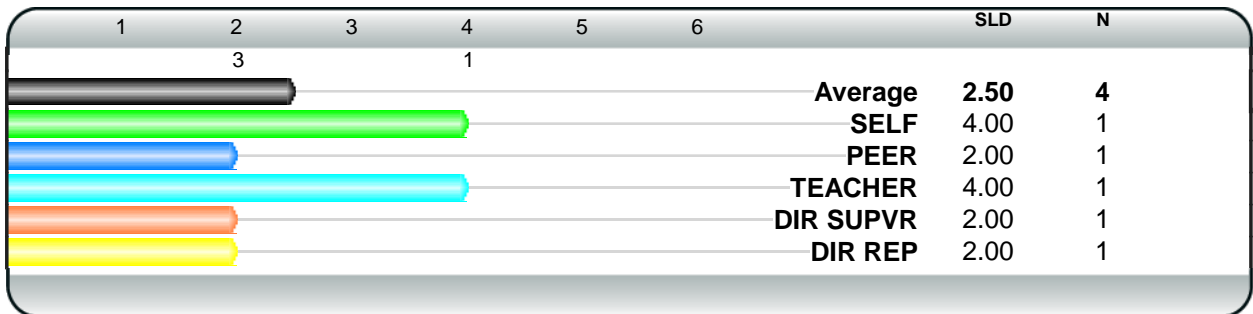


14. Models the use of data to monitor student progress and develop solutions, and regularly communicates results to staff, parents, students, and community members.

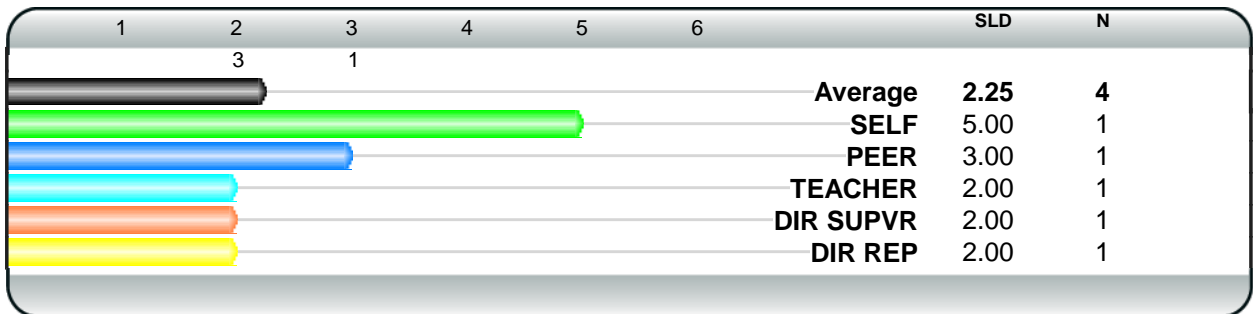


Item Ratings - Relationships/Comments

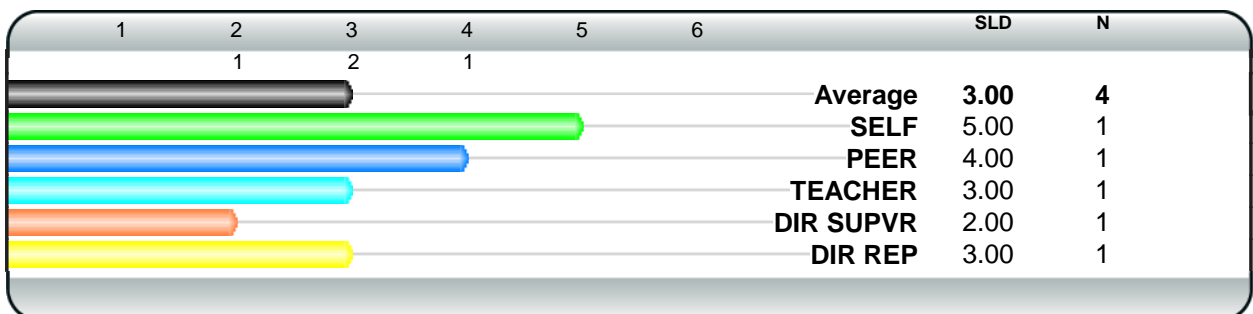
15. Considers diversity when developing learning and teaching initiatives.



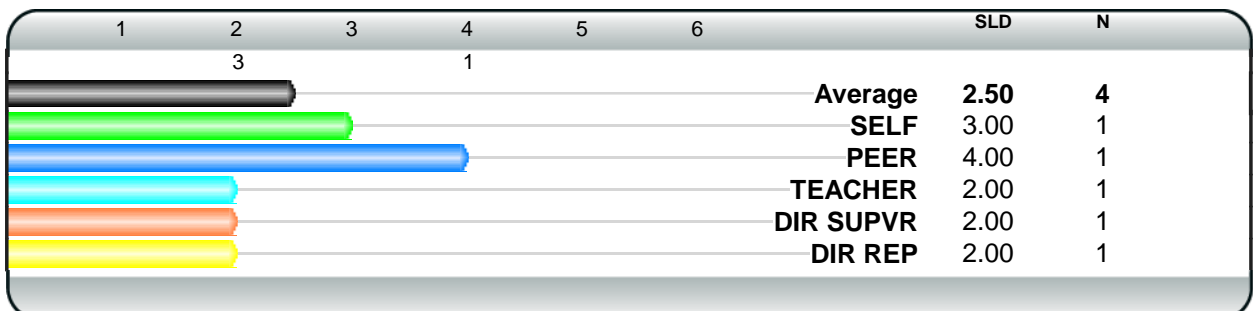
16. Uses the vision of continuous instructional improvement to guide learning, improve practice, and make important decisions for school improvement.



17. Supports curriculum decisions based on research, teacher expertise, and recommendations from the educational community.



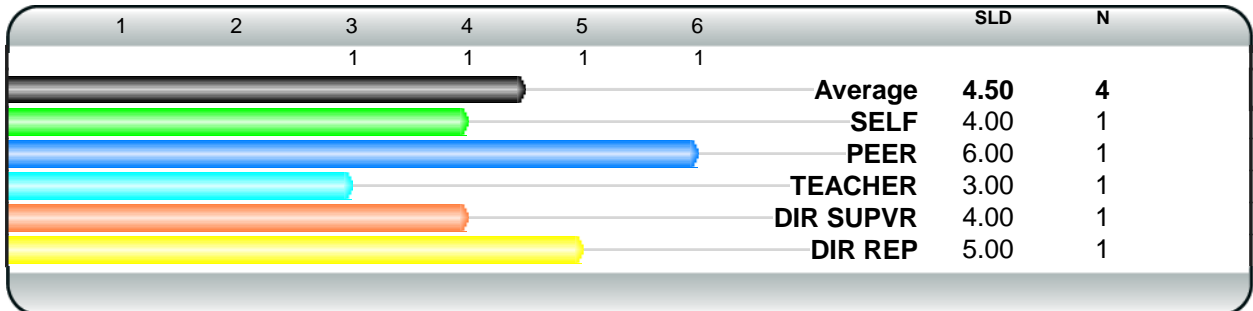
18. Recognizes and celebrates student and staff accomplishments.



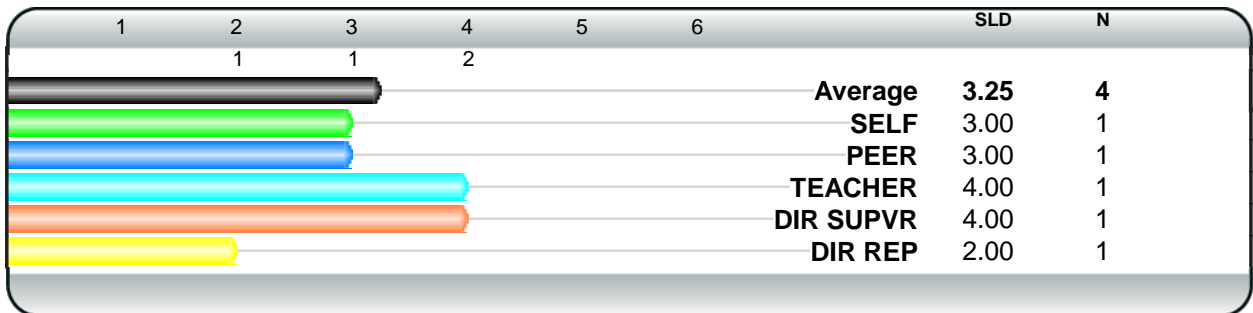
Item Ratings - Relationships/Comments

SCHOOL MANAGEMENT

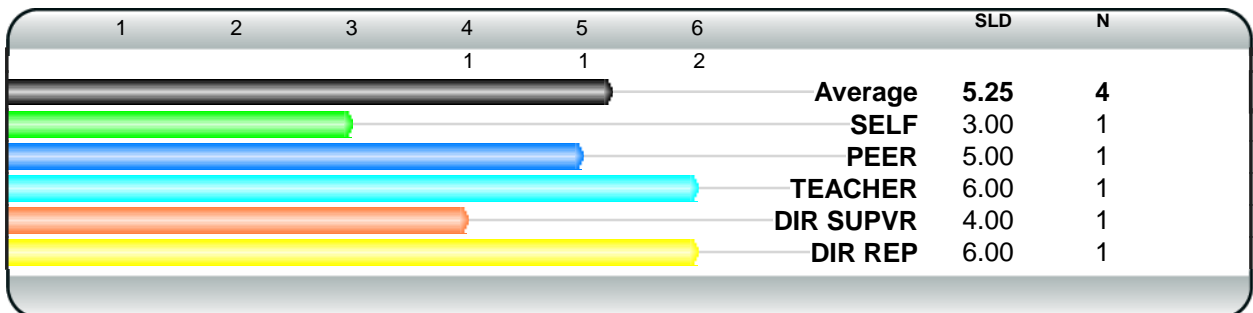
19. Creates and maintains a safe, clean, and aesthetically pleasing school environment.



20. Designs and implements operational procedures and schedules that maximize opportunities for successful learning and teaching.

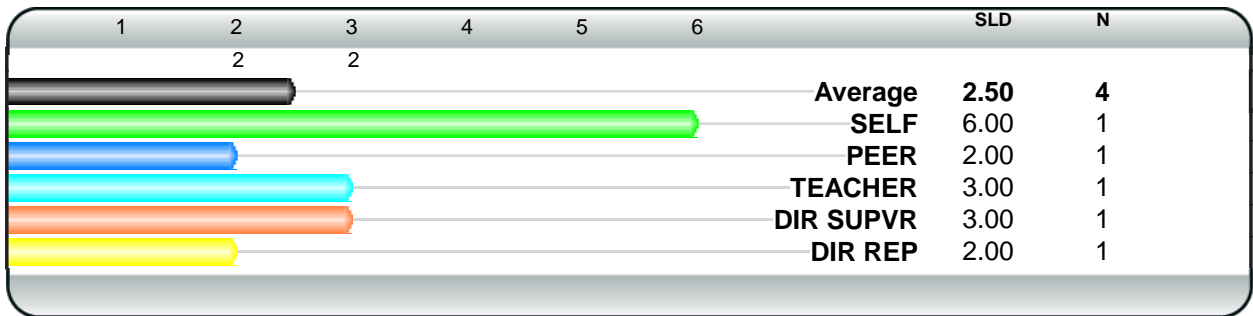


21. Accepts responsibility for school resource management and allocations, including technology, to support student and staff learning.

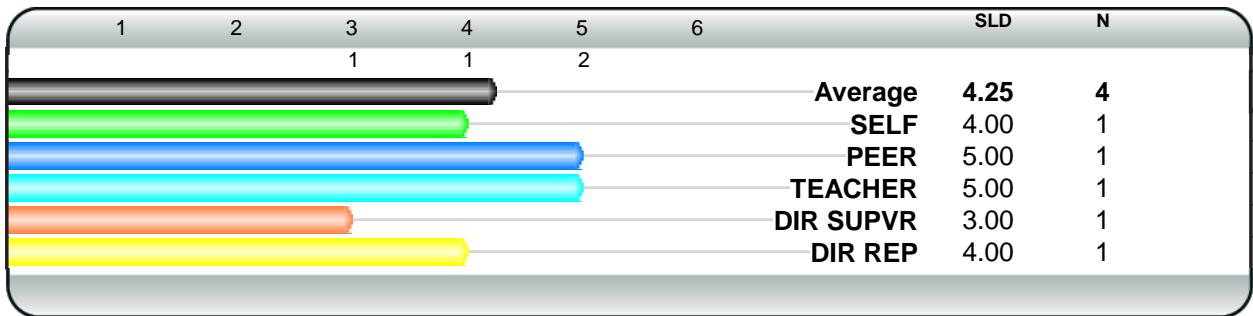


Item Ratings - Relationships/Comments

22. Confronts and resolves problems and conflicts in a timely manner.



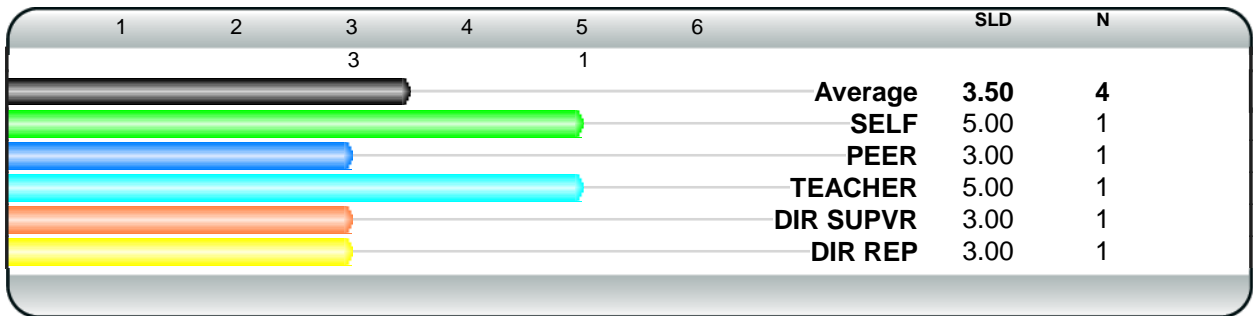
23. Aligns financial, human, and material resources with the vision of continuous instructional improvement and the goals of the school.



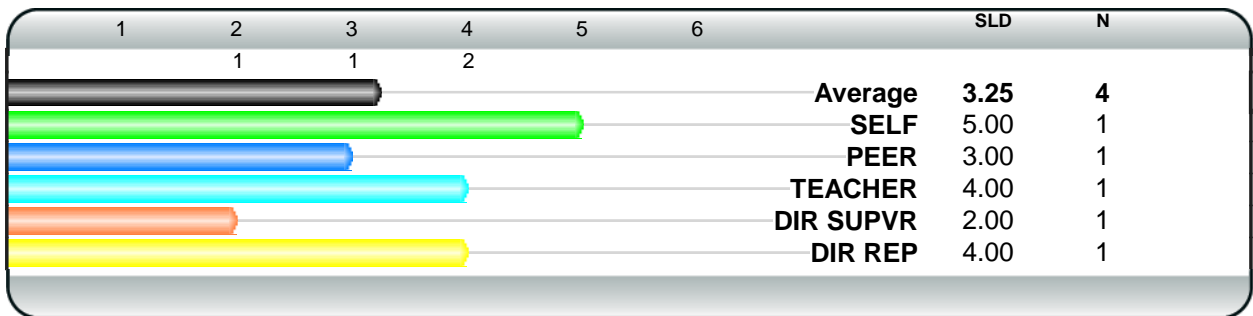
Item Ratings - Relationships/Comments

COLLABORATION AND SHARED LEADERSHIP

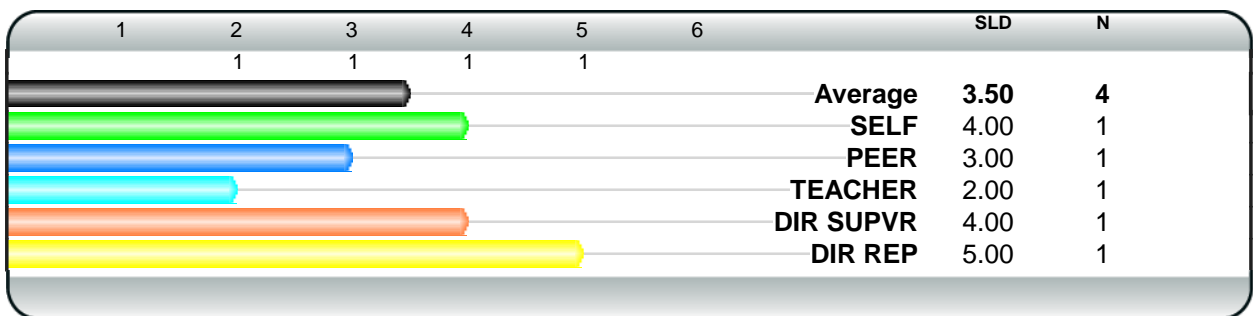
24. Creates a culture for teachers where it is safe to take risks, experiment, and build a professional learning community.



25. Promotes a collaborative learning culture with structures, expectations, roles, norms, and responsibilities that support productive teamwork.

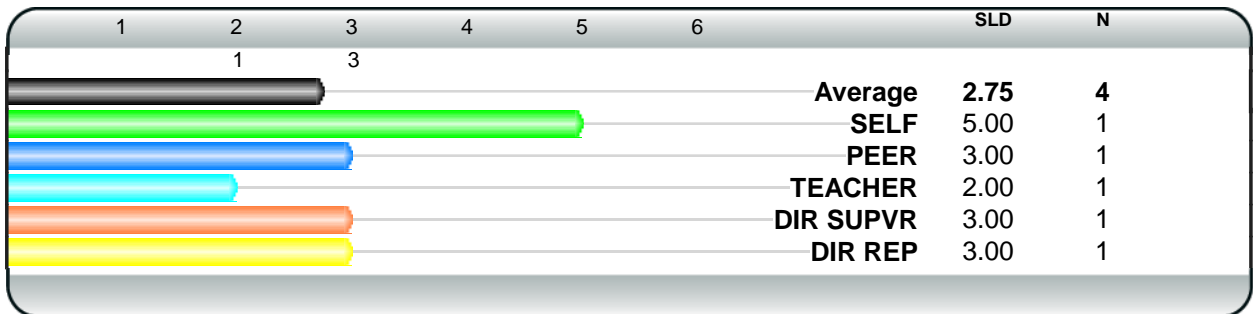


26. Fosters positive interpersonal relationships among staff by maintaining open and effective lines of communication.

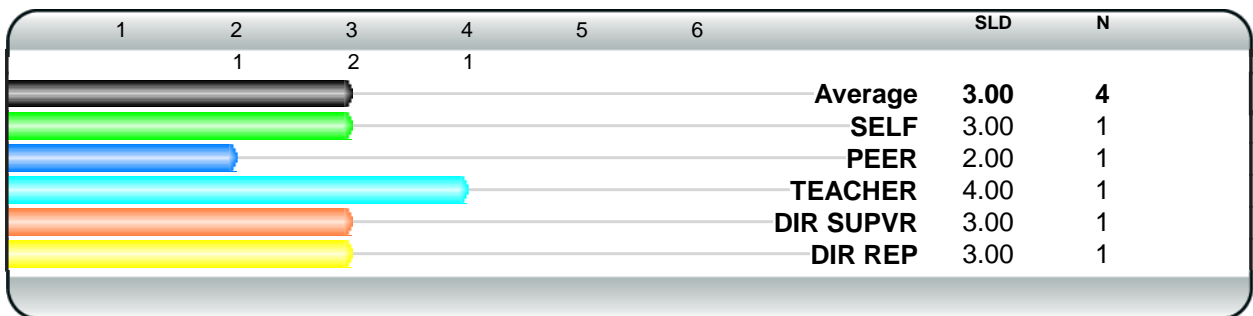


Item Ratings - Relationships/Comments

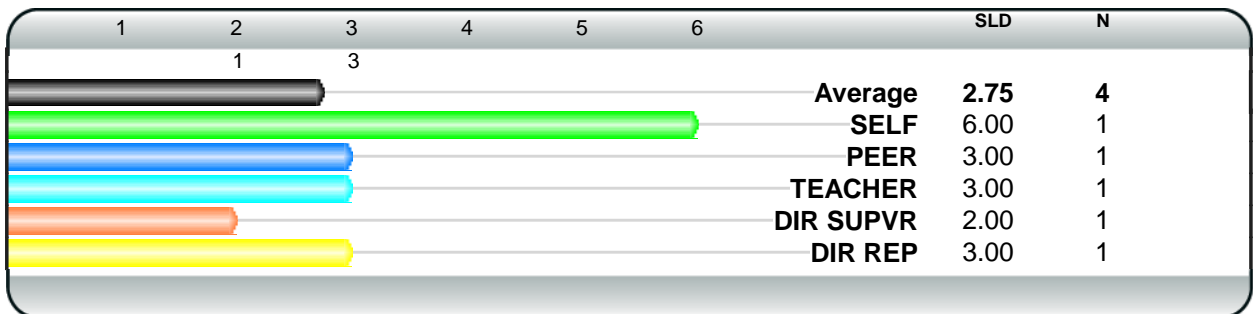
27. Shares leadership with staff, parents, students, and community members.



28. Supports and advances leadership capacity by identifying the strengths and interests of the building staff.



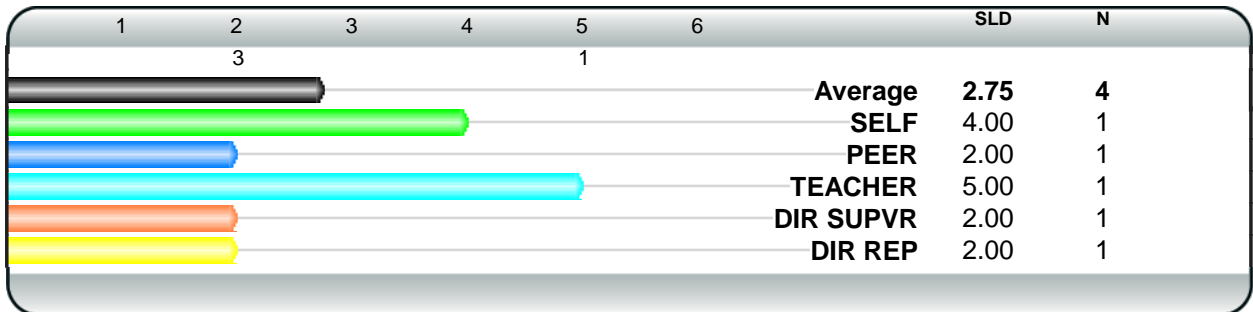
29. Serves as a role model for the leadership behaviors sought in others.



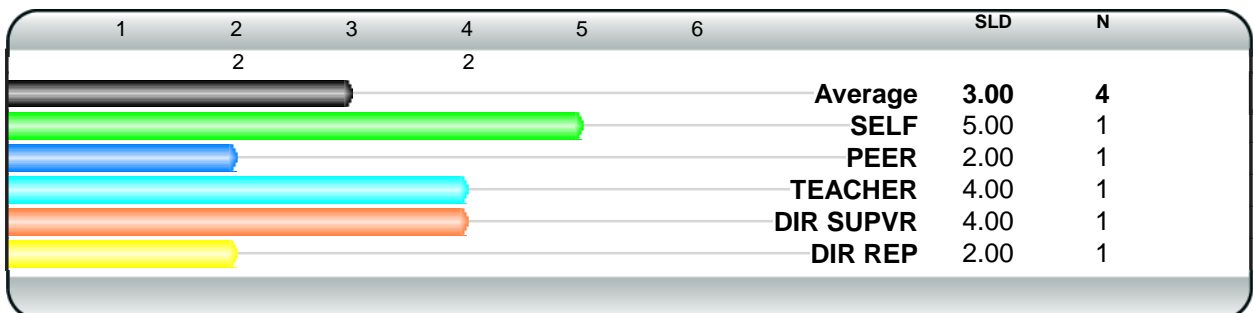
Item Ratings - Relationships/Comments

PARENT AND COMMUNITY INVOLVEMENT

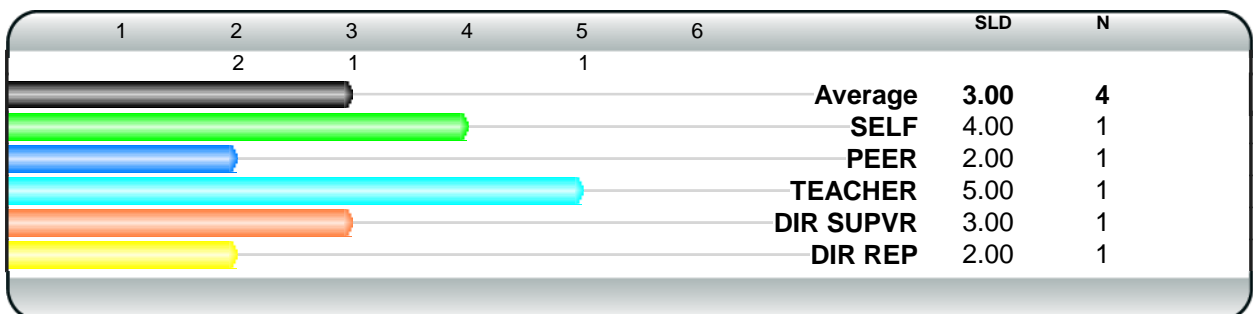
30. Involves parents and community, including parent conferences, print and electronic media to inform, partnerships with businesses, advisory groups, and the use of community resources, in improving student learning.



31. Supports cooperation by using strategies to remedy instances of intolerance of individuals and groups whose values and opinions may conflict.

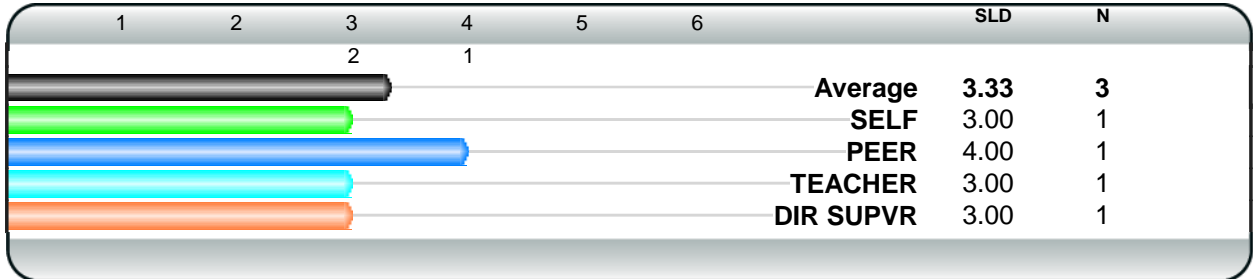


32. Establishes expectations for the use of culturally responsive practices which acknowledge and value diversity in the school community.



Item Ratings - Relationships/Comments

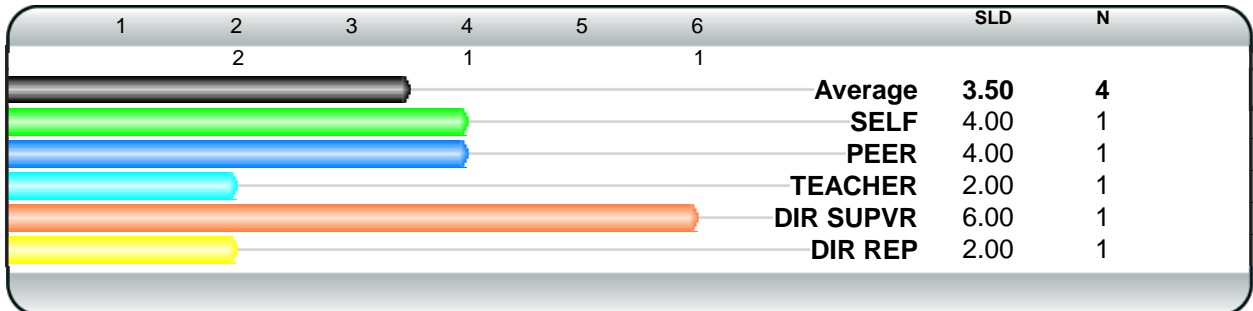
33. Maintains high visibility, active involvement, and timely two-way communication with parents and the community.



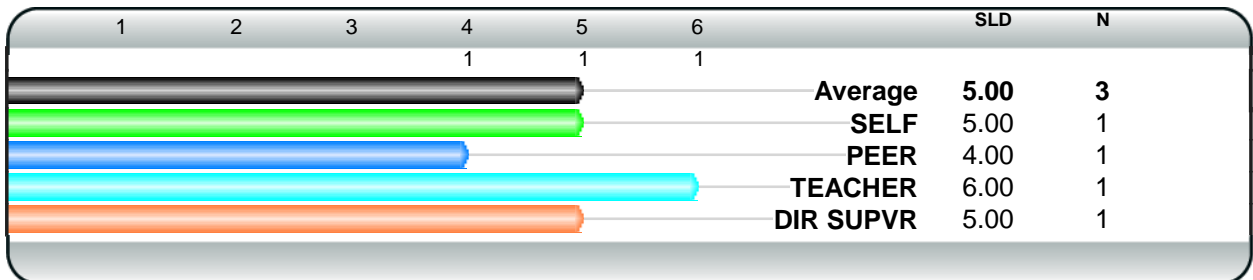
Item Ratings - Relationships/Comments

INTEGRITY

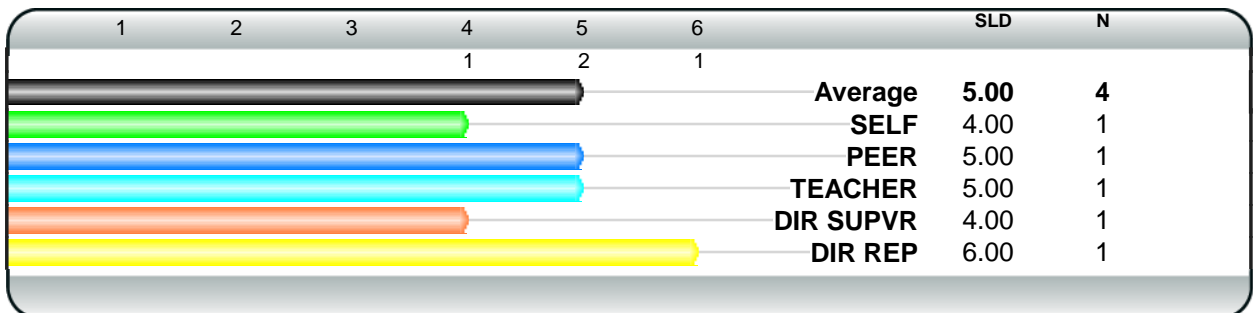
34. Treats all people fairly, equitably, and with dignity and respect.



35. Utilizes the influence of the principal's office constructively and productively in the service of all students and their families.



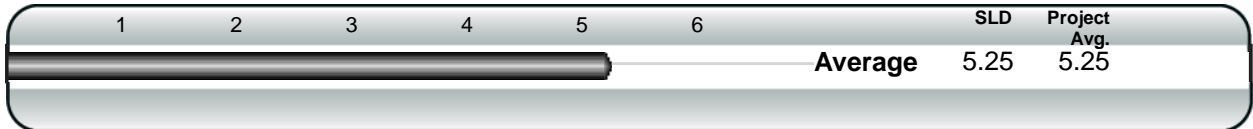
36. Applies laws, policies, rules, and procedures fairly, fulfilling legal and contractual obligations.



Highest-Rated Items

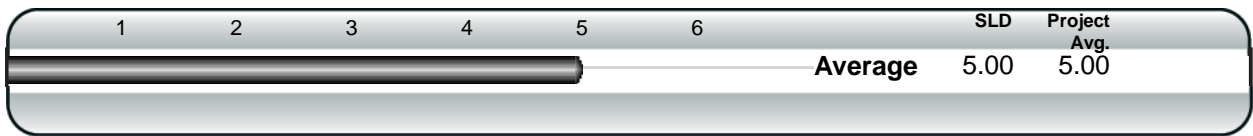
21. Accepts responsibility for school resource management and allocations, including technology, to support student and staff learning.

(SCHOOL MANAGEMENT)



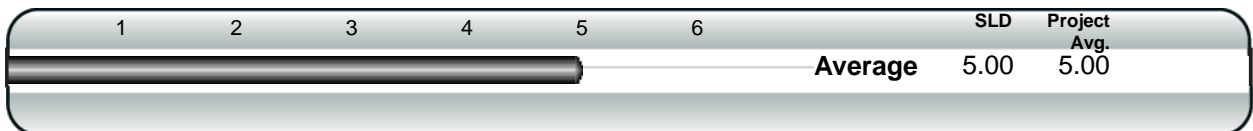
35. Utilizes the influence of the principal's office constructively and productively in the service of all students and their families.

(INTEGRITY)



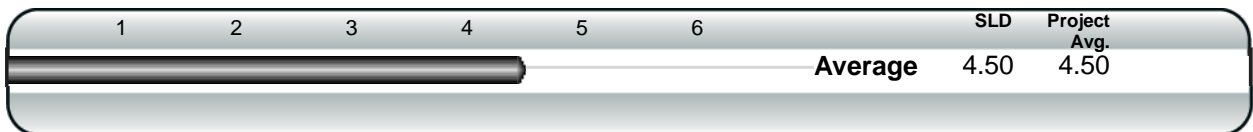
36. Applies laws, policies, rules, and procedures fairly, fulfilling legal and contractual obligations.

(INTEGRITY)



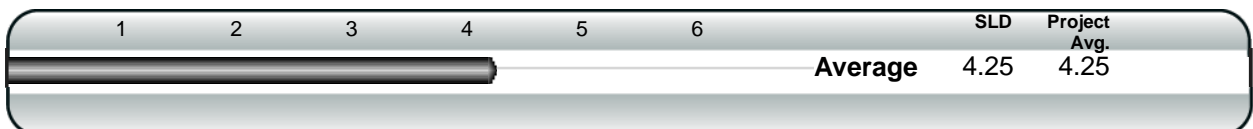
19. Creates and maintains a safe, clean, and aesthetically pleasing school environment.

(SCHOOL MANAGEMENT)



23. Aligns financial, human, and material resources with the vision of continuous instructional improvement and the goals of the school.

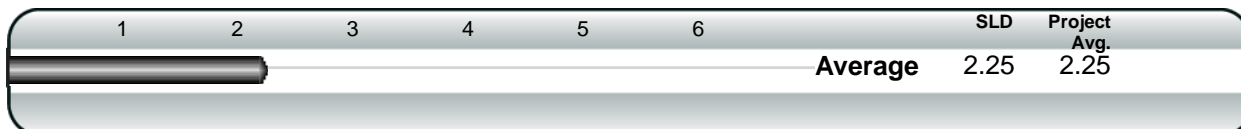
(SCHOOL MANAGEMENT)



Lowest-Rated Items

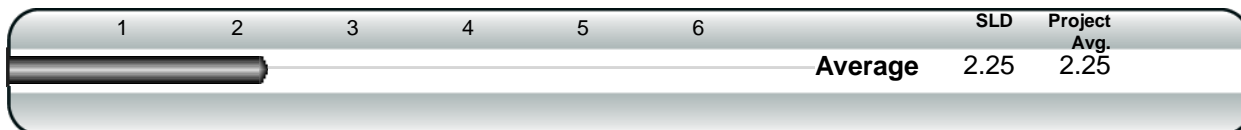
7. Routinely reports progress toward the school vision and goals to staff, parents, students, and community members.

(CONTINUOUS INSTRUCTIONAL IMPROVEMENT)



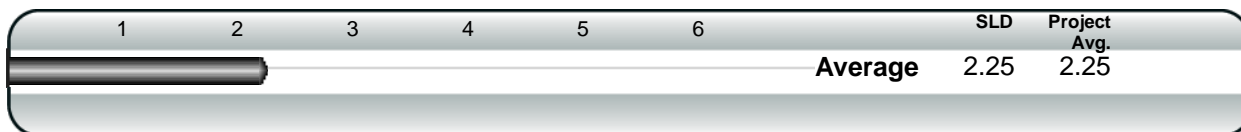
14. Models the use of data to monitor student progress and develop solutions, and regularly communicates results to staff, parents, students, and community members.

(HIGH QUALITY STANDARDS-BASED INSTRUCTION)



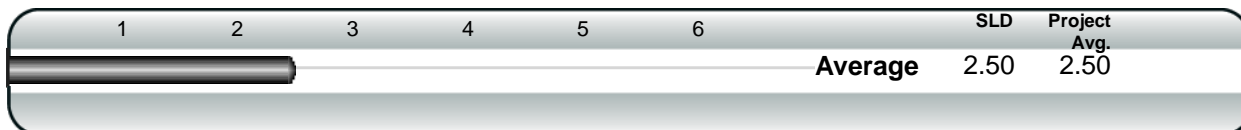
16. Uses the vision of continuous instructional improvement to guide learning, improve practice, and make important decisions for school improvement.

(HIGH QUALITY STANDARDS-BASED INSTRUCTION)



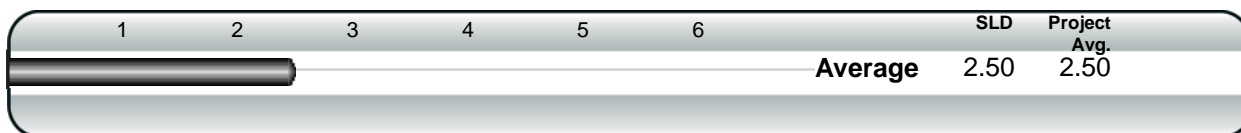
2. Articulates well-defined personal beliefs and values about student learning, teaching, and schooling.

(CONTINUOUS INSTRUCTIONAL IMPROVEMENT)



5. Monitors the vision of continuous instructional improvement and revises it as necessary to achieve school goals.

(CONTINUOUS INSTRUCTIONAL IMPROVEMENT)



Summary Questions

37. What do you feel this person's greatest strengths as an educational leader?

- *Self: Overall leadership capacity and support for staff.*
- *Operations and process management.*
- *Policy and procedure, operational management.*

38. What suggestions for improvement/development do you recommend for this educational leader?

- *Self: More time in classrooms.*
- *More focus on "big picture" and engaging all constituents. Hold people accountable and deal with conflict.*
- *Team effectiveness and accountability.*

39. Please share your comments regarding this educational leader's performance (+/-) as a model for instructional leadership.

- *Average, just needs to carry over the understanding to staff and others as well as focus on diversified learning.*
- *Focus on classroom level learning and engaging staff.*

40. Please share your comments regarding this educational leader's ability (+/-) to improve school achievement.

- *Focus on data integration into the normal daily flow.*
- *Good potential, develop personal leadership abilities and focus on team building to get changes implemented in the classrooms consistently.*