We used a modified Bookmark approach to setting proficiency standards (Cizek, 2001) for the following four proficiency levels: Below Basic, Basic, Proficient and Distinguished. The rubric summary ratings are easily convertible to the four rating categories that New York State has adopted.

The three cut scores used to differentiate these four levels of leadership proficiency are: 3.29 between Basic and Below Basic; 3.60 between Basic and proficient; and 4.00 between proficient and distinguished. The result of these cut scores is that principals who earn a mean item response score averaged across all respondent groups in the range of 1.0 to 3.28 will be described as behaving at the Below Basic level. Principals who earn a mean item response score averaged across all respondent groups in the range of 3.29 to 3.59 will be described as behaving at the Basic level. Principals who earn a mean item response score averaged across all respondent groups in the range of 3.60 to 3.99 will be described as behaving at the proficient level. Finally, principals who earn a mean item response score averaged across all respondent groups in the range of 4.00 to 5.00 will be described as behaving at the distinguished level. Based on our national field trial with 300 principals, these cut scores resulted in 17% of principals at the Below Basic level, 33% at the Basic level, 36% at the proficient level, and 14% at the distinguished level of proficiency.

The categories can convert easily to New York State's rating categories as follows:

Below Basic = Ineffective
Basic = Developing
Proficient = Effective
Distinguished = Highly Effective