



**PRINCIPAL EVALUATION SURVEY PROVIDERS
TECHNICAL PROPOSAL - APPLICATION**

Please check the most appropriate category:

<p>Principal Evaluation Survey Instrument*</p> <p><input type="checkbox"/> Free <input checked="" type="checkbox"/> For Cost</p>
<p>If for cost, to which do fees apply:</p> <p><input checked="" type="checkbox"/> Survey Instrument <input checked="" type="checkbox"/> Related services (e.g., training or professional development associated with survey use)</p>
<p>If services are offered by the applicant, are any mandatory in order to use the survey instrument?</p> <p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>
<p>This Principal Evaluation Survey is intended for use:</p> <p><input checked="" type="checkbox"/> School-wide <input checked="" type="checkbox"/> District-wide</p>
<p>This Principal Evaluation Survey is intended for use in the following grade levels:</p> <p><input type="checkbox"/> PreK <input type="checkbox"/> Kindergarten <input type="checkbox"/> Grade 1</p> <p><input type="checkbox"/> Grade 2 <input checked="" type="checkbox"/> Grade 3 <input checked="" type="checkbox"/> Grade 4</p> <p><input checked="" type="checkbox"/> Grade 5 <input checked="" type="checkbox"/> Grade 6 <input checked="" type="checkbox"/> Grade 7</p> <p><input checked="" type="checkbox"/> Grade 8 <input checked="" type="checkbox"/> Grade 9 <input checked="" type="checkbox"/> Grade 10</p> <p><input checked="" type="checkbox"/> Grade 11 <input checked="" type="checkbox"/> Grade 12</p>
<p>This Principal Evaluation Survey is intended for use by the following audience(s):</p> <p><input checked="" type="checkbox"/> Students</p> <p><input checked="" type="checkbox"/> Parents / Guardians / Families</p> <p><input checked="" type="checkbox"/> Teachers</p>

* A full application with all required materials, including this cover page, shall be submitted for each survey instrument. Your survey(s) must be attached in the Appendix section of your submission.



**TEACHER AND PRINCIPAL EVALUATION SURVEY PROVIDERS
TECHNICAL PROPOSAL – SURVEY DESIGN AND IMPLEMENTATION**

Survey Design and Implementation:

In this section, the applicant should present evidence that its submitted survey instrument has a demonstrated record of effectiveness in contributing to teacher and/or principal achievement.

<p>1. Describe and detail any empirical or statistical evidence of demonstrated professional achievement for teachers and/or principals over time as a result of provider services.</p>	<p>Clearly labeled tables or graphs depicting this improvement should be submitted as appendices.</p> <p>There exists no empirical or statistical evidence currently available demonstrating improvement as a result of use of K12 Insight surveys, nevertheless significant research exists demonstrating the impact on student performance and teaching and learning via the leadership practices and behaviors that are assessed by the K12 Insight surveys (see information provided on Form B, Table 1.4).</p> <p>Further, over the past ten years, K12 Insight has established itself as one of the top survey providers in the country and our clients often attribute professional achievements to our services. K12 Insight partners with over one hundred of public school districts and educational organizations nationwide to develop strategic communication initiatives that allow every stakeholder voice to be heard.</p> <p>For example, in a presentation to a standing room only audience, the 2012 American Association of School Superintendents Superintendent of the Year, singled out K12 Insight as being part of a team of experts that has helped him, his leadership team and his school board effectively communicate and engage with parents, teachers, students and community members.</p>
<p>2. What is the methodology used to collect evidence of the demonstrated professional achievement for teachers or principals (i.e. measures and analyses used, comparison groups, etc.)?</p>	<p>K12 Insight engages in regular communication with school and district leaders. These communications include, but are not limited to videotaped testimonials (found on our website at http://www.k12insight.com/testimonials/index.html), press releases, and focus groups with stakeholders. We also regularly provide case studies of demonstrated success. These cases are also presented on our website.</p>
<p>3. What type of research design has been established to support these findings? (e.g., experimental, non-experimental, quasi-experimental,</p>	<p>The research department at K12 Insight is currently expanding and will be initiating this type of empirical research in the immediate future.</p>

<p>etc)</p> <p>4. Describe and detail the proposed scoring or rating system associated with the survey being submitted that a district can use to distinguish among educators.</p> <p>Please note: Distinguishing among educators with this survey is collectively bargained. Districts and their collective bargaining units will determine whether to adopt the proposed method for distinguishing.</p>	<p>Clearly labeled tables or charts depicting this scoring/rating system should be submitted as appendices.</p> <p>Most survey questions utilize a 4-point Likert scale where teachers, parents, community members or students are asked to provide the extent to which they agree with the survey statements. Response options typically include 1=Strongly Disagree, 2=Disagree, 3=Agree, and 4=Strongly Agree. In some instances, the survey for parents and community members will include a fifth option of “I don’t know.”</p> <p>Survey items have demonstrated adequate construct validity and internal consistency within certain areas (see Form B Table 1.4), and this will be tested for each district choosing to utilize the survey based on the ISLLC Standards to which each item is aligned. Surveys will contain at least three items aligned to each of the six ISLLC Standards, and often more. Thus, K12 Insight plans to calculate component scores that will be transformed to evaluative scores for a principal, where 1=Does not meet standard, 2=Improvement necessary, 3=Effective, and 4=Highly Effective. Evaluative scores will only be determined if the results of initial component and reliability analyses warrant grouping items in this way; and, this will be checked for each school district, each time a survey is administered. The qualifiers for this scale are based on Kim Marshall’s work and associated rubrics that facilitate easy identification of areas in need of improvement. As Marshall’s rubric states, “the Effective level describes solid, expected professional performance; any administrator should be pleased with scores at this level. The Highly Effective level is reserved for truly outstanding leadership as described by very demanding criteria; there will be relatively few scores at this level. Improvement Necessary indicates that performance has real deficiencies and must improve (although some novice administrators might start here). And performance at the Does Not Meet Standards level is clearly unacceptable and will lead to dismissal if it is not improved immediately.” These qualifiers also discourage identifying principals as “failing” or “proficient,” both being terms that K12 Insight does not believe accurately reflects a view towards improving effective practice.</p>
<p>5. Describe and detail your organization’s demonstrated ability to adapt</p>	<p>K12 Insight believes that in order to build trust and engage the silent majority of parents, teachers, and com-</p>

and sustain the submitted survey to align with the requested needs of participating LEAs.

community members, there must be a culture of transparency and collaborative decision-making. This culture must, by definition, invite and encourage candid input from stakeholder groups. To meet this goal, the K12 Insight comprehensive and systemic solution helps school districts build and nurture trust with all their stakeholders. By proactively reaching out to all groups, especially including those that comprise the silent majority, K12 Insight believes school leaders will be better equipped to effectively educate their students and have conversations about the very real challenges they face. A knowledgeable community is a community less vulnerable to being swayed by negative chatter.

The K12 Insight approach includes two essential practices that demonstrate our ability to adapt and sustain our surveys--communicating with and launching surveys to stakeholders. Each practice, by itself, does not do enough to effectively engage those a school or district is trying to reach. By balancing these two approaches, K12 Insight provides leaders with tools to effectively communicate with the public while also continuing to gather input through the surveys.



**TEACHER AND PRINCIPAL EVALUATION SURVEY PROVIDERS
TECHNICAL PROPOSAL – ORGANIZATIONAL CAPACITY**

Organizational Capacity:

In this section, the applicant should demonstrate that it has adequate human, organizational, and technical resources to provide the proposed teacher and/or principal evaluation survey services.

<p>1. A description of the organization, including information such as length of time in operation, number of existing locations, number of staff, an organization chart, etc.</p>	<p>K12 Insight has been working with Public Schools since 2003. We work with over 300 school districts and our only business is providing expertise in re-search, survey and survey-based out-reach to public schools. The company is headquartered in Herndon, Virginia and we have offices in four other states. The company employs 220 professionals including researchers, communications specialists, project management special-ists, trainers, focus group facilita-tors. Members of the leadership team have extensive experience in research and in working with public schools and are regularly featured speakers at K12 conferences such as AASA and its affiliates. Specifically, we have presented at conferences of the New York State Council of School Superintendents since 2006.</p>
<p>2. A brief description of the organiza-tion’s history of providing similar teacher and/or principal evaluation services, including the outcomes achieved, number of previous con-tracts, the diversity of clients, the number of students served, etc.</p>	<p>K12 Insight works with over 300 school districts in 22 states across the Unit-ed States. We started by helping school districts with organizational effectiveness by creating dashboards of key performance indicators, particularly for perceptual and attitudinal data. Our work focuses on creating a system of feedback for all stakeholders. We have helped school districts with School Climate surveys to help with School Improvement Plans and District Strategic Plans since 2003. Additionally, we help districts interpret the da-ta and incorporate them into their plans. The results of our work have provided districts the foundation to underake major reorganization and staffing decisions.A significant trans-formation was undertaken in Barnstable Public Schools in Massachusetts (a reference letter from the superintendent has been attached). We work with school districts that are rural, urban and suburban, small, medium and large. Our smallest client district has fewer than 600 students and largest district has nearly 70,000 students.</p>
<p>3. Copies of the organization’s tax re-turs for the past two years, or other evidence of fiscal soundness, e.g. annual financial statements, fiscal au-</p>	<p>Please clearly identify and attach this documentation in the Appendix section.</p>

<p>mits, Dunn & Bradstreet reports, etc., submitted as Appendices.</p>	
<p>4. Copy of the organization's 501(c)3 certificate or State license.</p>	<p>Please clearly identify and attach this documentation in the Appendix section.</p>
<p>5. Information as to whether lawsuits have been filed against the organization for educational and/or fiscal mismanagement, civil rights violations, criminal act(s), or other reason(s); and indicate the outcome of each instance.</p>	<p>No.</p>
<p>6. Information as to whether the organization has been denied the ability to conduct business in any state and indicate the reason(s) for such denial.</p>	<p>No.</p>
<p>7. Information as to whether the organization has been debarred or suspended from doing business with any local government, state, or the federal government.</p>	<p>No.</p>
<p>8. Information as to whether the organization has been approved as a teacher and/or principal evaluation service provider in another state and specify such state(s).</p>	<p>No.</p>



**TEACHER AND PRINCIPAL EVALUATION SURVEY PROVIDERS
Assurances and Signature**

In submitting this application to be included in the State Education Department’s Teacher and Principal Survey instrument Service Provider list, I certify that:

1. The organization will comply with all applicable Federal, State and local health, safety, and civil rights laws.
2. All individuals employed by or otherwise associated with the organization, who will have direct contact with eligible teachers, principals, or students, will be subject to all of the fingerprint and criminal history record check requirements contained in law, including, Education Law §§305(30), 1125(3), 1604(39), 1604(40), 1709(39), 1709(40), 1804(9), 1804(10), 1950(4)(ll), 1950(4)(mm), 2503(18), 2503(19), 2554(25), 2554(26), 2590-h (20), 2854(3)(a-2), 2854(3)(a-3), 3035 and Part 87 of the regulations of the Commissioner of Education.
3. All instruction and content will be secular, neutral, and non-ideological.
4. All instruction and content provided to LEAs will be aligned to the applicable professional standards of practice for teachers and/or principals, including but not limited to, the New York State Teaching Standards, ISLCC 2008 Leadership standards, New York State Education Law, and the Commissioner’s regulations.
5. The organization is fiscally sound and will be able to complete services to the eligible local educational agency.

The undersigned hereby certifies that I am an individual authorized to act on behalf of the organization in submitting this application and assurances. I certify that all of the information provided herein is true and accurate, to the best of my knowledge. I understand that, if any of the information contained herein is found to have been deliberately misrepresented, that may constitute grounds for denying the applicant’s request for approval to be placed in the list of Teacher and Principal Survey instrument Service Providers or for removal from that same list. I further certify that the organization will comply with all of the assurances set forth herein.

<p>1. Name of Organization (PLEASE PRINT/TYPE)</p> <p>Zarca Interactive ADBA K12 Insight</p>	<p>4. Signature of Authorized Representative (PLEASE USE BLUE INK)</p>
<p>2. Name of Authorized Representative (PLEASE PRINT/TYPE)</p> <p>Suhail Farooqui</p>	<p>5. Date Signed</p>
<p>3. Title of Authorized Representative (PLEASE PRINT/TYPE)</p> <p>Chief Executive Officer</p>	