



<b>Survey ID:</b>	jrtb7	<b>Date of Report:</b>	October 19, 2009
<b>School District:</b>	School District	<b>Date of Evaluation:</b>	May 05, 2009
<b>School:</b>	EC Demo	<b>VAL-ED Form:</b>	A

### Purpose of the Assessment

The Vanderbilt Assessment of Leadership in Education or VAL-ED is designed to provide a summary of effectiveness of a principal's learning-centered leadership behaviors during the current school year. A comprehensive picture of the principal has emerged and is reported with input from teachers, the principal's supervisor and his or her own self-report.

The VAL-ED focuses on leadership behaviors defined by six core components and six key processes known to influence student achievement:

Core Components

- High Standards for Student Learning
- Rigorous Curriculum
- Quality Instruction
- Culture of Learning & Professional Behavior
- Connections to External Communities
- Performance Accountability

Key Processes

- Planning
- Implementing
- Supporting
- Advocating
- Communicating
- Monitoring

Respondents to the VAL-ED were asked: How effective the principal is at ensuring the school carries out specific actions that affect core components of learning-centered leadership. The effectiveness ratings, based on evidence, range from 1 (ineffective) to 5 (outstandingly effective) for each of 72 leadership behaviors.

This VAL-ED report addresses the questions of:

- (1) who responded?
- (2) what evidence was used to evaluate the principal?
- (3) what do the results say about the principal's current leadership behaviors?

The results are interpreted against both norm-referenced and standards-referenced criteria that highlight areas of strength and possible areas for improvement. A leadership development plan can be developed based on these results.

The VAL-ED provides technically sound scores when used as designed, however, it is recommended that it be used along with other information when making important evaluative decisions.

For more information about the VAL-ED, please visit our website: <http://www.valed.com>.

## Who Responded and What Evidence Did They Use?

	Possible Respondents	Actual Respondents	Percent (%) Responding
<b>Principal</b>	<b>1</b>	<b>1</b>	<b>100 %</b>
<b>Teachers</b>	<b>20</b>	<b>11</b>	<b>55 %</b>
<b>Supervisor</b>	<b>1</b>	<b>1</b>	<b>100 %</b>

A response rate of greater than or equal to 75% is high, 50% to 74% is moderate, and below 50% is low. When response rates are low, resulting scores should be interpreted with caution.

### Sources of Evidence

Ratings of a principal's behaviors should be based on evidence that is recent, relevant and representative. Evidence comes in many forms (e.g., observations of behavior, review of documents that record leadership actions and communications with people who have directly observed the principal's behavior). After reflecting on a sample of evidence, respondents' effectiveness ratings of leadership behaviors are behaviorally-anchored and more accurate. The graphs below summarize each type of evidence used as a basis for effectiveness ratings of the leadership behaviors. The bars display the sources of evidence for each item used by the principal and all teacher and supervisor respondents in the school. Percentages are based on number of items for which a source of evidence was checked; these percentages need not sum to 100 across sources.

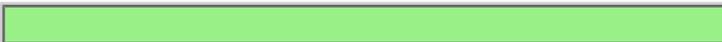
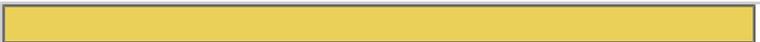
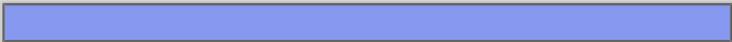
#### Evidence Sources Used by Principal

Reports from Others		93.06%
Personal Observations		100.00%
School Documents		97.22%
School Projects or Activities		50.00%
Other Sources		86.11%

#### Evidence Sources Used by Teachers

Reports from Others		35.73%
Personal Observations		69.19%
School Documents		39.77%
School Projects or Activities		24.37%
Other Sources		23.86%
No Evidence		6.19%

#### Evidence Sources Used by Supervisor

Reports from Others		94.44%
Personal Observations		98.61%
School Documents		95.83%
School Projects or Activities		33.33%
Other Sources		69.44%
No Evidence		1.39%

## What are the Results of the Assessment?

VAL-ED provides a total score across all respondents as well as separately by respondent group. The scores from the teachers are based on the average across all teacher respondents. The total score, core component, and key process effectiveness ratings are interpreted against a national representative sample that included principals, supervisors, and teachers, providing a **percentile rank**. The results are also interpreted against a set of performance standards ranging from **Below Basic** to **Distinguished**. The scores associated with performance levels were determined by a national panel of principals, supervisors and teachers.

Below Basic	Basic	Proficient	Distinguished
A leader at the <u>below basic</u> level of proficiency exhibits learning-centered leadership behaviors at levels of effectiveness that are unlikely to influence teachers positively nor result in acceptable value-added to student achievement and social learning for students.	A leader at the <u>basic</u> level of proficiency exhibits learning-centered leadership behaviors at levels of effectiveness that are likely to influence teachers positively and that result in acceptable value-added to student achievement and social learning for some sub-groups of students, but not all.	A <u>proficient</u> leader exhibits learning-centered leadership behaviors at levels of effectiveness that are likely to influence teachers positively and result in acceptable value-added to student achievement and social learning for all students.	A <u>distinguished</u> leader exhibits learning-centered leadership behaviors at levels of effectiveness that are virtually certain to influence teachers positively and result in strong value-added to student achievement and social learning for all students.

### Overview of Assessment Results

The Principal's Overall Total Effectiveness score based on the averaged ratings of all respondents is 3.79. Remember, this score is based on a 5-point effectiveness scale where 1=Ineffective; 2=Minimally Effective; 3=Satisfactorily Effective; 4=Highly Effective; 5=Outstandingly Effective. The Performance Level and national Percentile Rank for this score are documented in the table below.

Overall Effectiveness Score		
Mean Score	Performance Level	Percentile Rank
3.79	Proficient	70.2
The standard error of measurement is .05		

Summary of Core Components Scores			
	Mean	Performance Level	Percentile Rank
High Standards for Student Learning	4.11	Distinguished	87.5
Rigorous Curriculum	3.81	Proficient	76.6
Quality Instruction	3.61	Proficient	39.6
Culture of Learning & Professional Behavior	4.05	Distinguished	77.5
Connections to External Communities	3.38	Basic	39.2
Performance Accountability	3.81	Proficient	78.9

Summary of Key Processes Scores			
	Mean	Performance Level	Percentile Rank
Planning	3.98	Proficient	85.3
Implementing	3.89	Proficient	77.5
Supporting	3.91	Proficient	73.4
Advocating	3.72	Proficient	70.2
Communicating	3.82	Proficient	68.8
Monitoring	3.45	Basic	38.3

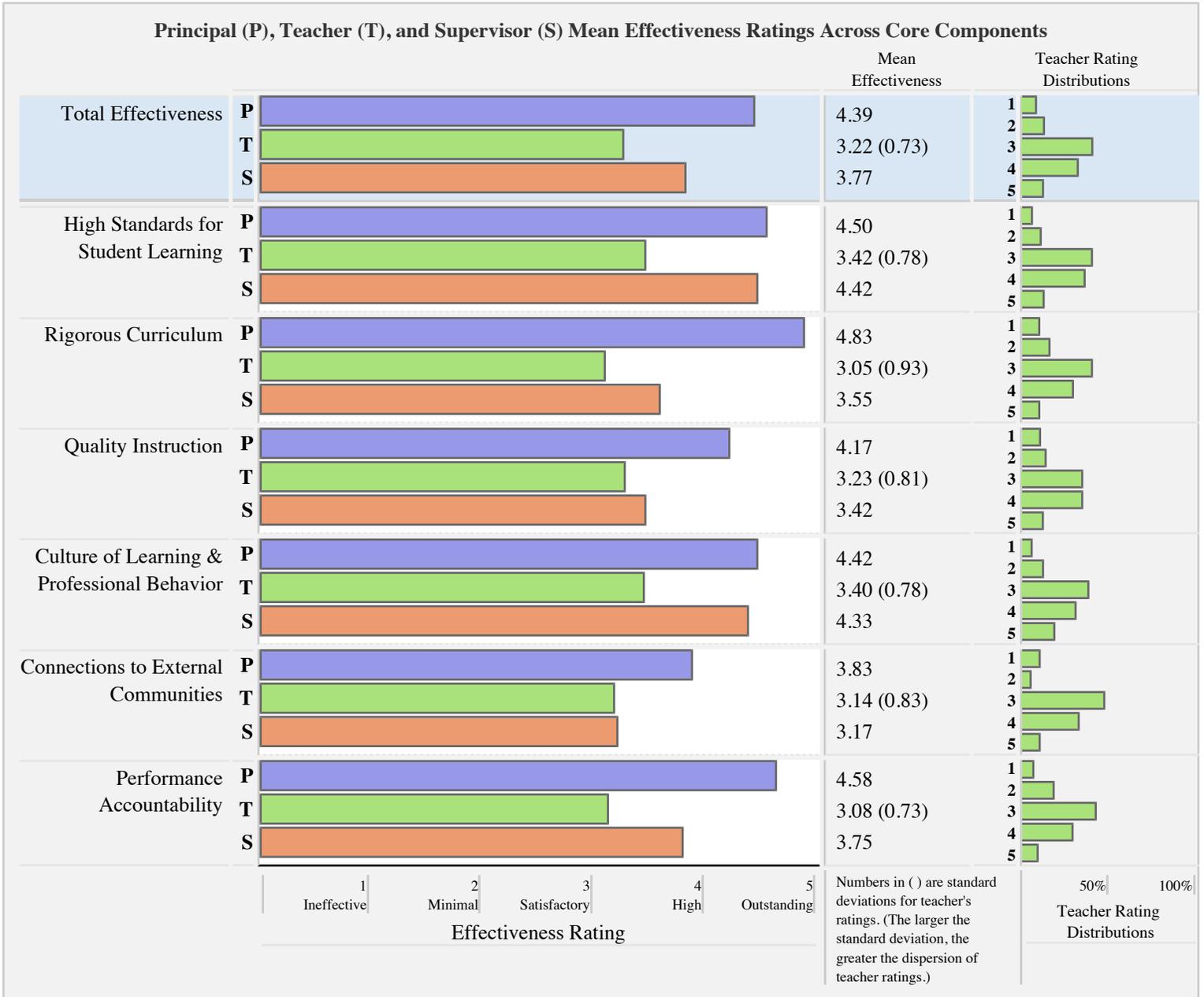
An examination of the principal's Core Components mean item ratings ranged from a low of 3.38 for Connections to External Communities to a high of 4.11 for High Standards for Student Learning. Similarly the principal's Key Processes mean item ratings indicate they ranged from a low of 3.45 for Monitoring to a high of 3.98 for Planning.

## Assessment Profile and Respondent Comparisons

The principal's relative strengths and areas for development can be determined by comparing scores for each of the 6 Core Components and 6 Key Processes across different respondent groups. The next two graphs present an integrated visual summary of the results. They show the **Mean Effectiveness** associated with each Core Component and Key Process.

First, examine the profiles as recorded by each of the three respondent groups. These scores can be interpreted by

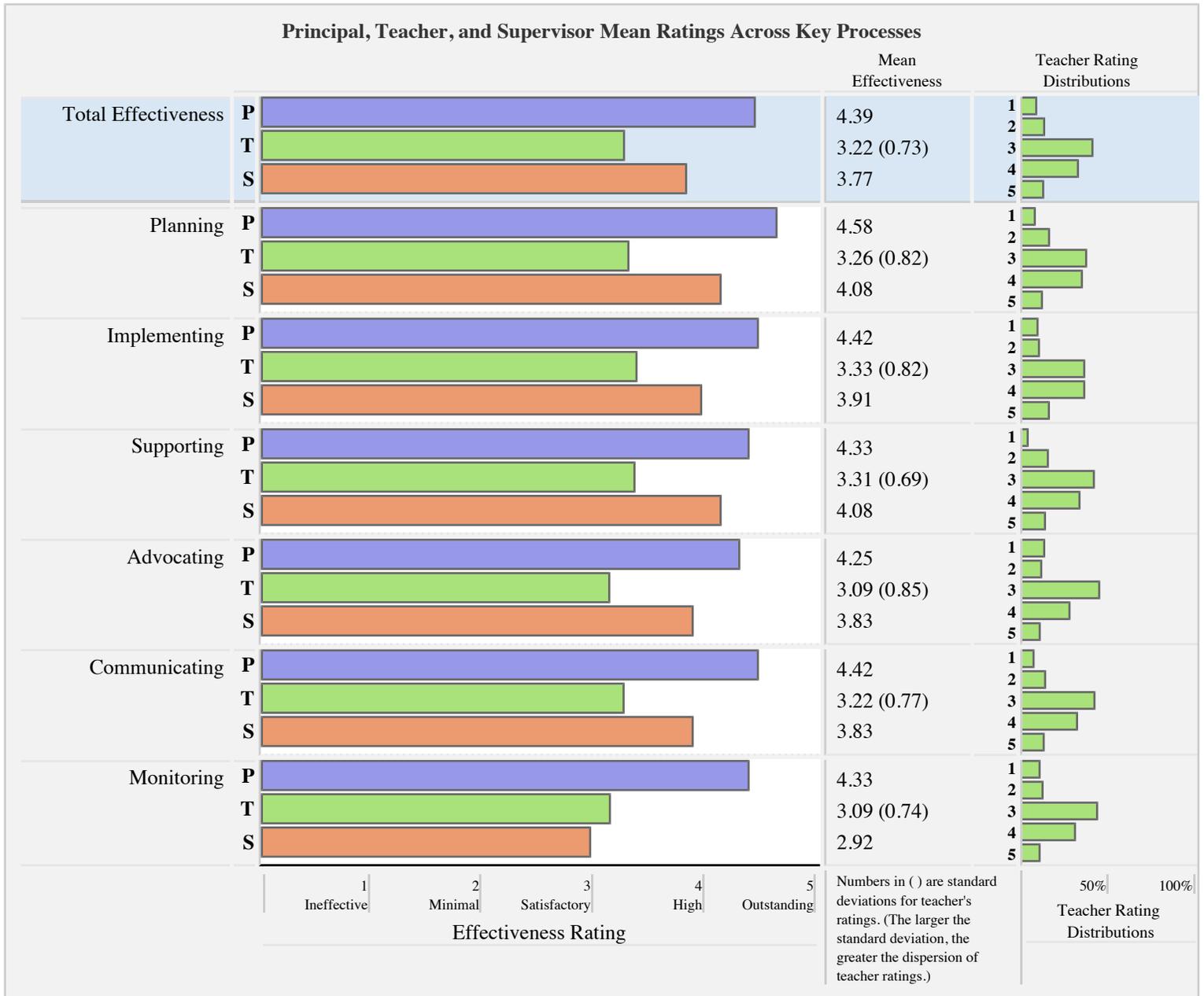
- (a) Comparisons among Core Components and Key Processes
- (b) Examination of scores among respondent groups
- (c) Comparisons to the mean effectiveness scale
- (d) Distribution of ratings among teachers



For each of the six Core Components in the graph, examine the effectiveness ratings. The ratings for a core component are based on twelve items. The higher the ratings, the more effective the leadership behaviors of the principal. When there are large differences between respondent groups, the focus should be on the results for each respondent group rather than the overall effectiveness score.

## Assessment Profile and Respondent Comparisons (Cont'd.)

The ratings of the six Key Processes are based on 12 items that focus on a given Key Process. Again, the higher the score, the more effective the leadership behaviors of the principal. For more details about the technical aspects of the VAL-ED scores and tips on interpreting scores, visit the VAL-ED website <http://www.valed.com>.



## Using Results to Plan for Professional Growth

The matrix below provides an integrated summary of the principal's relative strengths and areas for growth based on the mean item scores for the intersection of Core Components by Key Processes across the three respondent groups.

- Cells that are green represent areas of behavior that are 'proficient' or 'distinguished' (**P**).
- Cells that are yellow represent areas of behavior that are 'basic' (**B**).
- Cells that are red represent areas of behavior that are 'below basic' (**BB**).

Core Components	Key Processes					
	Planning	Implementing	Supporting	Advocating	Communicating	Monitoring
High Standards for Student Learning	P	P	P	P	P	P
Rigorous Curriculum	P	B	P	P	P	P
Quality Instruction	P	B	P	P	B	BB
Culture of Learning & Professional Behavior	P	P	P	P	P	BB
Connections to External Communities	B	P	B	BB	B	BB
Performance Accountability	P	P	P	P	P	P

### Leadership Behaviors for Possible Improvement

The leadership behaviors listed in each cluster on the following pages are representative of the lowest rated core component by key process areas of behavior. If fewer than six core component by key process areas of behavior are listed, that is because the principal had fewer than six that were below distinguished. If no behavior clusters are provided it indicates the principal's current learning-centered leadership behaviors are considered acceptable.

The behaviors on each page that are **boldface** type are those that were actually assessed in the evaluation. The other behaviors represent the entire pool of VAL-ED behaviors for each core component by key process. All of these behaviors are relevant targets for improvement.

For a list of all the leadership behaviors associated with each core component area, consult the VAL-ED Handbook.

# Leadership Behaviors for Possible Improvement

## Connections to External Communities X Monitoring

- Analyzes data about parental involvement.
- Uses data to make decisions about community engagement.
- **Monitors the effectiveness of community school connections.**
- Uses data on parent involvement in teacher evaluations. (Removed after 9-school pilot)
- Evaluates the effectiveness of its partnerships with the community in advancing academic and social learning.
- Collects information about the needs and interests of parents.
- **Collects information to learn about resources and assets in the community.**

## Quality Instruction X Monitoring

- Observes each teacher's instructional practices routinely to provide feedback.
- **Evaluates how instructional time is used.**
- Uses data to monitor the quality of instruction.
- **Evaluates teachers' instructional practices.**
- Monitors the instruction of students with special needs to ensure high quality.
- Monitors the instruction of students at risk of failure to ensure high quality.

## Connections to External Communities X Advocating

- Advocates for social services needed by students and families.
- Advocates for students in need of special services with the external community.
- **Challenges teachers to work with community agencies to support students with low achievement.**
- Challenges barriers from outside the school that can inhibit learning.
- Advocates to district decision makers to promote the needs of all students.
- **Promotes mechanisms for reaching families who are least comfortable at school.**

# Leadership Behaviors for Possible Improvement

## Culture of Learning & Professional Behavior X Monitoring

- Evaluates teachers' behaviors when monitoring the culture of learning.
- Evaluates students' behaviors when monitoring the learning environment.
- Monitors the school culture.
- **Monitors the participation of every student in social and academic activities.**
- **Assesses the culture of the school from students' perspectives.**
- Analyzes data regarding a safe and orderly school environment.

## Quality Instruction X Implementing

- Implements a mentoring program for new teachers focused on effective instructional practices.
- **Coordinates efforts to improve instruction in all classes.**
- Implements procedures to protect instructional time.
- Uses some of the most effective teachers to instruct students at risk of failure.
- Implements instructional strategies that maximize student engagement.
- **Recruits teachers with the expertise to deliver instruction that maximizes student learning.**

## Connections to External Communities X Supporting

- Supports teachers to work with community agencies on behalf of students.
- **Secures additional resources through partnering with external agencies to enhance teaching and learning.**
- Secures technology from the district and/or the community to enhance teaching and learning.
- Secures resources to support school-community relationships.
- **Allocates resources that build family and community partnerships to advance student learning.**
- Motivates teachers to be responsive to all families.



## About the VAL-ED

The Vanderbilt Assessment of Leadership in Education (VAL-ED) is conceptually and theoretically grounded and its resulting scores are reliable and valid for purposes of evaluating learning-centered leadership.

The VAL-ED uses 360 degree feedback from teachers, principals, and supervisors.

Content focuses on learning-centered leadership behaviors that influence teachers and staff, and in turn are related to increases in student achievement.

Assessment is of leadership behaviors, not knowledge, dispositions, or personal characteristics of leadership.

The VAL-ED requires respondents to identify evidence on which they are basing their assessment of principal behaviors.

The psychometric properties of the VAL-ED are clearly documented. Information on norms, standards, and uses is available through a comprehensive technical manual.

"Leadership is a central ingredient - often the keystone element in school and district success as defined in terms of student achievement."

- **Joseph Murphy**  
Vanderbilt University

"Assessments that provide ongoing performance feedback to school leaders about their learning-centered leadership behaviors can substantially help school leaders develop effective leadership for school improvement."

- **Ellen Goldring**  
Vanderbilt University

### Visit

<http://www.valed.com>

For more information and periodic updates on research and related articles on the use of VAL-ED

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