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Name
Date

Pat Sample
May, 2015



Marshall Principal 360 Survey

Assessment Report

for

Pat Sample

May, 2015

SUMMARY OVER ALL FOR FULL STAFF BY STANDARD AND INDICATOR

A. STRATEGY		B. FIRST THINGS FIRST		C. CURRICULUM AND DATA		D. TALENT DEVELOPMENT		E. CULTURE		F. MANAGEMENT	
Criteria	Rating	Criteria	Rating	Criteria	Rating	Criteria	Rating	Criteria	Rating	Criteria	Rating
a. Team	3.0	a. Planning	2.7	a. Expectations	2.9	a. Meetings	2.6	a. Expectations	2.3	a. Ethics	3.1
b. Diagnosis	2.9	b. Communication	2.5	b. Baselines	2.6	b. Ideas	2.4	b. Effectiveness	2.8	b. Scheduling	2.9
c. Gap	2.7	c. Outreach	2.8	c. Targets	2.7	c. Development	2.8	c. Celebration	3.9	c. Movement	2.6
d. Mission	2.7	d. Follow-Up	2.7	d. Materials	3.2	d. Empowerment	2.4	d. Training	2.8	d. Custodians	2.9
e. Target	2.3	e. Expectations	2.6	e. Interims	2.6	e. Support	2.6	e. Support	2.9	e. Transparency	2.9
f. Theory	2.6	f. Delegation	2.8	f. Analysis	2.4	f. Units	2.5	f. Openness	3.4	f. Bureaucracy	3.2
g. Strategy	3.1	g. Meetings	2.9	g. Causes	2.4	g. Evaluation	2.0	g. Curriculum	2.7	g. Budget	3.2
h. Support	2.7	h. Prevention	2.8	h. Follow-Up	2.6	h. Criticism	2.9	h. Conferences	2.8	h. Compliance	3.2
i. Enlisting	3.0	i. Efficiency	2.9	i. Monitoring	2.8	i. Accountability	1.4	i. Communication	2.8	i. Relationships	2.9
j. Revision	2.8	j. Balance	3.4	j. Celebration	2.9	j. Hiring	2.7	j. Safety-net	2.7	j. Resources	3.2
Criteria Avg.	2.8	Criteria Avg.	2.8	Criteria Avg.	2.7	Criteria Avg.	2.4	Criteria Avg.	2.9	Criteria Avg.	3.0

Highly Effective: 4
Effective: 3
Improvement Necessary: 2
Does Not Meet Standards: 1

Evaluator Comments:

Highly Effective	4	Master principal performance that meets very demanding criteria
Effective	3	Solid, expected professional performance
Improvement Necessary	2	Performance is mediocre
Does Not Meet Standards	1	Unacceptable performance

SUMMARY SCORES USING CONDITIONAL FORMATING

The color of the cells is relative to all of the scores

with

the **highest score GREEN** and the **Lowest score RED**

SUMMARY OVER ALL FOR FULL STAFF BY STANDARD AND INDICATOR

A. STRATEGY		B. FIRST THINGS FIRST		C. CURRICULUM AND DATA		D. TALENT DEVELOPMENT		E. CULTURE		F. MANAGEMENT	
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f. Theory	2.6	f. Delegation	2.8	f. Analysis	2.4	f. Units	2.5	f. Openness	3.4	f. Bureaucracy	3.2
g. Strategy	3.1	g. Meetings	2.9	g. Causes	2.4	g. Evaluation	2.0	g. Curriculum	2.7	g. Budget	3.2
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i. Enlisting	3.0	i. Efficiency	2.9	i. Monitoring	2.8	i. Accountability	1.4	i. Communication	2.8	i. Relationships	2.9
j. Revision	2.8	j. Balance	3.4	j. Celebration	2.9	j. Hiring	2.7	j. Safety-net	2.7	j. Resources	3.2
Criteria Avg.	2.8	Criteria Avg.	2.8	Criteria Avg.	2.7	Criteria Avg.	2.4	Criteria Avg.	2.9	Criteria Avg.	3.0

Score Colors Relative to Each Other:

Highest Score	Middle Schools	Lowest Scores
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STRATEGY

FREQUENCY DISTRIBUTION OF INDICATOR RATINGS FOR ALL RESPONSES

A. STRATEGY

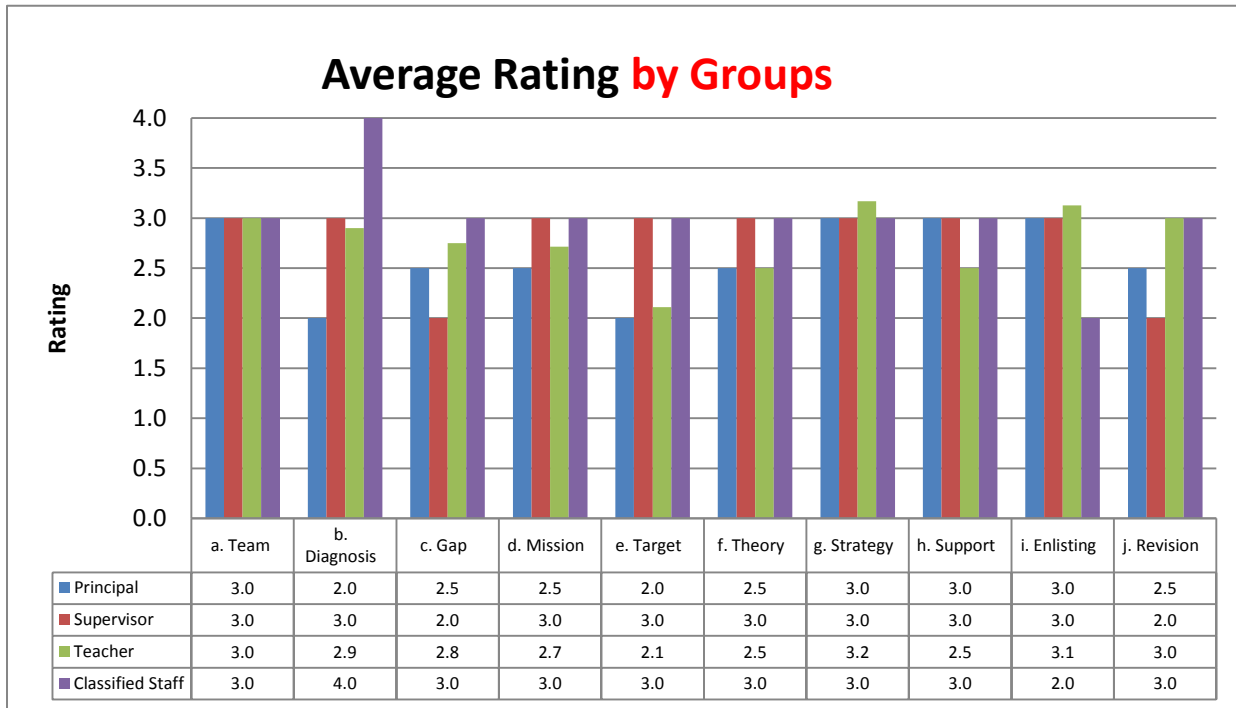
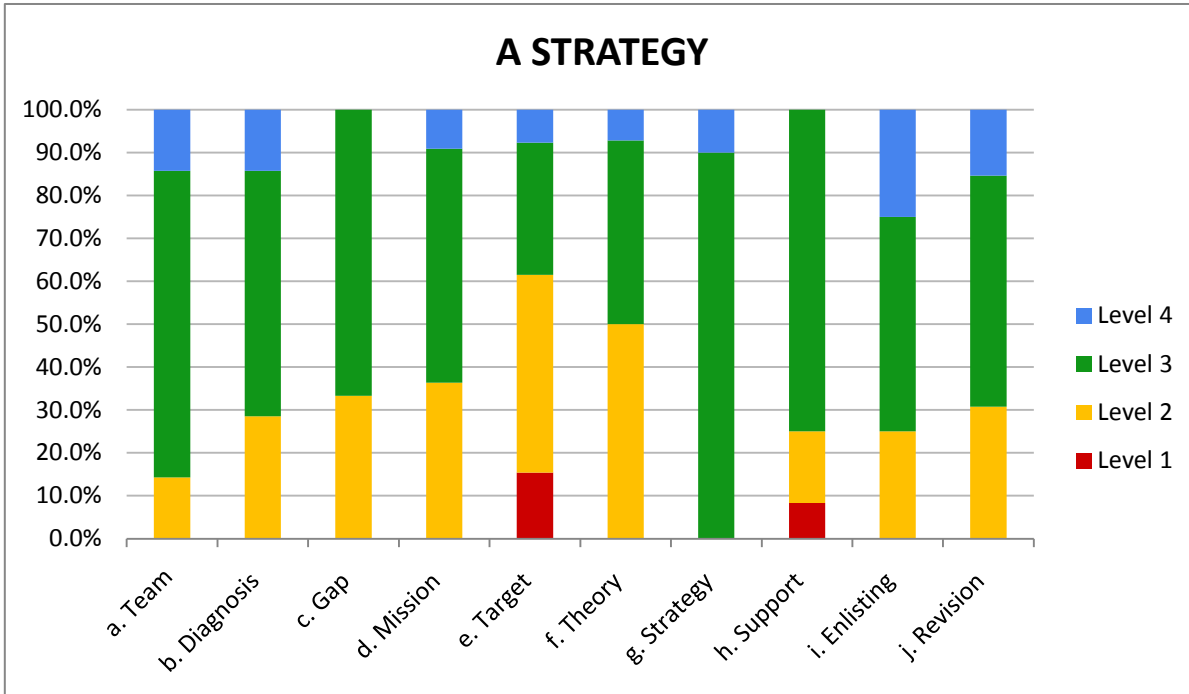
	4 Highly Effective	3 Effective	2 Improvement Necessary	1 Does Not Meet Standards	Average
a. Team	2	10	2	0	3.00
b. Diagnosis	2	8	4	0	2.86
c. Gap	0	8	4	0	2.67
d. Mission	1	6	4	0	2.73
e. Target	1	4	6	2	2.31
f. Theory	1	6	7	0	2.57
g. Strategy	1	9	0	0	3.10
h. Support	0	9	2	1	2.67
i. Enlisting	3	6	3	0	3.00
j. Revision	2	7	4	0	2.85

INDICATOR RATING LEVEL BY PERCENT OF ALL GROUPS

A. STRATEGY

	4 Highly Effective	3 Effective	2 Improvement Necessary	1 Does Not Meet Standards
a. Team	14.3%	71.4%	14.3%	0.0%
b. Diagnosis	14.3%	57.1%	28.6%	0.0%
c. Gap	0.0%	66.7%	33.3%	0.0%
d. Mission	9.1%	54.5%	36.4%	0.0%
e. Target	7.7%	30.8%	46.2%	15.4%
f. Theory	7.1%	42.9%	50.0%	0.0%
g. Strategy	10.0%	90.0%	0.0%	0.0%
h. Support	0.0%	75.0%	16.7%	8.3%
i. Enlisting	25.0%	50.0%	25.0%	0.0%
j. Revision	15.4%	53.8%	30.8%	0.0%

INDICATOR RATING LEVEL BY PERCENT OF ALL GROUPS



FIRST THINGS FIRST

FREQUENCY DISTRIBUTION OF INDICATOR RATINGS FOR ALL RESPONSES

B. FIRST THINGS FIRST

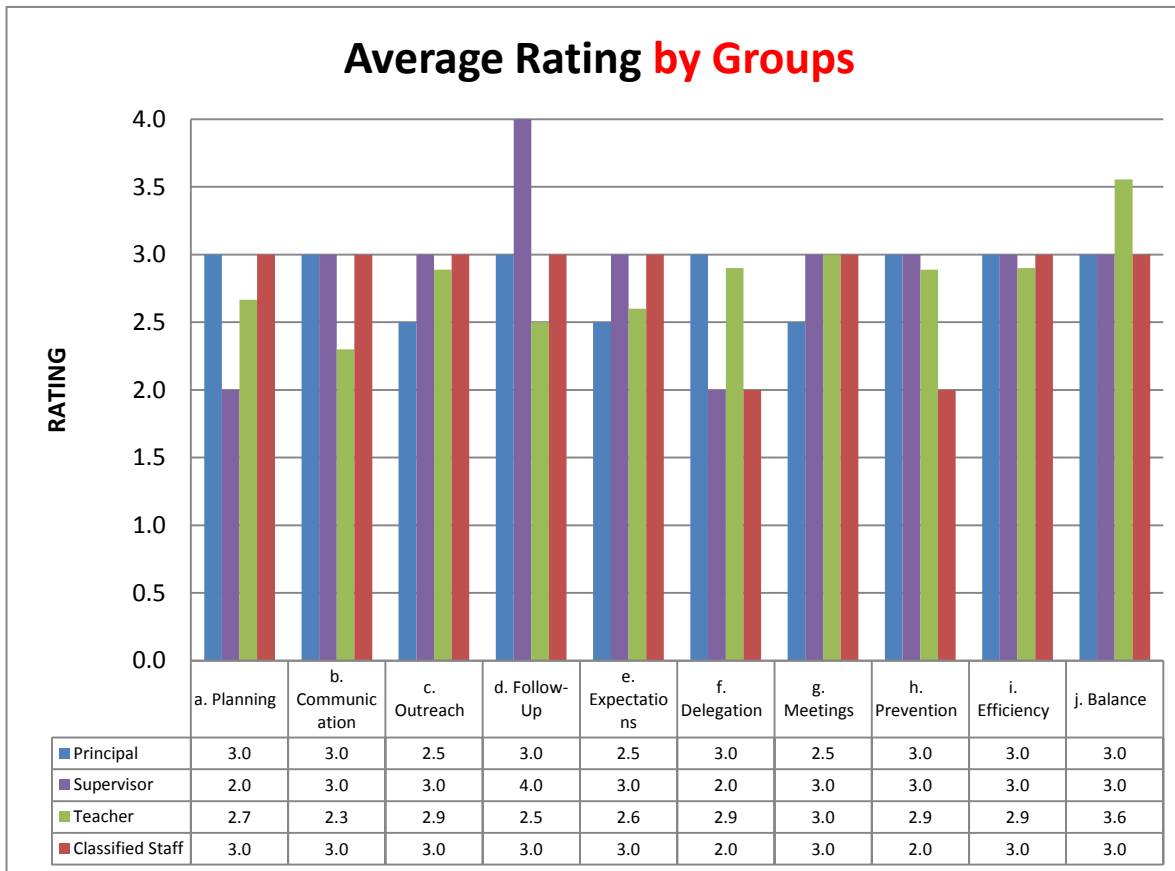
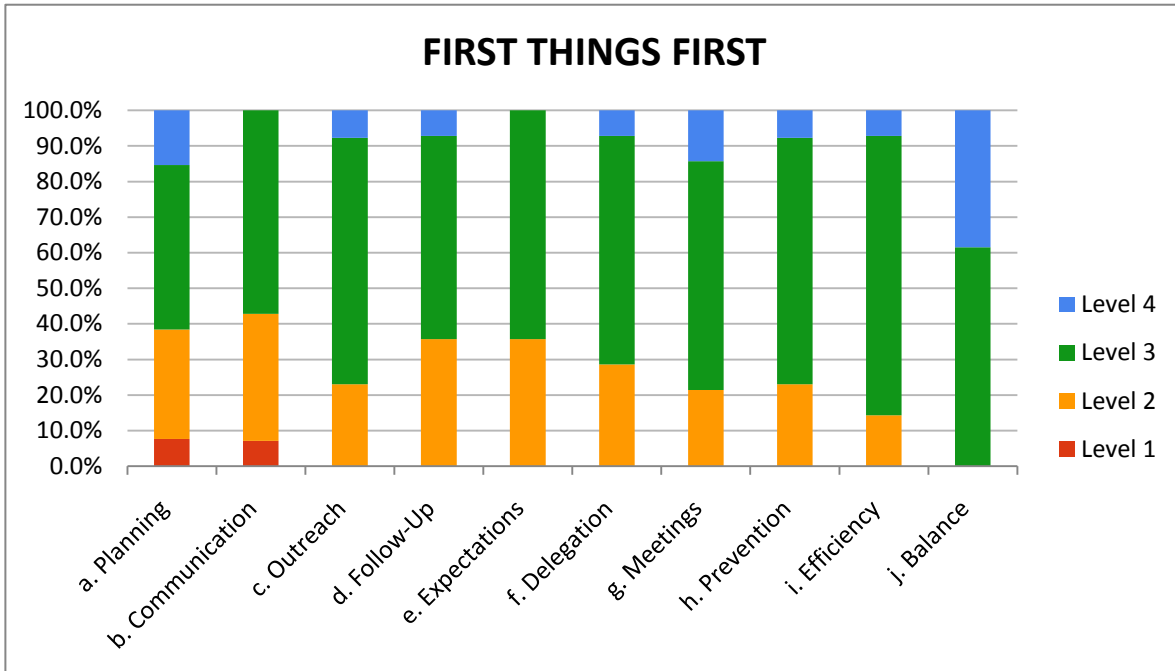
	4 Highly Effective	3 Effective	2 Improvement Necessary	1 Does Not Meet Standards	Average
a. Planning	2	6	4	1	2.69
b. Communication	0	8	5	1	2.50
c. Outreach	1	9	3	0	2.85
d. Follow-Up	1	8	5	0	2.71
e. Expectations	0	9	5	0	2.64
f. Delegation	1	9	4	0	2.79
g. Meetings	2	9	3	0	2.93
h. Prevention	1	9	3	0	2.85
i. Efficiency	1	11	2	0	2.93
j. Balance	5	8	0	0	3.38

INDICATOR RATING LEVEL BY PERCENT OF ALL GROUPS

B. FIRST THINGS FIRST

	4 Highly Effective	3 Effective	2 Improvement Necessary	1 Does Not Meet Standards
a. Planning	15.4%	46.2%	30.8%	7.7%
b. Communication	0.0%	57.1%	35.7%	7.1%
c. Outreach	7.7%	69.2%	23.1%	0.0%
d. Follow-Up	7.1%	57.1%	35.7%	0.0%
e. Expectations	0.0%	64.3%	35.7%	0.0%
f. Delegation	7.1%	64.3%	28.6%	0.0%
g. Meetings	14.3%	64.3%	21.4%	0.0%
h. Prevention	7.7%	69.2%	23.1%	0.0%
i. Efficiency	7.1%	78.6%	14.3%	0.0%
j. Balance	38.5%	61.5%	0.0%	0.0%

INDICATOR RATING LEVEL BY PERCENT OF ALL GROUPS



CURRICULUM AND DATA

FREQUENCY DISTRIBUTION OF INDICATOR RATINGS FOR ALL RESPONSES

C. CURRICULUM AND DATA

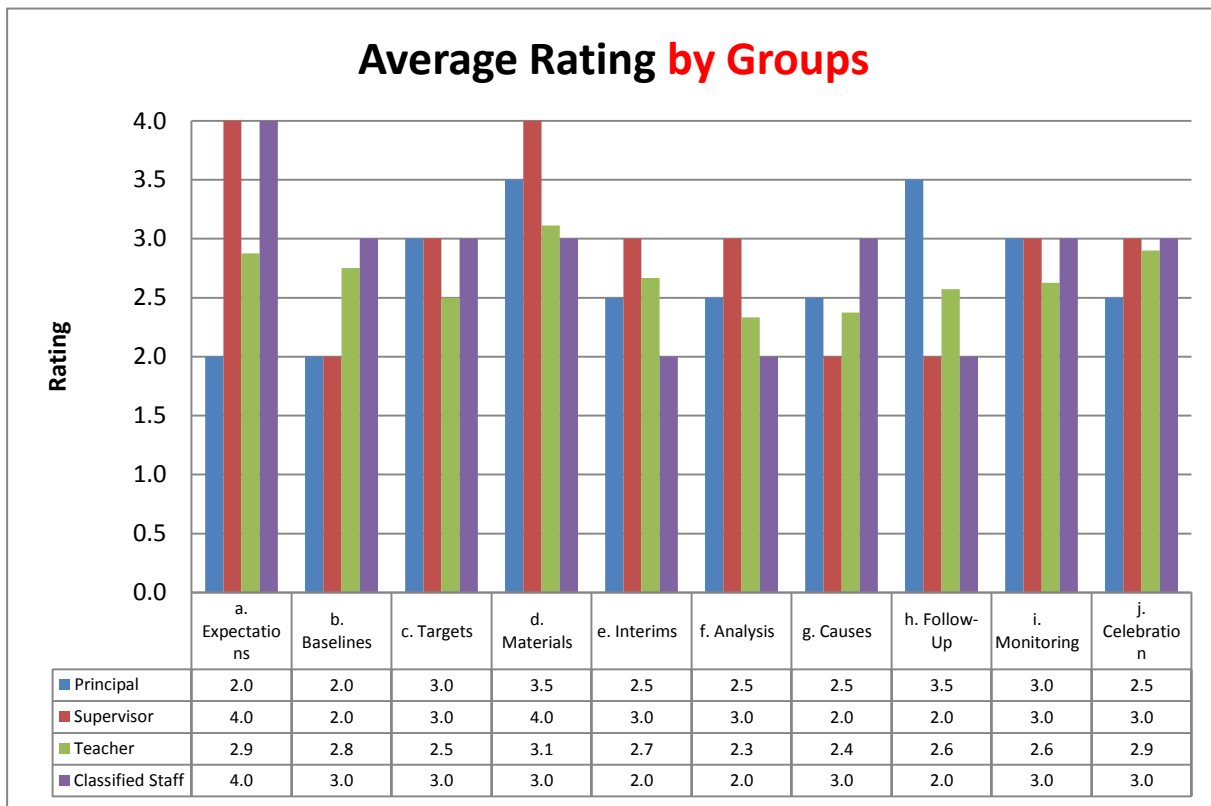
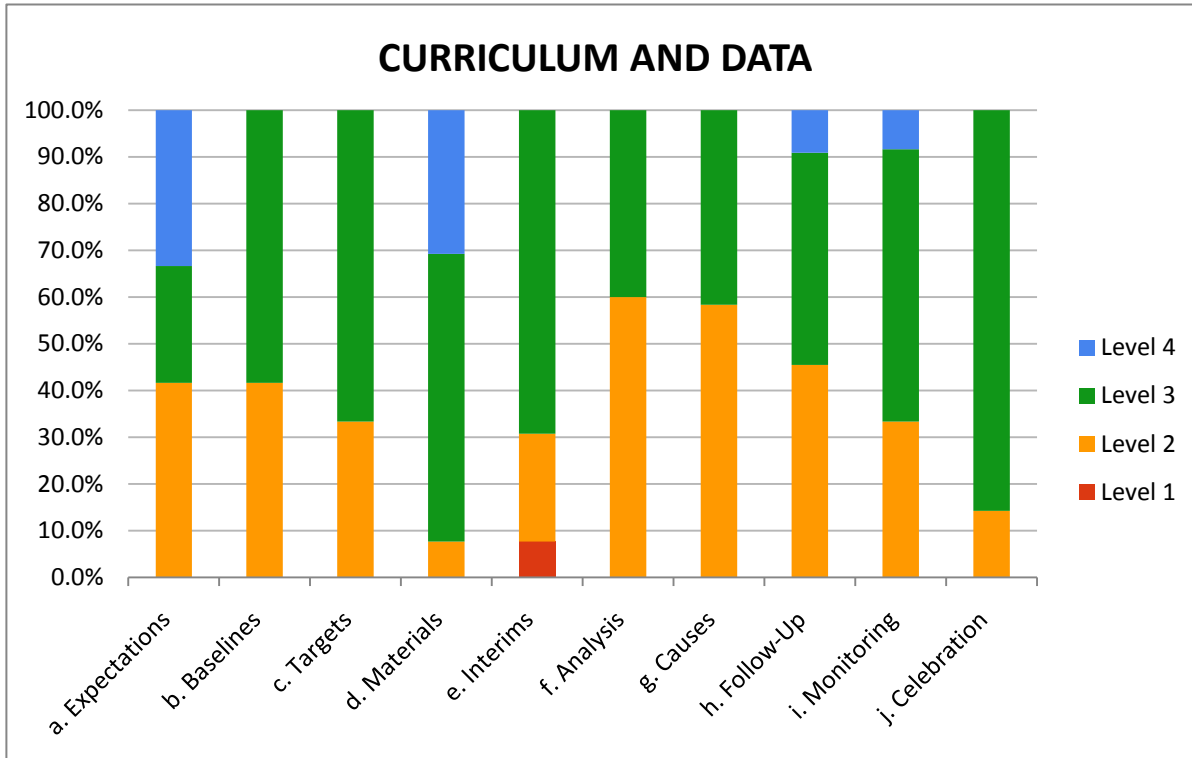
	4 Highly Effective	3 Effective	2 Improvement Necessary	1 Does Not Meet Standards	Average
a. Expectations	4	3	5	0	2.92
b. Baselines	0	7	5	0	2.58
c. Targets	0	8	4	0	2.67
d. Materials	4	8	1	0	3.23
e. Interims	0	9	3	1	2.62
f. Analysis	0	4	6	0	2.40
g. Causes	0	5	7	0	2.42
h. Follow-Up	1	5	5	0	2.64
i. Monitoring	1	7	4	0	2.75
j. Celebration	0	12	2	0	2.86

INDICATOR RATING LEVEL BY PERCENT OF ALL GROUPS

C. CURRICULUM AND DATA

	4 Highly Effective	3 Effective	2 Improvement Necessary	1 Does Not Meet Standards
a. Expectations	33.3%	25.0%	41.7%	0.0%
b. Baselines	0.0%	58.3%	41.7%	0.0%
c. Targets	0.0%	66.7%	33.3%	0.0%
d. Materials	30.8%	61.5%	7.7%	0.0%
e. Interims	0.0%	69.2%	23.1%	7.7%
f. Analysis	0.0%	40.0%	60.0%	0.0%
g. Causes	0.0%	41.7%	58.3%	0.0%
h. Follow-Up	9.1%	45.5%	45.5%	0.0%
i. Monitoring	8.3%	58.3%	33.3%	0.0%
j. Celebration	0.0%	85.7%	14.3%	0.0%

INDICATOR RATING LEVEL BY PERCENT OF ALL GROUPS



TALENT DEVELOPMENT

FREQUENCY DISTRIBUTION OF INDICATOR RATINGS FOR ALL RESPONSES

D. TALENT DEVELOPMENT

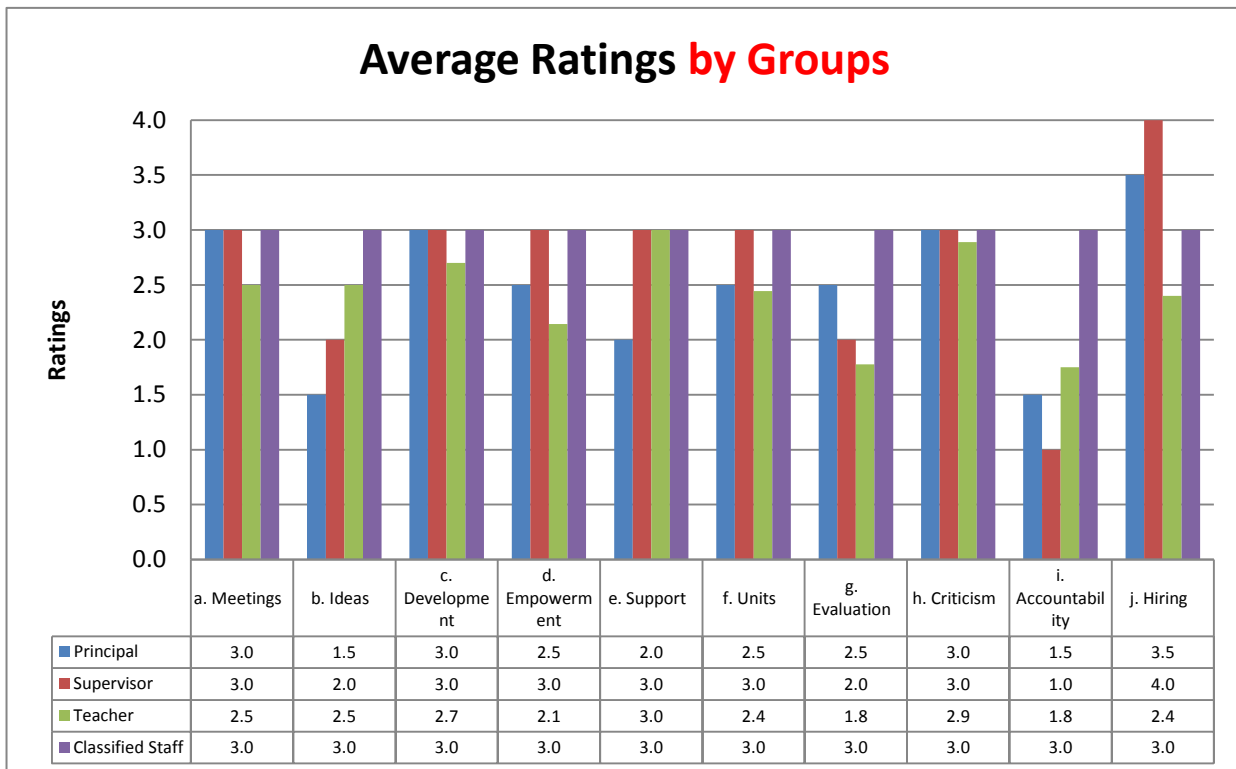
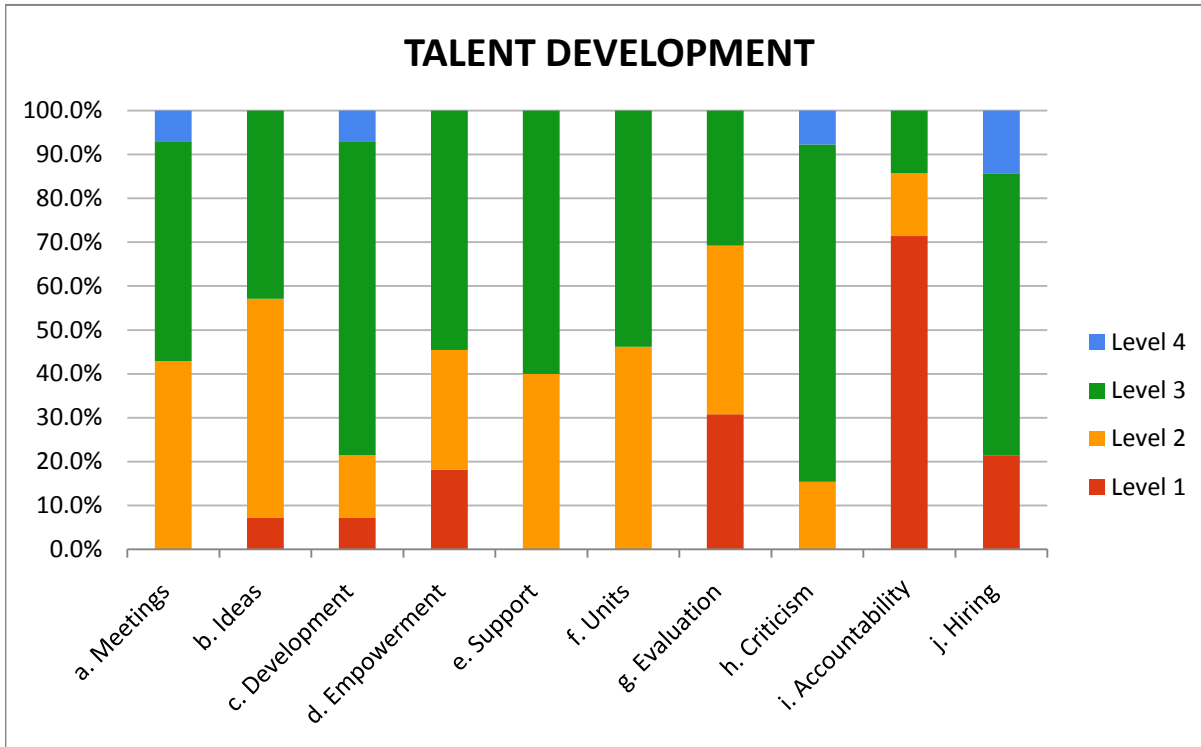
	4 Highly Effective	3 Effective	2 Improvement Necessary	1 Does Not Meet Standards	Average
a. Meetings	1	7	6	0	2.6
b. Ideas	0	6	7	1	2.4
c. Development	1	10	2	1	2.8
d. Empowerment	0	6	3	2	2.4
e. Support	0	3	2	0	2.6
f. Units	0	7	6	0	2.5
g. Evaluation	0	4	5	4	2.0
h. Criticism	1	10	2	0	2.9
i. Accountability	0	2	2	10	1.4
j. Hiring	2	9	0	3	2.7

INDICATOR RATING LEVEL BY PERCENT OF ALL GROUPS

D. TALENT DEVELOPMENT

	4 Highly Effective	3 Effective	2 Improvement Necessary	1 Does Not Meet Standards
a. Meetings	7.1%	50.0%	42.9%	0.0%
b. Ideas	0.0%	42.9%	50.0%	7.1%
c. Development	7.1%	71.4%	14.3%	7.1%
d. Empowerment	0.0%	54.5%	27.3%	18.2%
e. Support	0.0%	60.0%	40.0%	0.0%
f. Units	0.0%	53.8%	46.2%	0.0%
g. Evaluation	0.0%	30.8%	38.5%	30.8%
h. Criticism	7.7%	76.9%	15.4%	0.0%
i. Accountability	0.0%	14.3%	14.3%	71.4%
j. Hiring	14.3%	64.3%	0.0%	21.4%

INDICATOR RATING LEVEL BY PERCENT OF ALL GROUPS



CULTURE

FREQUENCY DISTRIBUTION OF INDICATOR RATINGS FOR ALL RESPONSES

E. CULTURE

	4 Highly Effective	3 Effective	2 Improvement Necessary	1 Does Not Meet Standards	Average
a. Expectations	1	5	5	3	2.29
b. Effectiveness	1	9	3	0	2.85
c. Celebration	12	2	0	0	3.86
d. Training	0	10	3	0	2.77
e. Support	2	9	2	1	2.86
f. Openness	5	8	0	0	3.38
g. Curriculum	0	9	2	1	2.67
h. Conferences	0	10	3	0	2.77
i. Communication	0	11	3	0	2.79
j. Safety-net	0	9	1	1	2.73

INDICATOR RATING LEVEL BY PERCENT OF ALL GROUPS

	4 Highly Effective	3 Effective	2 Improvement Necessary	1 Does Not Meet Standards
a. Expectations	7.1%	35.7%	35.7%	21.4%
b. Effectiveness	7.7%	69.2%	23.1%	0.0%
c. Celebration	85.7%	14.3%	0.0%	0.0%
d. Training	0.0%	76.9%	23.1%	0.0%
e. Support	14.3%	64.3%	14.3%	7.1%
f. Openness	38.5%	61.5%	0.0%	0.0%
g. Curriculum	0.0%	75.0%	16.7%	8.3%
h. Conferences	0.0%	76.9%	23.1%	0.0%
i. Communication	0.0%	78.6%	21.4%	0.0%
j. Safety-net	0.0%	81.8%	9.1%	9.1%

MANAGEMENT

FREQUENCY DISTRIBUTION OF INDICATOR RATINGS FOR ALL RESPONSES

F. MANAGEMENT

	4 Highly Effective	3 Effective	2 Improvement Necessary	1 Does Not Meet Standards	Average
a. Ethics	3	9	2	0	3.07
b. Scheduling	2	8	3	0	2.92
c. Movement	1	6	7	0	2.57
d. Custodians	4	5	5	0	2.93
e. Transparency	1	11	2	0	2.93
f. Bureaucracy	2	10	0	0	3.17
g. Budget	3	10	0	0	3.23
h. Compliance	2	11	0	0	3.15
i. Relationships	2	9	3	0	2.93
j. Resources	3	9	1	0	3.15

INDICATOR RATING LEVEL BY PERCENT OF ALL GROUPS

F. MANAGEMENT

	4 Highly Effective	3 Effective	2 Improvement Necessary	1 Does Not Meet Standards
a. Ethics	21.4%	64.3%	14.3%	0.0%
b. Scheduling	15.4%	61.5%	23.1%	0.0%
c. Movement	7.1%	42.9%	50.0%	0.0%
d. Custodians	28.6%	35.7%	35.7%	0.0%
e. Transparency	7.1%	78.6%	14.3%	0.0%
f. Bureaucracy	16.7%	83.3%	0.0%	0.0%
g. Budget	23.1%	76.9%	0.0%	0.0%
h. Compliance	15.4%	84.6%	0.0%	0.0%
i. Relationships	14.3%	64.3%	21.4%	0.0%
j. Resources	23.1%	69.2%	7.7%	0.0%

STRENGTHS

Gets technology and curriculum needs to teachers. Very open and willing to assist staff with needs.
Really helpful leader.
He cares deeply about each student's education, teachers and the school.
He really cares about the students and teachers
I feel like I can always come to him whenever I have an issue.
He is really knowledgeable about instruction.
Very good at delegating work so that he is not so stressed about everything. Very good at making sure the school
Supportive of all teaching staff, open to change.
Very knowledgeable in all areas. He is very welcoming to new ideas to improve the school. His door is always open
He has great skills in working with the full staff

AREAS OF IMPROVEMENT

Work with test data to inform teachers of areas of student improvement. Address staffing concerns immediately to
Does not get into classrooms enough
Time management. We are often late on learning things because he is so busy.
Need to follow up on staff not meeting expectations more consistenly
Hiring procedure - Make sure the teacher can do all the things that are required of them.
We could have higher expectations for staff and students

ADDITIONAL COMMENTS

I really like our school
This is a great place to work.
Great Principal!
none
No other comments.
Your Doing Great!!!
We could use more help in the office.
I love working at this school!