

Reeves Leadership Performance Matrix

State of New York Principal Practice
Rubric Webinar - 8/10/11

The
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Center®

Developed by Douglas B. Reeves, the Leadership Performance Matrix is an educational leadership assessment tool that facilitates an administrator's growth and effectiveness in order to support teaching excellence and student learning. As part of its Race to the Top initiative, the New York State Education Department (NYSED) sought assessment tools to align administrator and teacher practices and has selected The Leadership and Learning Center with the Leadership Performance Matrix as a state-approved provider.

Key clarification points of the Reeves Leadership Performance Matrix:

Clear, specific, formative tool to be used also for evaluation; Effective systems are:

- **Proactive:** Starts before the job begins
- **Reciprocal:** Gives leaders the opportunity to provide feedback to the organization
- **Empowering:** Provides leaders with the authority to make decisions that will improve their effectiveness
- **Standards Based:** Includes clear standards for proficient and exemplary performance
- **Truthful:** Leads to honest and accurate feedback
- **Objective:** Describes specific behaviors

The Center's Evaluation System is more than just the rubric; It includes the following components, all tied to real-world circumstances and needs of leaders:

- Individualized professional growth plan, based on data
- Multiple assessments targeted on specific leadership dimensions
- Scoring guide
- Matrix reflection guide
- Staff questionnaire
- Coaching protocols and guides
- Implementation rubrics
- Summative evaluation form

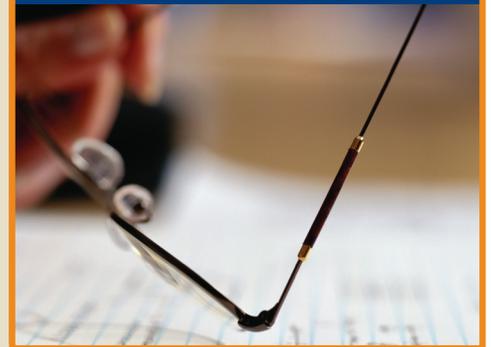
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As a hallmark of The Center, we focus on deep implementation of practices and tools that will improve leadership performance. In working with specific systems across New York, Dr. Reeves and The Leadership and Learning Center will provide professional development support that is effective, efficient, and ensures fidelity of implementation. Our highly qualified Professional Development Associates, comprised of former Principals, Instructional Leaders, and Superintendents, is committed to providing expertise in these services at a reasonable cost.

The professional development and follow-up support will build internal capacity to improve leadership, teaching, and learning. This work will also connect and leverage other professional development taking place in each individual system. Each district will have the opportunity to speak with a Center consultant before beginning the work to discuss inherent obstacles and results the consultant has experienced with previous clients. The Center looks forwards to further discussions with NYSED, as well as BOCES and district personnel to meet budgetary and educational needs.

A starburst-shaped badge with a scalloped edge, containing the word "NEW" in white capital letters on a dark orange background.

In response to specific feedback from New York educators, The Center has created a new support package for the Reeves Leadership Performance Matrix.

Multi-District Overview Package

- **Initial 2-day Overview Session** – Supports all principals and principal evaluators with a clear understanding of the content and design of the rubric to improve leadership performance.

The Center can offer a 2-day overview for all principals and principal evaluators in one or more districts (up to a maximum of 60 participants). By combining resources and aligning goals, districts can significantly reduce their average cost per attendee. This package satisfies the minimum requirement to adopt the Reeves Leadership Performance Matrix in New York.

Total Inclusive Investment: \$14,057.00



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All Implementation Options include an Initial 2-day Overview Session – Supports all principals and principal evaluators with a clear understanding of the content and design of the rubric to improve leadership performance.

Implementation Option #1

- **1-day Rubric Customization Session** – Bringing multiple constituencies together, Center consultant will facilitate a focused discussion on customizing the research-based tool to meet local needs and areas of focus, aligned state guidelines.
- **1-day Implementation Support** – Provides guidance and interactive activities for principals to utilize the tool to improve performance and for principal evaluators to utilize the tool for effective feedback and inter-rater reliability.

Total Investment (Including travel, materials, and all other expenses): **\$25,357.00**

Implementation Option #2

- **2-day Rubric Customization Session** – Bringing multiple constituencies together, Center consultant will facilitate a focused discussion on customizing the research-based tool to meet local needs and areas of focus, aligned state guidelines. This session will include focus groups and clear guidance and analysis to reach consensus on final tool and system.
- **2-day and 4 webinar Implementation Support** – Providing guidance and interactive activities for principals to utilize the rubric to improve performance and for principal evaluators to utilize the tool for effective feedback, ensuring inter-rater reliability. Additional support will focus on effective communication across the district, and how to consistently use the tool for differentiated professional growth based on the needs of each leader.

Total Investment (Including travel, materials, and all other expenses): **\$42,307.00**

Implementation Option #3

- **2-day Rubric Customization Session** – Bringing multiple constituencies together, Center consultant will facilitate a focused discussion on customizing the research-based tool to meet local needs and areas of focus, aligned state guidelines. This session will include focus groups and clear guidance and analysis to reach consensus on final tool to be used by District, with specific weightings on the dimensions.
- **4-day and 4 webinar Implementation and Monitoring Support** – Days 1 and 2 on-site and 4 webinars: Providing guidance and interactive activities for principals to utilize the tool to improve performance and for principal evaluators to utilize the tool for formative and summative, effective feedback, ensuring inter-rater reliability. Webinars will focus on effective communication across the district, and how to consistently use the tool for differentiated professional growth based on the needs of each leader. On-site days 3 and 4 will be spread throughout later in the year on monitoring the process and impact on leadership to improve adult actions.

Total Investment (Including travel, materials, and all other expenses): **\$53,607.00**

