



2013 Marzano School Leader Evaluation Model Rubric

*Exclusive partners with Dr. Robert J. Marzano
for the Teacher Evaluation Model
and School Leader Evaluation Model*

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Domain I: A Data-Driven Focus on Student Achievement

Element 1: The school leader ensures clear and measurable goals are established and focused on critical needs regarding improving overall student achievement at the school level.

Sample Evidences

- Written goals are established as a percentage of students who will score at a proficient or higher level on state assessments or benchmark assessments
- School-wide achievement goals are posted and discussed regularly at faculty and staff gatherings
- Written goals are established for eliminating the achievement gap for all students
- Written goals address the most critical and severe achievement deficiencies
- Written timelines contain specific benchmarks for each goal including individual(s) responsible for the goal
- Scales are in place to chart student and school progress towards meeting the standards
- When asked, faculty and staff can explain how goals eliminate differences in achievement for students of differing ethnicities
- When asked, faculty and staff can explain how goals eliminate differences in achievement for students at different socioeconomic levels, English language learners, and students with disabilities
- When asked, faculty and staff can describe the school-wide achievement goals
- When asked, faculty and staff can identify the school’s most critical needs goals

Notes:

Scale

	Ineffective (1)	Developing (2)	Effective (3)	Highly Effective (4)
I(1): The school leader ensures clear and measurable goals are established and focused on critical needs regarding improving overall student achievement at the school level.	The school leader attempts to ensure clear, measurable goals with specific timelines focused on critical needs regarding improving student achievement are established at the school level but does not complete the task or does so partially OR the school leader does not attempt to do so.	The school leader ensures clear, measurable goals with specific timelines focused on critical needs regarding improving student achievement are established at the school level.	The school leader ensures clear, measurable goals with specific timelines focused on critical needs regarding improving student achievement are established at the school level AND regularly monitors that everyone has understanding of the goals.	The school leader ensures adjustments are made or new methods are utilized so that all stakeholders sufficiently understand the goals.

Domain I: A Data-Driven Focus on Student Achievement
Element 2: The school leader ensures clear and measurable goals are established and focused on critical needs regarding improving achievement of individual students within the school.
<p>Sample Evidences</p> <ul style="list-style-type: none"> <input type="checkbox"/> Written goals are established for each student in terms of their performance on state/district assessments, benchmark assessments, or common assessments <input type="checkbox"/> Written goals accompanied by proficiency scales are established for each student in terms of their knowledge gain <input type="checkbox"/> Students keep data notebooks regarding their individual goals <input type="checkbox"/> Student led conferences focus on individual student’s goals <input type="checkbox"/> Parent-teacher conferences focus on the individual student’s goals <input type="checkbox"/> When asked, teachers can explain the learning goals of their students <input type="checkbox"/> When asked, students perceive that their individual goals are academically challenging <input type="checkbox"/> When asked, students are aware of their status on the achievement goals specific to them <input type="checkbox"/> When asked, parents are aware of their child’s achievement goals <p>Notes:</p>

Scale

	Ineffective (1)	Developing (2)	Effective (3)	Highly Effective (4)
I(2): The school leader ensures clear and measurable goals are established and focused on critical needs regarding improving achievement of individual students within the school.	The school leader attempts to ensure that written achievement goals that are clear, measurable, and focused, are established for each student, but does not complete the task or does so partially OR the school leader does not attempt to do so.	The school leader ensures each student has written achievement goals that are clear, measurable, and focused on appropriate needs.	The school leader ensures each student has written achievement goals that are clear, measurable, and focused on appropriate needs AND regularly monitors that teachers and students have understanding of individual student goals.	The school leader ensures adjustments are made or new methods are utilized so that all faculty and students sufficiently understand the goals.

Domain I: A Data-Driven Focus on Student Achievement

Element 3: The school leader ensures that data are analyzed, interpreted, and used to regularly monitor progress toward school achievement goals.

Sample Evidences

- Reports, graphs, and charts are available for overall student achievement
- Student achievement is examined from the perspective of value-added results
- Results from multiple types of assessments are regularly reported and used (e.g. benchmark, common assessments)
- Reports, graphs, and charts are regularly updated to track growth in student achievement
- Achievement data for student subgroups within the school are routinely analyzed
- School leadership teams regularly analyze school growth data
- Data briefings are conducted at faculty meetings
- When asked, faculty and staff can describe the different types of reports available to them
- When asked, faculty and staff can explain how data are used to track growth in student achievement

Notes:

Scale

	Ineffective (1)	Developing (2)	Effective (3)	Highly Effective (4)
I(3): The school leader ensures that data are analyzed, interpreted, and used to regularly monitor progress toward school achievement goals.	The school leader attempts to ensure that data are available for tracking overall student achievement, but does not complete the task or does so partially OR the school leader does not attempt to do so.	The school leader regularly ensures that data are available for tracking overall student achievement.	The school leader ensures that data are available for tracking overall student achievement AND monitors the extent to which student data are used to track progress toward goal.	The school leader ensures that data are analyzed in a variety of ways to provide the most useful information and refines achievement goals or the tracking process as achievement data accrue.

Domain I: A Data-Driven Focus on Student Achievement
Element 4: The school leader ensures that data are analyzed, interpreted, and used to regularly monitor progress toward achievement goals for individual students.
<p>Sample Evidences</p> <ul style="list-style-type: none"> <input type="checkbox"/> Reports, charts, and graphs are available for individual students depicting their status and growth <input type="checkbox"/> Individual student achievement is examined from the perspective of value-added results <input type="checkbox"/> Individual student results from multiple types of assessments are regularly reported and used (e.g. benchmark, common assessments) <input type="checkbox"/> Individual student reports, graphs, and charts are regularly updated to track growth in student achievement <input type="checkbox"/> Teachers regularly analyze school growth data for individual students <input type="checkbox"/> School leadership teams regularly analyze individual student performance <input type="checkbox"/> When asked, individual students and their parents can describe their achievement status and growth <input type="checkbox"/> When asked, faculty can describe the different types of individual student reports available to them <input type="checkbox"/> When asked, faculty and staff can analyze data of their individual students including all subgroups <p>Notes:</p>

Scale

	Ineffective (1)	Developing (2)	Effective (3)	Highly Effective (4)
I(4): The school leader ensures that data are analyzed, interpreted, and used to regularly monitor progress toward achievement goals for individual students.	The school leader attempts to ensure that data are available for individual student achievement, but does not complete the task or does so partially OR the school leader does not attempt to do so.	The school leader ensures that data are available for individual student achievement.	The school leader ensures that data are available for individual student achievement AND monitors the extent to which data are used to track progress toward individual student goals.	The school leader ensures that data are analyzed in a variety of ways to provide the most useful information and refines individual achievement goals or the tracking process as achievement data accrue.

Domain I: A Data-Driven Focus on Student Achievement

Element 5: The school leader ensures that appropriate school-level and classroom-level programs and practices are in place to help all students meet individual achievement goals when data indicate interventions are needed.

Sample Evidences

- Extended school day, week, or year programs are in place
- Tutorial programs are in place (during the school day and/or after school)
- Individual student completion of programs designed to enhance their academic achievement is monitored (i.e. gifted and talented, advanced placement, STEM, etc.)
- Response to intervention measures are in place
- Enrichment programs are in place
- Data are collected and available to monitor student progress and achievement as a result of enrollment in intervention or enrichment programs
- When asked, teachers can explain how interventions in place help individual students met their goals
- When asked, student and/or parents can identify interventions in place to meet their goals
- When asked, students report their school has programs in place to help them meet their achievement goals

Notes:

Scale

	Ineffective (1)	Developing (2)	Effective (3)	Highly Effective (4)
I(5): The school leader ensures that appropriate school-level and classroom-level programs and practices are in place to help all students meet individual achievement goals when data indicate interventions are needed.	The school leader attempts to ensure that programs and practices are in place for individual students who are not making adequate progress, but does not complete the task or does so partially OR the school leader does not attempt to do so.	The school leader ensures that programs and practices are in place for individual students who are not making adequate progress.	The school leader ensures that programs and practices are in place for individual students who are not making adequate progress AND monitors whether interventions are helping students meet their achievement goals.	The school leader continually examines and expands the options for individual students to make adequate progress.

Domain II: Continuous Improvement of Instruction

Element 1: The school leader provides a clear vision as to how instruction should be addressed in the school.

Sample Evidences

- A written document articulating the school-wide model of instruction is in place
- The school-wide language of instruction is used regularly by faculty in their professional learning communities, faculty and/or department meetings
- Professional development opportunities are provided for new teachers regarding the school-wide model of instruction
- Professional development opportunities are provided for all teachers regarding the school-wide model of instruction
- New initiatives are prioritized and limited in number to support the instructional model
- The school-wide language of instruction is used regularly by faculty in their informal conversations
- When asked, teachers can describe the major components of the school-wide model of instruction
- When asked, teachers can explain how strategies in the instructional framework promote learning for the school's diverse population

Notes:

Scale

	Ineffective (1)	Developing (2)	Effective (3)	Highly Effective (4)
II(1): The school leader provides a clear vision as to how instruction should be addressed in the school.	The school leader attempts to ensure that a school-wide language or model of instruction is in place, but does not complete the task or does so partially OR the school leader does not attempt to do so.	The school leader ensures that a school-wide language or model of instruction is in place.	The school leader ensures that a school-wide language or model of instruction is in place AND monitors the extent to which the faculty and staff understands the instructional model.	The school leader continually examines and makes adjustments so that all faculty and staff understand the nuances of the instructional model and integrates new instructional initiatives into the school instructional model.

Domain II: Continuous Improvement of Instruction
Element 2: The school leader effectively supports and retains teachers who continually enhance their pedagogical skills through reflection and professional growth plans.
<p>Sample Evidences</p> <ul style="list-style-type: none"> <input type="checkbox"/> Individual teachers have written pedagogical growth goals <input type="checkbox"/> Individual teachers keep track of their progress on their pedagogical growth goals <input type="checkbox"/> Evaluation results, growth plans, and interventions for struggling teachers are available <input type="checkbox"/> Meetings are regularly scheduled with teachers regarding their growth goals and tracking of their progress <input type="checkbox"/> A system is in place to effectively evaluate and revise the school’s new teacher induction program <input type="checkbox"/> The school leader has demonstrated a track record of hiring effective teachers <input type="checkbox"/> The school leader has a track record of retaining effective teachers <input type="checkbox"/> When asked, teachers can describe their progress on their pedagogical growth goals <input type="checkbox"/> When asked, teachers can share documented examples of how reflection has improved their instructional practice
<p>Notes:</p>

Scale

	Ineffective (1)	Developing (2)	Effective (3)	Highly Effective (4)
II(2): The school leader effectively supports and retains teachers who continually enhance their pedagogical skills through reflection and professional growth plans.	The school leader attempts to ensure that teachers establish growth goals regarding their pedagogical skills and track their individual progress, but does not complete the task or does so partially OR the school leader does not attempt to do so.	The school leader ensures that teachers establish growth goals regarding their pedagogical skills and track their individual progress.	The school leader ensures that teachers establish growth goals regarding their pedagogical skills and track their individual progress, AND monitors the extent to which teachers achieve their growth goals.	The school leader regularly intervenes with and supports teachers who are not meeting their growth goals or adequately enhancing the achievement of their students.

Domain II: Continuous Improvement of Instruction
Element 3: The school leader is aware of predominant instructional practices throughout the school.
<p>Sample Evidences</p> <ul style="list-style-type: none"> <input type="checkbox"/> Walk-through or other informal observation data are aggregated in such a way as to disclose predominant instructional practices in the school <input type="checkbox"/> Forthright feedback is provided to teachers regarding their instructional practices <input type="checkbox"/> Systems are in place to monitor the effect of the predominant instructional practices for all subgroups in the school <input type="checkbox"/> Data are available to document the predominant instructional practices in the school <input type="checkbox"/> The school leader can describe effective practices and problems of practice <input type="checkbox"/> When asked, teachers can describe the predominant instructional practices used in the school
<p>Notes:</p>

Scale

	Ineffective (1)	Developing (2)	Effective (3)	Highly Effective (4)
II(3): The school leader is aware of predominant instructional practices throughout the school.	The school leader attempts to ensure that information about predominant instructional strategies in the school is collected and regularly interacts with teachers about the effectiveness of these strategies, but does not complete the task or does so partially OR the school leader does not attempt to do so.	The school leader ensures that information about predominant instructional strategies in the school is collected and regularly interacts with teachers about the effectiveness of these strategies.	The school leader ensures that information about predominant instructional strategies in the school is collected, regularly interacts with teachers about the effectiveness of these strategies, AND monitors the extent to which the information is used to identify effective and ineffective practices.	The school leader regularly intervenes to ensure that ineffective instructional practices are corrected and effective instructional practices are proliferating.

Domain II: Continuous Improvement of Instruction
Element 4: The school leader ensures that teachers are provided with clear, ongoing evaluations of their pedagogical strengths and weaknesses that are based on multiple sources of data and are consistent with student achievement data.
<p>Sample Evidences</p> <ul style="list-style-type: none"> <input type="checkbox"/> Highly specific scales are in place to provide teachers accurate feedback on their pedagogical strengths and weaknesses <input type="checkbox"/> Teacher feedback and evaluation data are based on multiple sources of information including, but not limited to: direct observation, teacher self-report, analysis of teacher performance as captured on video, student reports on teacher effectiveness, and peer feedback to teachers <input type="checkbox"/> Teacher evaluation data are regularly used as the subject of conversation between school leaders and teachers <input type="checkbox"/> Data shows the school leader provides frequent observations and meaningful feedback to teachers <input type="checkbox"/> Ongoing data are available to support that teacher evaluations are consistent with student achievement data <input type="checkbox"/> When asked, teachers can describe their instructional strategies that have the strongest and weakest relationships to student achievement
Notes:

Scale

	Ineffective (1)	Developing (2)	Effective (3)	Highly Effective (4)
II(4): The school leader ensures that teachers are provided with clear, ongoing evaluations of their pedagogical strengths and weaknesses that are based on multiple sources of data and are consistent with student achievement data.	The school leader attempts to ensure that specific evaluation data are collected on each teacher regarding their pedagogical strengths and weaknesses and that these data are gathered from multiple sources, but does not complete the task or does so partially OR the school leader does not attempt to do so.	The school leader ensures that specific evaluation data are collected on each teacher regarding their pedagogical strengths and weaknesses and that these data are gathered from multiple sources.	The school leader ensures that specific evaluation data are collected on each teacher regarding their pedagogical strengths and weaknesses and that these data are gathered from multiple sources AND monitors the extent to which teacher evaluations are consistent with student achievement data.	The school leader ensures that teacher evaluation processes are updated regularly to ensure the results are consistent with student achievement data.

Domain II: Continuous Improvement of Instruction

Element 5: The school leader ensures that teachers are provided with job-embedded professional development that is directly related to their instructional growth goals.

Sample Evidences

- Online professional development courses and resources are available to teachers regarding their instructional growth goals
- The school leader tracks teacher participation in professional development activities
- Teacher-led professional development is available to teachers regarding their instructional growth goals
- Instructional coaching is available to teachers regarding their instructional growth goals
- Data are collected linking the effectiveness of professional development to the improvement of teacher practices
- Data are available supporting deliberate practice is improving teacher performance
- When asked, teachers can describe how the professional development supports their attainment of instructional growth goals

Notes:

Scale

	Ineffective (1)	Developing (2)	Effective (3)	Highly Effective (4)
II(5): The school leader ensures that teachers are provided with job-embedded professional development that is directly related to their instructional growth goals.	The school leader attempts to ensure that job-embedded professional development is provided to teachers that is directly related to their instructional growth goals, but does not complete the task or does so partially OR the school leader does not attempt to do so.	The school leader ensures that job-embedded professional development that is directly related to their instructional growth goals is provided to teachers.	The school leader ensures that job-embedded professional development is provided to teachers that is directly related to their instructional growth goals AND monitors the extent to which teachers improve their instructional practices.	The school leader continually re-evaluates the professional development program to ensure that it remains job-embedded and focused on instructional growth goals and intervenes with teachers who are not making sufficient progress toward achieving growth goals.

Domain III: A Guaranteed and Viable Curriculum
Element 1: The school leader ensures that the school curriculum and accompanying assessments adhere to state and district standards.
<p>Sample Evidences</p> <ul style="list-style-type: none"> <input type="checkbox"/> Curriculum documents are in place that correlate the written curriculum to state and district standards <input type="checkbox"/> Rubrics or proficiency scales are in place that clearly delineate student levels of performance on essential elements of the state and district standards <input type="checkbox"/> Information is available correlating what is taught in the classrooms (i.e., the taught curriculum) and the written curriculum <input type="checkbox"/> Information is available examining the extent to which assessments accurately measure the written and taught curriculums <input type="checkbox"/> School teams regularly analyze the relationship between the written curriculum, taught curriculum, and assessments <input type="checkbox"/> Evidence is available demonstrating the assessments are accurately measuring the state and district standards <input type="checkbox"/> When asked, teachers can describe the essential content and standards for their subject area(s) or grade level(s) <input type="checkbox"/> When asked, teachers demonstrate understanding of how the curriculum and assessments are aligned <p>Notes:</p>

Scale

	Ineffective (1)	Developing (2)	Effective (3)	Highly Effective (4)
III(1): The school leader ensures that the school curriculum and accompanying assessments adhere to state and district standards.	The school leader attempts to ensure that both the written curriculum and accompanying assessments adhere to state and district standards, but does not complete the task or does so partially OR the school leader does not attempt to do so.	The school leader ensures that both the written curriculum and accompanying assessments adhere to state and district standards.	The school leader ensures that both the written curriculum and accompanying assessments adhere to state and district standards AND monitors the extent to which the curriculum is delivered and the assessments measure the curriculum.	The school leader ensures that the assessment and reporting system focuses on state and district standards and the leader intervenes with teachers who do not follow the state and district standards.

Domain III: A Guaranteed and Viable Curriculum
Element 2: The school leader ensures that the school curriculum is focused enough that it can be adequately addressed in the time available to teachers.
<p>Sample Evidences</p> <ul style="list-style-type: none"> <input type="checkbox"/> A written list of essential elements is in place <input type="checkbox"/> A curriculum audit has been conducted that delineates how much time it would take to adequately address the essential elements <input type="checkbox"/> Teams regularly meet to discuss the progression and viability of documents that articulate essential content and timing of delivery (e.g. pacing guides, curriculum maps) <input type="checkbox"/> Time available for specific classes and courses meets the state or district specifications for those classes and courses <input type="checkbox"/> Data are available to show that students are ready to be contributing members of society and participate in a global community <input type="checkbox"/> Data are available to show that students are college and career ready <input type="checkbox"/> A plan is in place to monitor the curriculum is taught in the time available to teachers <input type="checkbox"/> When asked, teachers can describe which elements are essential and can be taught in the schedule time <input type="checkbox"/> When asked, students report they have time to learn the essential curriculum <p>Notes:</p>

Scale

	Ineffective (1)	Developing (2)	Effective (3)	Highly Effective (4)
III(2): The school leader ensures that the school curriculum is focused enough that it can be adequately addressed in the time available to teachers.	The school leader attempts to ensure that the written curriculum has been unpacked in such a manner that essential elements have been identified, but does not complete the task or does so partially OR the school leader does not attempt to do so.	The school leader ensures that the written curriculum has been unpacked in such a manner that essential elements have been identified.	The school leader ensures that the written curriculum has been unpacked in such a manner that essential elements have been identified AND monitors the extent to which the essential elements are few enough to allow adequate time for students to learn them.	The school leader ensures that essential elements of the curriculum are regularly examined and revised with an eye toward making instruction more focused and efficient.

Domain III: A Guaranteed and Viable Curriculum
Element 3: The school leader ensures that all students have the opportunity to learn the critical content of the curriculum.
<p>Sample Evidences</p> <ul style="list-style-type: none"> <input type="checkbox"/> Tracking systems are in place that examine each student’s access to the essential elements of the curriculum <input type="checkbox"/> Parents are aware of their child’s current access to the essential elements of the curriculum <input type="checkbox"/> All students have access to advanced placement or other rigorous courses <input type="checkbox"/> All students have a prescribed program of study that documents access to courses <input type="checkbox"/> Data are available to show teachers have completed appropriate content area training in their subject area courses <input type="checkbox"/> Data are available to verify student achievement in critical content and standards <input type="checkbox"/> When asked, teachers can describe the content strategies that result in the highest student learning for specific courses and topics <input type="checkbox"/> When asked, students report they have the opportunity to learn the critical content of the curriculum <p>Notes:</p>

Scale

	Ineffective (1)	Developing (2)	Effective (3)	Highly Effective (4)
III(3): The school leader ensures that all students have the opportunity to learn the critical content of the curriculum.	The school leader attempts to ensure that all students have access to the courses and classes that directly address the essential elements of the curriculum, but does not complete the task or does so partially OR the school leader does not attempt to do so.	The school leader ensures that all students have access to the courses and classes that directly address the essential elements of the curriculum.	The school leader ensures that all students have access to the courses and classes that directly address the essential elements of the curriculum AND monitors the extent to which those courses and classes utilize instructional strategies that most strongly increase their chances of learning the essential elements.	The school leader intervenes with teachers whose students do not have adequate access to essential elements and instructional strategies that most strongly increase their chances of learning the essential elements.

Domain IV: Cooperation and Collaboration

Element 1: The school leader ensures that teachers have opportunities to observe and discuss effective teaching.

Sample Evidences

- Teachers have opportunities to engage in instructional rounds
- Teachers have opportunities to view and discuss video-based examples of exemplary teaching
- Teachers have regular times to meet and discuss effective instructional practices (e.g. lesson study, professional learning communities)
- Teachers have opportunities to interact about effective teaching via technology
- Instructional practices are regularly discussed at faculty and department meetings
- Video segments of instructional practices are regularly viewed and discussed at faculty and department meetings
- Procedures are in place for scheduling teachers to observe and discuss effective instructional practices
- Data are available to document that teachers who participate in observational rounds improve their pedagogy
- When asked, teachers report their participation in observing other teachers results in individual self-reflection and pedagogical growth

Notes:

Scale

	Ineffective (1)	Developing (2)	Effective (3)	Highly Effective (4)
IV(1): The school leader ensures that teachers have opportunities to observe and discuss effective teaching.	The school leader attempts to ensure that teachers have regular opportunities to interact regarding effective instructional practices and observe specific examples of effective teaching virtually or in person, but does not complete the task or does so partially OR the school leader does not attempt to do so.	The school leader ensures that teachers have regular opportunities to interact regarding effective instructional practices and observe specific examples of effective teaching virtually or in person.	The school leader ensures that teachers have regular opportunities to interact regarding effective instructional practices and observe specific examples of effective teaching virtually or in-person AND monitors the extent to which teachers who actively participate in these opportunities improve their pedagogy.	The school leader intervenes and supports teachers who do not actively participate in opportunities to interact regarding effective instructional practices.

Domain IV: Cooperation and Collaboration

Element 2: The school leader ensures that teachers have formal roles in the decision-making process regarding school initiatives.

Sample Evidences

- Teachers are advised of the specific types of decisions in which they will have direct input
- Data-gathering techniques are in place to collect information from teachers
- Notes and reports are in place that describe how teacher input was used when making specific decisions
- Electronic tools are utilized to collect and report teacher opinions regarding specific decisions (e.g. online surveys)
- Groups of teachers are selected and utilized to provide input regarding specific decisions
- Teacher leaders are enabled to proactively initiate, plan, implement and monitor projects
- The school leadership team has critical roles in facilitating school initiatives
- Data are available to show input is used by the school leader
- When asked, teachers report they feel their input is valued and used by the school leader

Notes:

Scale

	Ineffective (1)	Developing (2)	Effective (3)	Highly Effective (4)
IV(2): The school leader ensures that teachers have formal roles in the decision-making process regarding school initiatives.	The school leader attempts to ensure that formal processes are in place to collect data from all teachers regarding their preferences on specific decisions, but does not complete the task or does so partially OR the school leader does not attempt to do so.	For specific types of decisions, the school leader ensures that formal processes are in place to collect data from all teachers regarding their preferences.	For specific types of decisions, the school leader ensures that formal processes are in place to collect data from all teachers regarding their preferences AND monitors the extent to which those data are used to make decisions and the transparency of those decisions.	The school leader continually seeks new venues for teacher input regarding important decisions.

Domain IV: Cooperation and Collaboration
Element 3: The school leader ensures that teacher teams and collaborative groups regularly interact to address common issues regarding curriculum, assessment, instruction, and the achievement of all students.
<p>Sample Evidences</p> <ul style="list-style-type: none"> <input type="checkbox"/> Professional learning communities (PLCs) are in place and meet regularly <input type="checkbox"/> PLCs have written goals <input type="checkbox"/> The school leader regularly examines the PLC's progress toward goals <input type="checkbox"/> Common assessments are created by PLCs <input type="checkbox"/> Student achievement and growth are analyzed by PLCs <input type="checkbox"/> Data teams are in place and have written goals <input type="checkbox"/> The progress of each data team towards reaching its goals is regularly examined <input type="checkbox"/> To maintain a focus on student achievement, the school leader collects and reviews minutes, notes, and goals from meetings <input type="checkbox"/> When asked, teachers can explain how being a member of a PLC has helped them grow their pedagogy <input type="checkbox"/> When asked, teachers can explain how PLC's analyze data to identify appropriate instructional practices <p>Notes:</p>

Scale

	Ineffective (1)	Developing (2)	Effective (3)	Highly Effective (4)
IV(3): The school leader ensures that teacher teams and collaborative groups regularly interact to address common issues regarding curriculum, assessment, instruction, and the achievement of all students.	The school leader attempts to ensure that formal teams or collaborative groups of teachers and other relevant staff meet regularly and have specific goals relative to curriculum, assessment, and instruction, but does not complete the task or does so partially OR the school leader does not attempt to do so.	The school leader ensures that formal teams or collaborative groups of teachers and other relevant staff meet regularly and have specific goals relative to curriculum, assessment, and instruction.	The school leader ensures that formal teams or collaborative groups of teachers and other relevant staff meet regularly and have specific goals relative to curriculum, assessment, and instruction AND monitors the extent to which these goals are designed to enhance the achievement of all students.	The school leader ensures that group goals relative to curriculum, assessment, and instruction are regularly revised to reflect the changes in student achievement data and intervenes and supports teacher teams whose goals do not adequately address the achievement of all students.

Domain IV: Cooperation and Collaboration

Element 4: The school leader ensures that teachers and staff have formal ways to provide input regarding the optimal functioning of the school and delegates responsibilities appropriately.

Sample Evidences

- Data collection systems are in place to collect opinion data from teachers and staff regarding the optimal functioning of the school
- Data are archived and reports regularly generated regarding these data
- The manner in which data are used is made transparent
- The school improvement team provides input to the leader regarding the school improvement plan
- Appropriate faculty and staff are identified and mentored for succession planning and provided appropriate growth opportunities
- Faculty and staff are assisted with career planning and continuing educational opportunities
- Teacher leaders and other faculty are empowered to share in the leadership of the school
- Potential leaders are identified and guided in career development
- The school leader can cite examples of where teacher input has resulted in effective change at the school
- The school leader demonstrates ongoing mentoring of teacher leaders
- When asked, teachers explain formal ways they have to give input regarding optimal functioning of the school
- When asked, teachers can identify examples of when their input has resulted in effective change at the school

Notes:

Scale

	Ineffective (1)	Developing (2)	Effective (3)	Highly Effective (4)
IV(4): The school leader ensures that teachers and staff have formal ways to provide input regarding the optimal functioning of the school and delegates responsibilities appropriately.	The school leader attempts to ensure that input is regularly collected from teachers and staff and appropriately delegates responsibilities, but does not complete the task or does so partially OR the school leader does not attempt to do so.	The school leader ensures that input is regularly collected from teachers and staff and appropriately delegates responsibilities.	The school leader ensures that input is regularly collected from teachers and staff, appropriately delegates responsibilities, AND monitors the extent to which the inputs and delegations are contributing to the optimal functioning of the school.	The school leader intervenes and provides support when delegation of authority and teacher input is not working to optimize the function of the school.

Domain IV: Cooperation and Collaboration

Element 5: The school leader ensures that students, parents, and community have formal ways to provide input regarding the optimal functioning of the school.

Sample Evidences

- Data collection systems are in place to collect opinion data from students, parents, and community regarding the optimal functioning of the school
- Data are archived and reports regularly generated regarding these data
- The manner in which these data are used is made transparent
- Data are available to show that input from the school’s diverse population is valued and used
- An interactive website is provided for students, parents, and the community to provide input
- Appropriate social networking technologies (e.g. Twitter, Facebook) is utilized to involve students, parents, and community
- Focus group meetings with students and parents are routinely scheduled
- The school leader hosts or speaks at community/business luncheons
- The school leader can explain how the use of input from the school community has resulted in improved functioning of the school
- The school leader can demonstrate how data gathered from subpopulations at the school are incorporated in school planning
- When asked, students, parents, and community members report their input is valued and used by the school leader to better the functioning of the school

Notes:

Scale

	Ineffective (1)	Developing (2)	Effective (3)	Highly Effective (4)
IV(5): The school leader ensures that students, parents, and community have formal ways to provide input regarding the optimal functioning of the school.	The school leader attempts to ensure that input is regularly collected from students, parents, and community, but does not complete the task or does so partially OR the school leader does not attempt to do so.	The school leader ensures that input is regularly collected from students, parents, and community.	The school leader ensures that input is regularly collected from students, parents, and community AND monitors the extent to which the inputs are contributing to the optimal functioning of the school.	The school leader intervenes and provides support when students, parents, and community input is not working to optimize the function of the school.

Domain V: School Climate

Element 1: The school administrator is recognized as the leader of the school who continually improves his or her professional practice.

Sample Evidences

- A written annual growth plan is in place to address how the school leader will address strengths and weaknesses
- Professional development activities consistent with the leader’s growth plan have been identified
- Evidence of leadership initiatives is available
- Adherence to district and state policies and procedures is evident
- The school leader has demonstrated his or her ability to be a problem solver
- The school leader has identified mentors and regularly interacts with them
- When asked, faculty and staff identify the school administrator as the leader of the school
- When asked, faculty and staff describe the school leader as uncompromising in regards to raising student achievement
- When asked, faculty and staff describe the school leader as effectively communicating those non-negotiable factors that have an impact on student achievement
- When asked, faculty and staff generally agree as to the vision provided by the school leader

Notes:

Scale

	Ineffective (1)	Developing (2)	Effective (3)	Highly Effective (4)
V(1): The school administrator is recognized as the leader of the school who continually improves his or her professional practice.	The school leader attempts to demonstrate leadership skills and engages in activities to improve his or her professional practices, but does not complete the task or does so partially OR the school leader does not attempt to do so.	The school leader demonstrates leadership skills and continually engages in activities to improve his or her professional practices.	The school leader demonstrates leadership skills and continually engages in activities to improve his or her professional practices AND monitors the extent to which these activities enhance personal leadership skills and the staff’s confidence about his or her ability to lead.	The school leader actively seeks expertise/mentors for validation and feedback to confirm or improve leadership skills.

Domain V: School Climate
Element 2: The school leader has the trust of the faculty and staff that his or her actions are guided by what is best for all student populations.
<p>Sample Evidences</p> <ul style="list-style-type: none"> <input type="checkbox"/> The school leader is recognized by the school community as one who is willing to “take on tough issues” <input type="checkbox"/> The school leader acknowledges when school goals have not been met or initiatives have failed and revises the plan for success <input type="checkbox"/> When asked, faculty and staff describe the school leader as an individual whose actions are guided by a desire to help all students learn <input type="checkbox"/> When asked, faculty and staff describe the school leader as an individual who will follow through with his or her initiatives <input type="checkbox"/> When asked, faculty and staff describe the school leader as one whose actions support his or her talk and expectations <input type="checkbox"/> When asked, faculty and staff describe the school leader as one who speaks with candor and “takes on tough issues”
Notes:

Scale

	Ineffective (1)	Developing (2)	Effective (3)	Highly Effective (4)
V(2): The school leader has the trust of the faculty and staff that his or her actions are guided by what is best for all student populations.	The school leader attempts to perform with integrity and in the best interest of all students, but does so sporadically or inconsistently OR the school leader does not attempt to do so.	The school leader performs with integrity and in the best interest of all students.	The school leader performs with integrity and his/her actions are in the best interest of all students AND monitors the extent to which faculty and staff perceive him or her as an individual who will follow through with initiatives and whose actions are guided by the desire to help all students learn.	The school leader actively seeks expertise/mentors for validation and feedback to confirm or improve how he or she performs or is perceived.

Domain V: School Climate
Element 3: The school leader ensures that faculty and staff perceive the school environment as safe and orderly.
<p>Sample Evidences</p> <ul style="list-style-type: none"> <input type="checkbox"/> Clear and specific rules and procedures are in place for the running of the school <input type="checkbox"/> Faculty and staff are provided the means to communicate about the safety of the school <input type="checkbox"/> Faculty and staff know the emergency management procedures and how to implement them for specific incidents <input type="checkbox"/> Evidence of practicing emergency management procedures for specific incidents is available <input type="checkbox"/> Evidence of updates to the emergency management plans and communication of them to the faculty and staff is available <input type="checkbox"/> When asked, faculty and staff describe the school as a safe and orderly place <input type="checkbox"/> When asked, the faculty and staff describe the school leader as highly visible and accessible <input type="checkbox"/> When asked, faculty and staff describe the school as a place focused on learning
<p>Notes:</p>

Scale

	Ineffective (1)	Developing (2)	Effective (3)	Highly Effective (4)
V(3): The school leader ensures that faculty and staff perceive the school environment as safe and orderly.	The school leader attempts to ensure that well-defined routines and procedures are in place that lead to orderly conduct, but does not complete the task or does so partially OR the school leader does not attempt to do so.	The school leader ensures that well-defined routines and procedures are in place that lead to orderly conduct.	The school leader ensures that well-defined routines and procedures are in place that lead to safe and orderly conduct AND monitors the extent to which faculty and staff share the perception that the school environment is safe and orderly.	The school leader ensures that rules and procedures are reviewed and updated as necessary to ensure a safe and orderly school environment and the perception of such by school faculty and staff.

Domain V: School Climate
Element 4: The school leader ensures that students, parents, and the community perceive the school environment as safe and orderly.
<p>Sample Evidences</p> <ul style="list-style-type: none"> <input type="checkbox"/> Clear and specific rules and procedures are in place for the running of the school <input type="checkbox"/> Social media is utilized so that students may anonymously report potential incidents <input type="checkbox"/> A system is in place for mass communicating to parents about issues regarding school safety (e.g. a call out system) <input type="checkbox"/> Coordination with local law enforcement agencies regarding school safety issues is a routine event <input type="checkbox"/> Parents and community are engaged to give input regarding issues of school safety <input type="checkbox"/> When asked, parents and students describe the school as a safe place <input type="checkbox"/> When asked, parents and students describe the school as an orderly place <input type="checkbox"/> When asked, community members perceive the school as safe and orderly <input type="checkbox"/> When asked, parents, students and community members describe the leader as highly visible and accessible
<p>Notes:</p>

Scale

	Ineffective (1)	Developing (2)	Effective (3)	Highly Effective (4)
V(4): The school leader ensures that students, parents, and the community perceive the school environment as safe and orderly.	The school leader attempts to ensure that well-defined routines and procedures are in place that lead to orderly conduct, but does not complete the task or does so partially OR the school leader does not attempt to do so.	The school leader ensures that well-defined routines and procedures are in place that lead to orderly conduct.	The school leader ensures that well-defined routines and procedures are in place that lead to orderly conduct AND monitors the extent to which students, parents, and the community share the perception that the school environment is safe and orderly.	The school leader ensures that rules and procedures are reviewed and updated as necessary to ensure a safe and orderly school environment and the perception of such by students, parents, and the community.

Domain V: School Climate
Element 5: The school leader manages the fiscal, operational, and technological resources of the school in a way that focuses on effective instruction and the achievement of all students.
<p>Sample Evidences</p> <ul style="list-style-type: none"> <input type="checkbox"/> Materials and resources for specific classes and courses meet the state or district specifications for those classes and courses <input type="checkbox"/> Detailed budgets are developed, submitted, and implemented <input type="checkbox"/> The school leader successfully accesses and leverages a variety of resources (e.g. grants, local, state, and federal funds) <input type="checkbox"/> Data are available to show that resources and expenditures produce results (i.e. curriculum programs improve student learning) <input type="checkbox"/> The school leader manages time effectively in order to maximize focus on instruction <input type="checkbox"/> The school leader appropriately directs the use of technology to improve teaching and learning <input type="checkbox"/> Adequate training is provided for the instructional technology teachers are expected to use <input type="checkbox"/> When asked, faculty and staff report that they have adequate materials to teach effectively <input type="checkbox"/> When asked, faculty and staff report that they have adequate time to teach effectively <p>Notes:</p>

Scale

	Ineffective (1)	Developing (2)	Effective (3)	Highly Effective (4)
V(5): The school leader manages the fiscal, operational, and technological resources of the school in a way that focuses on effective instruction and the achievement of all students.	The school leader attempts to manage the fiscal, operational, and technological resources necessary to support effective teaching, but does not complete the task or does so partially OR the school leader does not attempt to do so.	The school leader manages the fiscal, operational, and technological resources necessary to support effective teaching.	The school leader manages the fiscal, operational, and technological resources necessary to support effective teaching AND monitors the extent to which the resources and efficiencies enhance instruction and the achievement of all students.	The school leader actively seeks and procures extra resources to enhance instruction and the achievement of all students.

Domain V: School Climate

Element 6: The school leader acknowledges the success of the whole school, as well as individuals within the school.

Sample Evidences

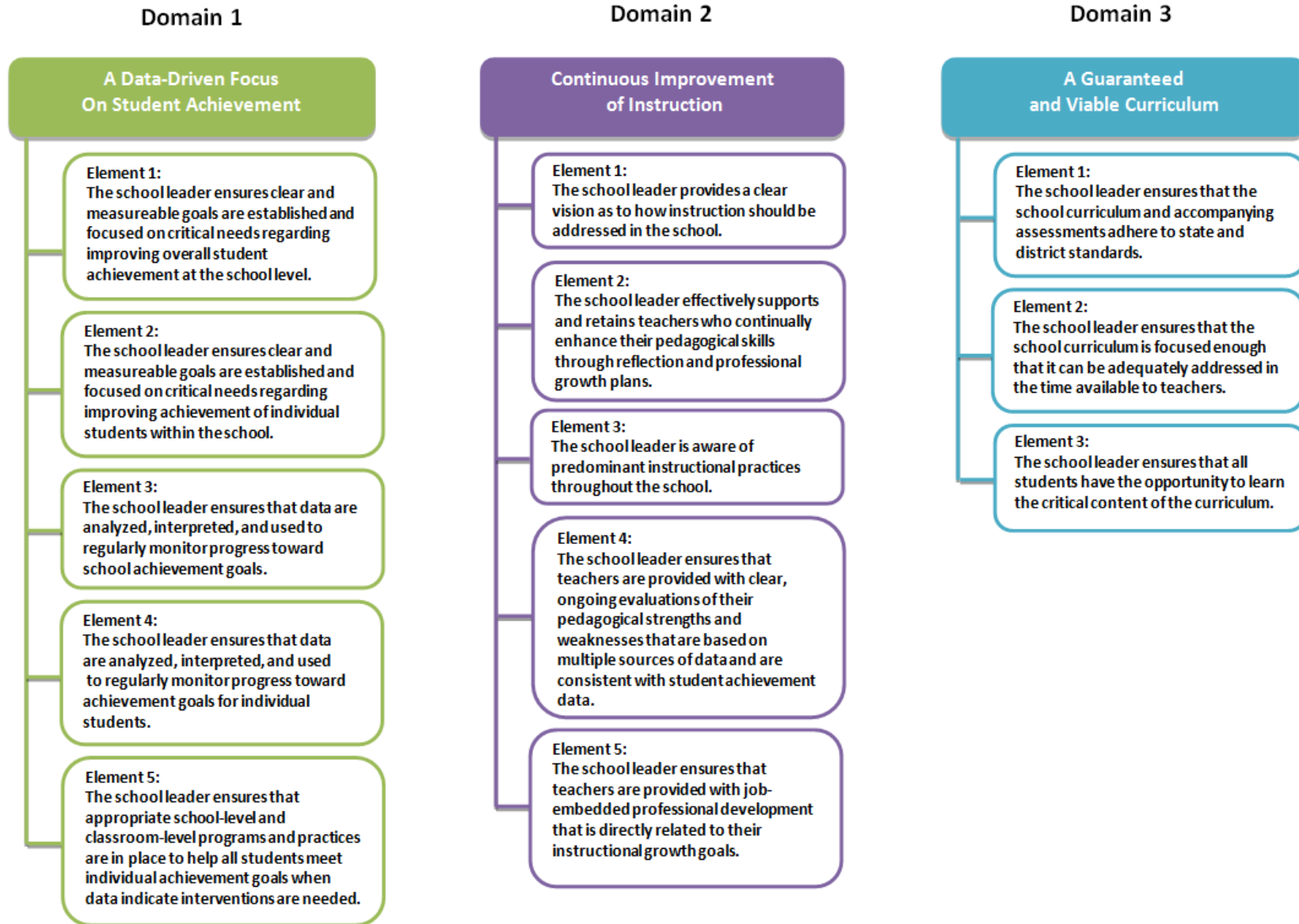
- The accomplishments of individual teachers, teams of teachers, and the whole school is celebrated in a variety of ways (e.g. faculty celebrations, newsletters to parents, announcements, websites, social media) is recognized
- The incremental successes of students and teachers is routinely recognized
- The successes of the diverse school community is celebrated
- When asked, faculty and staff report that accomplishments of the school and their individual accomplishments have been adequately acknowledged and celebrated
- When asked, students, parents and community report their accomplishments are adequately acknowledged and celebrated

Notes:

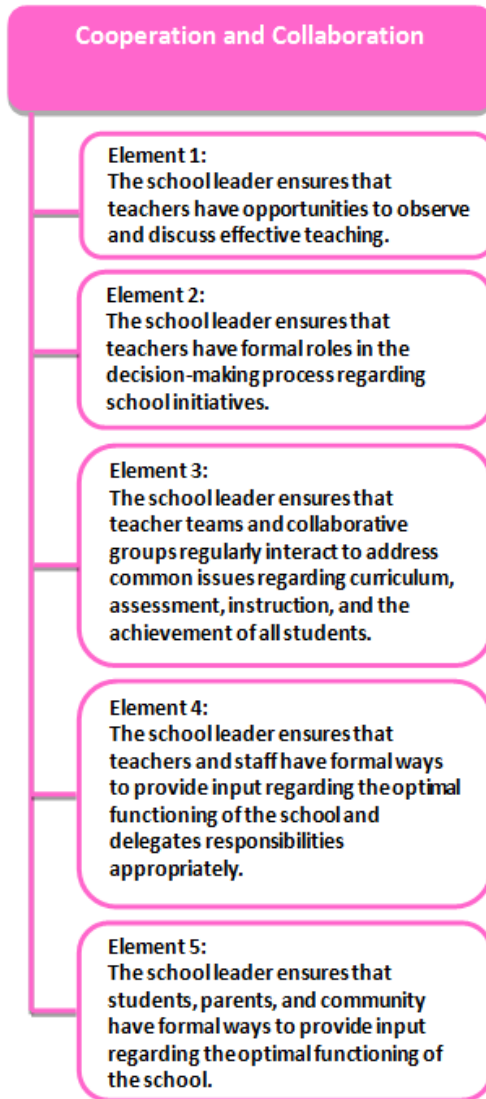
Scale

	Ineffective (1)	Developing (2)	Effective (3)	Highly Effective (4)
V(6): The school leader acknowledges the success of the whole school, as well as individuals within the school.	The school leader attempts to acknowledge and celebrate the accomplishments of the school as a whole and the accomplishments of individuals within the school, but does not complete the task or does so partially OR the school leader does not attempt to do so.	The school leader at the appropriate time acknowledges and celebrates the accomplishments of the school as a whole and the accomplishments of individuals within the school.	The school leader at the appropriate time acknowledges and celebrates the accomplishments of the school as a whole and the accomplishments of individuals within the school AND monitors the extent to which people feel honored for their contributions.	The school leader actively seeks a variety of methods for acknowledging individual and school-wide success that meet the unique needs of faculty and staff.

2013 Marzano School Leader Evaluation Model - New York



Domain 4



Domain 5

