

Using Multiple Forms of Data in Principal Evaluations: An Overview with Examples

Principal evaluations should provide information about the most important aspects of principal performance, what principals do; how they do it; and the impact they have on their schools, teaching, and student learning. Expectations for what constitutes principal effectiveness are extensive, and thus make assessing principals complicated.

Recent developments in measures of principal knowledge and performance and of principal evaluation models emphasize the need to collect and use multiple forms of data to capture the scope and complexity of new expectations. This brief explains basic concepts about multiple forms of data that apply to principal evaluation systems. It then provides examples for using multiple forms of data that illustrate a wide range of options used by states, districts, and organizations. The examples demonstrate various choices and decisions that use multiple data sources within context-specific purposes and resources.

This brief describes basic concepts for using multiple forms of data in principal evaluation systems, including information about student learning. While research and professional standards show that there is strong agreement that using more than one form of data and data source is good practice, there are fewer consensuses on the methods that districts select and use in principal evaluations. This is demonstrated by the examples from states, districts, and initiatives included in this brief. It is important to follow these efforts as they are revised and implemented to see how the concept of using multiple forms of data plays out in practice.

The author presents multiple forms of data by looking at basic concepts that apply to principal evaluation systems. The following questions are addressed regarding multiple forms of data:

1. What are multiple forms of data?
2. When are multiple forms of data needed?
3. What sources of data can provide multiple forms of data?
4. How should multiple forms of data be selected?
5. How can multiple forms of data be combined for decisions?

The paper continues with a discussion on comparing the use of multiple forms of data in principal evaluations. Some sample measures and forms of data include student learning, teacher effectiveness, school improvement, and district goals.

The author also introduces examples of multiple forms of data from the field. This portion of the brief includes a description of the following locations:

1. Arizona Framework for Measuring Educator Effectiveness
2. Colorado Principal Evaluation Framework
3. Florida Personnel Evaluation System (Student Success Act)
4. Maryland Educator Evaluation System
5. New Leaders (NL) Principal Evaluation System
6. New York City Principal Performance Review
7. Tennessee Teacher and Principal Evaluation Policy
8. Washington D.C. Public Schools Effectiveness Assessment System for School-Based Personnel (School Leaders): IMPACT

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