

DEPARTMENT OF EDUCATIONAL LEADERSHIP AND COUNSELING
GRADUATE SCHOOL OF EDUCATION
INTERN EVALUATION BASED UPON ELCC STANDARDS
SCHOOL DISTRICT LEADERSHIP
DR. JAMES MILLS, SUPERVISOR OF EDUCATIONAL LEADERSHIP

- 1 unsatisfactory
- 2 weak satisfactory
- 3 satisfactory
- 4 strong satisfactory
- 5 exemplary

candidate name: _____

student number: _____

district location: _____

date of eval: _____

1. Mission and Vision

Develop a Vision:

D1. Developed and demonstrated the skills needed to work with a board of education to facilitate the development of a vision of learning for a school *district* that promotes the success of all students.

___ 1 ___ 2 ___ 3 ___ 4 ___ 5

D2. Based development of the vision on relevant knowledge and theories applicable to school-level leaders applied to a school *district* context.

___ 1 ___ 2 ___ 3 ___ 4 ___ 5

D3. Used data-based research strategies to create a vision that takes into account the diversity of learners in a *district*.

___ 1 ___ 2 ___ 3 ___ 4 ___ 5

D4. Demonstrated knowledge of ways to use a *district's* vision to mobilize additional resources to support the vision.

___ 1 ___ 2 ___ 3 ___ 4 ___ 5

Articulate a Vision:

D5. Demonstrated the ability to articulate the components of this vision for a *district* and the leadership processes necessary to implement and support the vision.

___ 1 ___ 2 ___ 3 ___ 4 ___ 5

D6. Demonstrated the ability to use data-based research strategies and strategic planning processes that focus on student learning to develop a vision, drawing on relevant information sources such as student assessment results, student and family demographic data, and an analysis of community needs.

___ 1 ___ 2 ___ 3 ___ 4 ___ 5

D7. Demonstrate the ability to communicate the vision to school boards, staff, parents, students, and community members through the use of symbols, ceremonies, stories, and other activities.

___ 1 ___ 2 ___ 3 ___ 4 ___ 5

Implement a Vision:

D8. Demonstrated the ability to plan programs to motivate staff, students, and families to achieve a school *district's* vision.

___ 1 ___ 2 ___ 3 ___ 4 ___ 5

D9. Designed research-based processes to effectively implement a *district* vision throughout an entire school *district* and community.

___ 1 ___ 2 ___ 3 ___ 4 ___ 5

Steward a Vision:

D10. Demonstrated the ability to align and, as necessary, redesign administrative policies and practices required for full implementation of a *district* vision.

___1___2___3___4___5

D11. Understands the theory and research related to organizational and educational leadership and engage in the collection, organization, and analysis of a variety of information, including student performance data, required to assess progress toward a *district's* vision, mission, and goals.

___1___2___3___4___5

Promote Community Involvement in the Vision:

D12. Demonstrated the ability to bring together and communicate effectively with stakeholders within the *district* and the larger community concerning implementation and realization of the vision.

___1___2___3___4___5

2. Climate, Culture, Instruction, and Professional Growth

Promote Positive School Culture:

D13. Develop a sustained approach to improve and maintain a positive *district* culture for learning that capitalizes on multiple aspects of diversity to meet the learning needs of all students.

___1___2___3___4___5

Provide Effective Instructional Program:

D14. Demonstrated an understanding of a variety of instructional research methodologies and can analyze the comparable strengths and weaknesses of each method.

___1___2___3___4___5

D15. Able to use qualitative and quantitative data, appropriate research methods, technology, and information systems to develop a long-range plan for a *district* that assesses the *district's* improvement and accountability systems.

___1___2___3___4___5

D16. Demonstrated the ability to use and promote technology and information systems to enrich district curriculum and instruction, monitor instructional practices, and provide assistance to administrators who have needs for improvement.

___1___2___3___4___5

D17. Demonstrated the ability to allocate and justify resources to sustain the instructional program.

___1___2___3___4___5

Apply Best Practices to Student Learning:

D18. Demonstrate the ability to facilitate and engage in activities that use best practices and sound educational research to improve instructional programs.

___1___2___3___4___5

D19. Demonstrated an ability to assist *school* and *district* personnel in understanding and applying best practices for student learning.

___1___2___3___4___5

D20. Understands and can apply human development theory, proven learning, and motivational theories, and concern for diversity to the learning process.

___1___2___3___4___5

D21. Understands how to use appropriate research strategies to profile student performance in a *district* and analyze differences among subgroups.

___ 1 ___ 2 ___ 3 ___ 4 ___ 5

Design a Comprehensive Professional Growth Plan:

D22. Demonstrated knowledge of adult learning strategies and the ability to apply technology and research to professional development design focusing on authentic problems and tasks, mentoring, coaching, conferencing, and other techniques that promote new knowledge and skills in the workplace.

___ 1 ___ 2 ___ 3 ___ 4 ___ 5

D23. Demonstrate the ability to use strategies such as observations and collaborative reflection to help form comprehensive professional growth plans with *district* and *school* personnel.

___ 1 ___ 2 ___ 3 ___ 4 ___ 5

D24. Developed personal professional growth plans that reflect commitment to life-long learning and best practices.

___ 1 ___ 2 ___ 3 ___ 4 ___ 5

3. Management of the Organization, Operations and Resources:

Manage the Organization:

D25. Demonstrated the ability to use research-based knowledge of learning, teaching, student development, organizational development, and data management to optimize learning for all students.

___ 1 ___ 2 ___ 3 ___ 4 ___ 5

D26. Demonstrated effective organization of fiscal, human, and material resources, giving priority to student learning and safety, and demonstrating an understanding of *district* budgeting processes and fiduciary responsibilities.

___ 1 ___ 2 ___ 3 ___ 4 ___ 5

D27. Demonstrated an ability to manage time effectively and to deploy financial and human resources in a way that promotes student achievement.

___ 1 ___ 2 ___ 3 ___ 4 ___ 5

D28. Demonstrated the ability to organize a *district* based on indicators of equity, effectiveness, and efficiency and can apply legal principles that promote educational equity.

___ 1 ___ 2 ___ 3 ___ 4 ___ 5

D29. Demonstrated an understanding of how to apply legal principles to promote educational equity and provide a safe, effective, and efficient facilities.

___ 1 ___ 2 ___ 3 ___ 4 ___ 5

Manage Operations:

D30. Demonstrated the ability to involve stakeholders in aligning resources and priorities to maximize ownership and accountability.

___ 1 ___ 2 ___ 3 ___ 4 ___ 5

D31. Can use appropriate and effective needs assessment, research-based data, and group process skills to build consensus, communicate, and resolve conflicts in order to align resources with the *district* vision.

___ 1 ___ 2 ___ 3 ___ 4 ___ 5

D32. Developed staff communication plans for integrating *district's* schools and divisions.

___ 1 ___ 2 ___ 3 ___ 4 ___ 5

D33. Developed a plan to promote and support community collaboration among *district* personnel.

___ 1 ___ 2 ___ 3 ___ 4 ___ 5

Manage Resources:

D34. Used problem-solving skills and knowledge of strategic, long-range, and operational planning (including applications of technology) in the effective, legal, and equitable use of fiscal, human, and material resource allocation that focuses on teaching and learning.

___1___2___3___4___5

D35. Creatively sought new resources to facilitate learning.

___1___2___3___4___5

D36. Applied an understanding of school *district* finance structures and models to ensure that adequate financial resources are allocated equitably for the district.

___1___2___3___4___5

D37. Applied and assessed current technologies for management, business procedures, and scheduling.

___1___2___3___4___5

4. Success of all Students by Collaboration:

Collaborate with Families and Other Community Members:

D38. Demonstrated the ability to facilitate the planning and implementation of programs and services that bring together the resources of families and the community to positively affect student learning.

___1___2___3___4___5

D39. Demonstrated an ability to use public information and research-based knowledge of issues and trends to collaborate with community members and community organizations to have a positive affect on student learning.

___1___2___3___4___5

D40. Applied an understanding of community relations models, marketing strategies and processes, data driven decision-making, and communication theory to craft frameworks for school, business, community, government, and higher education partnerships.

___1___2___3___4___5

D41. Demonstrated an ability to develop and implement a plan for nurturing relationships with community leaders and reaching out to different business, religious, political, and service organizations to strengthen programs and support district goals.

___1___2___3___4___5

D42. Demonstrated the ability to involve community members, groups, and other stakeholders in *district* decision- making, reflecting an understanding of strategies to capitalize on the district's integral role in the larger community.

___1___2___3___4___5

D43. Demonstrated the ability to collaborate with community agencies to integrate health, social, and other services in the schools to address student and family conditions that affect learning.

___1___2___3___4___5

D44. Demonstrated the ability to conduct community relations that reflects knowledge of effective media relations and that models effective media relations practices.

___1___2___3___4___5

D45. Developed and implemented strategies that support the involvement of families in the education of their children that reinforces for district staff a belief that families have the best interests of their children in mind.

___ 1 ___ 2 ___ 3 ___ 4 ___ 5

Respond to Community Interest and Needs:

D46. Facilitated and engaged in activities that reflect an ability to inform district decision-making by collecting and organizing formal and informal information from multiple stakeholders.

___ 1 ___ 2 ___ 3 ___ 4 ___ 5

D47. Demonstrated the ability to promote maximum involvement with, and visibility within the community.

___ 1 ___ 2 ___ 3 ___ 4 ___ 5

D48. Demonstrated the ability to interact effectively with individuals and groups that reflect conflicting perspectives.

___ 1 ___ 2 ___ 3 ___ 4 ___ 5

D49. Demonstrated the ability to effectively and appropriately assess, research, and plan for diverse *district* and community conditions and dynamics and capitalize on the diversity of the community to improve district performance and student achievement.

___ 1 ___ 2 ___ 3 ___ 4 ___ 5

D50. Demonstrated the ability to advocate for students with special and exceptional needs.

___ 1 ___ 2 ___ 3 ___ 4 ___ 5

Mobilize Community Resources:

D51. Demonstrated an understanding of and ability to use community resources, including youth services that enhance student achievement, to solve *district* problems and accomplish *district* goals.

___ 1 ___ 2 ___ 3 ___ 4 ___ 5

D52. Demonstrated how to use *district* resources to the community to solve issues of joint concern.

___ 1 ___ 2 ___ 3 ___ 4 ___ 5

D53. Demonstrated an understanding of ways to use public resources and funds appropriately and effectively to encourage communities to provide new resources to address emerging student problems.

___ 1 ___ 2 ___ 3 ___ 4 ___ 5

5. Acting with Integrity, Fairly, and in an Ethical Manner:

Acts with Integrity:

D54. Demonstrated a respect for the rights of others with regard to confidentiality and dignity and engage in honest interactions.

___ 1 ___ 2 ___ 3 ___ 4 ___ 5

Acts Fairly:

D55. Demonstrated the ability to combine impartiality, sensitivity to student diversity, and ethical considerations in their interactions with others.

___ 1 ___ 2 ___ 3 ___ 4 ___ 5

Acts Ethically:

D56. Made and explained decisions based upon ethical and legal principles.

___ 1 ___ 2 ___ 3 ___ 4 ___ 5

6. Understanding, Responding to, and Influencing the larger Political, Social, Economic, Legal and Cultural Context

Understanding the Larger Context:

D57. Demonstrated the ability to use appropriate research methods, theories, and

concepts to improve *district* operations.

___1___2___3___4___5

D58. Demonstrated an understanding of the complex causes of poverty and other disadvantages and their effects on families, communities, children, and learning.

___1___2___3___4___5

D59. Demonstrated an understanding of the policies, laws, and regulations enacted by local, state, and federal authorities affecting a specific *district*.

___1___2___3___4___5

D60. Can explain the system for financing public schools and its effects on the equitable distribution of educational opportunities within a *district*.

___1___2___3___4___5

D61. Demonstrate the ability to work with political leaders at the local, state, and national level.

___1___2___3___4___5

D62. Can apply an understanding of how specific laws at the local, state, and federal level affect school *districts* and residents.

___1___2___3___4___5

D63. Espoused positions in response to proposed policy changes that would benefit or harm *districts* and explain how proposed policies and laws might improve educational and social opportunities for specific communities.

___1___2___3___4___5

Respond to the Larger Context:

D64. Demonstrated the ability to engage students, parents, members of the school board, and other community members in advocating for adoption of improved policies and laws.

___1___2___3___4___5

D65. Applied an understanding of the larger political, social, economic, legal, and cultural context to develop activities and policies that benefit their *district* and its students.

___1___2___3___4___5

D66. Demonstrated the ability to communicate regularly with all segments of the *district* community concerning trends, issues, and policies affecting the *district*.

___1___2___3___4___5

Influence the Larger Context:

D67. Demonstrated an understanding of how to develop lines of communication with local, state, and federal authorities and actively advocate for improved policies, laws, and regulations affecting a specific district, both directly and through organizations representing schools, educators, or others with similar interests.

___1___2___3___4___5

D68. Demonstrated the ability to advocate for policies and programs that promote equitable learning opportunities and success for all students, regardless of socioeconomic background, ethnicity, gender, disability, or other individual characteristics.

___1___2___3___4___5

7. Internship

Substantial:

D69. Demonstrate the ability to accept genuine responsibility for leading, facilitating, and making decisions typical of those made by district leaders. The experience(s) should provide

interns with substantial responsibilities that increase over time in amount and complexity and involve direct interaction and involvement with staff, school board members, students, parents, and school and community leaders

___1___2___3___4___5

D70. Had a minimum of six months or equivalent of full time internship experience

___1___2___3___4___5

Sustained:

D71. Participated in planned intern activities during the entire course of the program, including an extended period of time near the conclusion of the program to allow for candidate application of knowledge and skills on a full-time basis.

___1___2___3___4___5

Standards -based:

D72. Applied skills and knowledge articulated in these standards as well as state and local standards for educational leaders.

___1___2___3___4___5

D73. Experiences were designed to accommodate candidates' individual needs.

___1___2___3___4___5

Real Settings:

D74. Experiences occurred in multiple *district* administrator settings and allow for the demonstration of relevant knowledge and skills.

___1___2___3___4___5

D75. Experiences include work with appropriate community organizations, parent groups, and school boards.

___1___2___3___4___5

Planned and Guided Cooperatively:

D76. Experiences were planned cooperatively by the individual, the site supervisor, and institution personnel to provide inclusion of appropriate opportunities to apply skills, knowledge, and research contained in the standards. These three individuals worked together to meet candidate and program needs.

___1___2___3___4___5

D77. Mentors were provided training to guide the candidate during the intern experience.

___1___2___3___4___5

Credit:

D78. Intern earned graduate credit for their intern experience.

___1___2___3___4___5