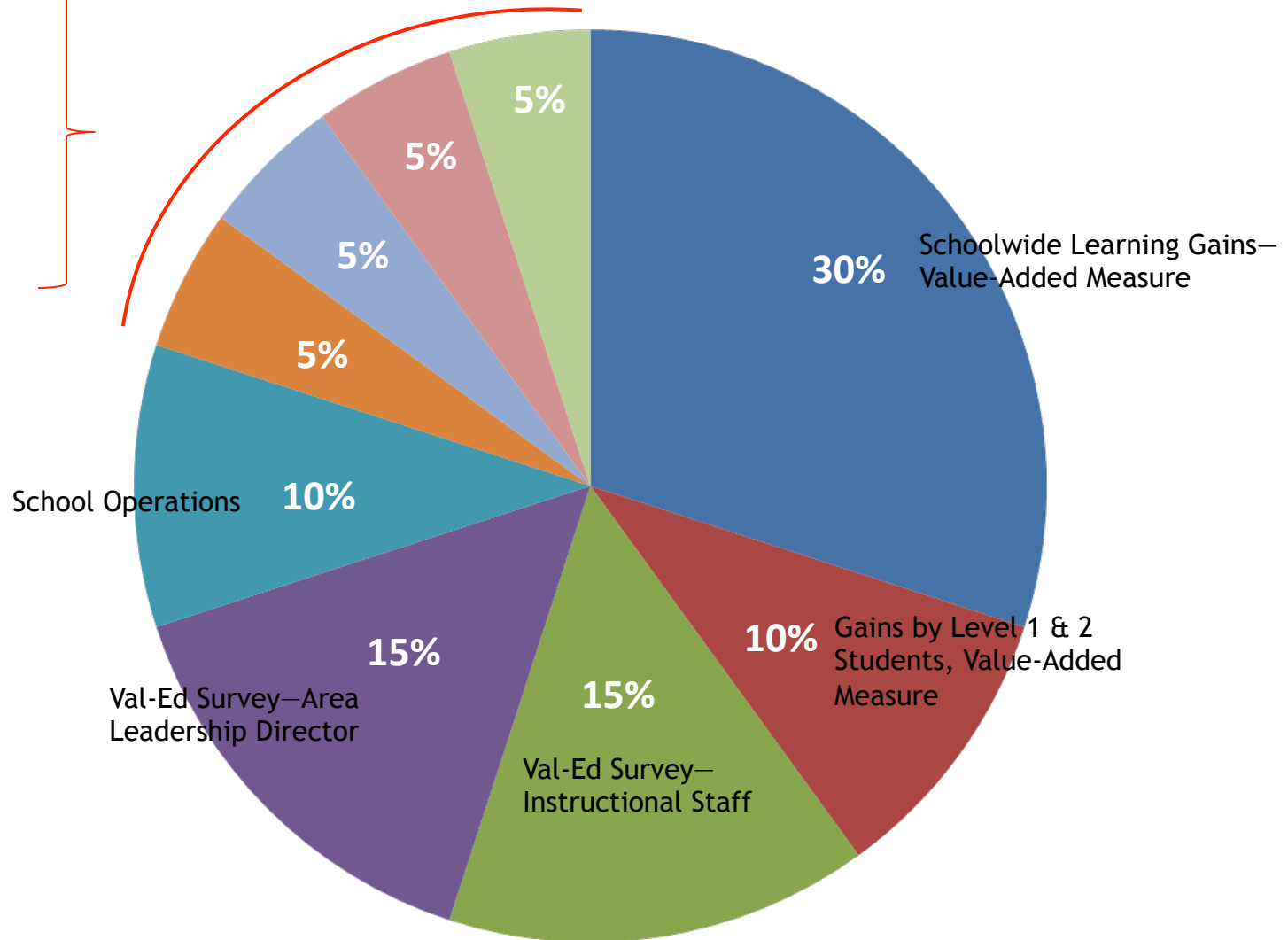# Overview of Principal Evaluation System

Hillsborough County Public Schools

Principal Evaluation: Key Themes

- **Multiple Sources of Input and Data**
  - Supervisor and staff review multiple sources of information to assess performance.

- **Student Learning Gains**
  - At least 40% of evaluation rating is based on student learning gains.

- **Professional Practice**
  - Management of key school operations and reporting functions.

- **Instructional Leadership**
  - Build capacity for instructional leadership in the principal position.

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Principal Evaluation System: Overview

Teacher Evaluation
Teacher Retention
Student Attendance
Student Discipline/
Behavior

5%

5%

5%

5%

30% Schoolwide Learning Gains—
Value-Added Measure

School Operations 10%

5%

Val-Ed Survey—Area
Leadership Director 15%

15% Val-Ed Survey—
Instructional Staff

10% Gains by Level 1 & 2
Students, Value-Added
Measure

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Principal Evaluation: Scoring

Category	Scoring Process	Max Points
Student Learning Growth—Schoolwide	Value-Added Measure, based on all pre-measures/posttest combinations at school site, scaled from 1 to 30	30
Student Learning Growth—Students With Poor Performance	Value-Added Measure, based on FCAT Reading and FCAT Math assessment scores at school/site, scaled from 1 to 10	10
Teacher Evaluation	Correlation calculated between principal **evaluation** scores and value-added measure. Correlation calculated between principal evaluation scores and corresponding peer and mentor evaluations on domains 1–3.	5

Principal Evaluation: Scoring

Category	Scoring Process	Max Points
Learning-Centered Leadership Behaviors (Evaluated by Area Leadership Director)	Val-Ed Survey results, based on responses by Area Leadership Director.	15 **Mean = 11.91**
Learning-Centered Leadership Behaviors (Evaluated by instructional staff)	Val-Ed Survey results, based on responses by school/site instructional staff. Reported on scale of 1–5, then multiplied by 3.	15 **Mean = 11.01**
Teacher Retention	Rating is based upon the percentage of effective teachers returning to the school.	5
Student Attendance	School attendance compared to average rates of similar schools.	5
Student Behavior/ Discipline	Score assigned by Area Leadership Director.	5

Principal Evaluation: Scoring

Category	Scoring Process	Max Points
School Operations—Human Resources Management	Principals rated in HR categories such as timeliness, contract management, documentation of struggling teachers, and personnel management.	4
School Operations—FTE Reporting	Based on annual FTE audits, survey 2 & 3 (1st and 2nd semester), number of errors, by semester. The annual score is composed by summing the two semester scores.	2
School Operations—Internal Accounts Audits	Points allocated based on internal audit performance.	2
School Operations—Property Control	Points allocated based on performance on annual property control audit.	2

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Principal Evaluation System— Lessons Learned

- Teachers have a great concern about anonymity.
- It's important to construct a rubric that allows principals to believe schools are on equal footing (value-added, attendance, teacher retention).
- Area Leadership Directors need more support in their role in order to visit schools and observe and supervise principals more effectively.
- Principals need mentoring and coaching.
- The complexity of the evaluation requires that the district provide effective feedback to principals.

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