

## Leader Summative

Date:

[Click here for the Leadership Rubric](#)

### Leadership: A. Leadership and Management

Criteria	4 Exemplary	3 Proficient	2 Needs Improvement	1 Unsatisfactory
<b>a) Diagnosis</b>	Involves team members in a comprehensive assessment of the department/grade's strengths and weaknesses.	Carefully assesses the department/grade's strength's and areas for development.	Makes a quick assessment of the department/grade's strengths and weaknesses.	Is unable to gather much information on the department/grade's strong and weak points.
<a href="#">Enter Notes</a>				
<b>b) Student Achievement/Data Use</b>	Motivates colleagues by comparing students' current achievement with rigorous expectations and communicates a vision for reaching those expectations.	Presents data of current students' achievement.	Presents data without a vision or a vision without data.	Bemoans students' low achievement and shows fatalism about bringing about significant change.
<a href="#">Enter Notes</a>				
<b>c) Support</b>	Fosters a sense of urgency and responsibility among all Team Members for achieving team goals.	Builds ownership and support among Team Members for achieving team goals.	Presents the team plan to Team Members and asks them to support it.	Presents the team plan to team members, but there is little ownership or support by the team.
<a href="#">Enter Notes</a>				
<b>d) Motivation</b>	Masterfully wins over resistant team members who feared change and/or harbored low expectations.	Manages resistance, low expectations, and fear of change.	Works on persuading resistant team members to get on board with the plan by team members.	Is discouraged and immobilized by staff resistance, fear of change, and low expectations.
<a href="#">Enter Notes</a>				
<b>e) Mission and Vision</b>	Motivates colleagues to work towards the mission and vision of the district	Effectively communicates the mission and vision of the district to their team/department .	Communicates mission and vision of the district but without emphasizing its importance or value.	Does not communicate the mission and vision of the district or undermines its importance and value.
<a href="#">Enter Notes</a>				
<b>f) Planning</b>	Diligently prioritizes and stays on top of important tasks so that the grade/team operates at a high functioning level, and is extremely proactive and forward thinking.	Effectively prioritizes and stays on top of important tasks so that the grade/team operates at a high functioning level.	Inconsistently prioritizes and/or plans, which results in tasks sometimes not being accomplished in a timely manner.	Important tasks are rarely accomplished in a timely manner.
<a href="#">Enter Notes</a>				
<b>g) Follow-Up</b>	Writes down important information, remembers, prioritizes, and always follows up.	Writes down important information, remembers, prioritizes, and almost always follows up.	Writes down important information, remembers, prioritizes, and sometimes follows up.	Writes down important information, remembers, prioritizes, and rarely follows up.
<a href="#">Enter Notes</a>				
<b>h) Scheduling Meetings</b>	Ensures that their team meets on a regular basis and provides a written agenda ahead of time.	Ensures that their team meets regularly.	Frequently cancels team meetings because of lack of preparation.	Only holds team meetings when there is a crisis or immediate need.
<a href="#">Enter Notes</a>				
<b>i) Meetings Facilitation</b>	Keeps teammates on track and promoting respectful discourse and diligently follows through on identified tasks.	Keeps teammates on track and promote respectful discourse.	Fails to keep meeting focused on agenda and/or does not consistently promote respectful discourse.	Frequently has unproductive meetings and/or does not promote respectful discourse.
<a href="#">Enter Notes</a>				
<b>(For Department Heads Only)</b> <b>g) Budget/Compliance</b>	Skillfully manages the budget and finances to maximize growth of the department's vision. Fulfills all compliance and reporting requirements.	Manages the department's budget and finances to support the department's vision. Fulfills compliance and reporting responsibilities to the district.	Manages budget and finances with few errors. Meets minimum compliance and reporting responsibilities with occasional lapses.	Makes errors in managing the budget and finances. Is not able to fulfill compliance and reporting responsibilities to the district.
<a href="#">Enter Notes</a>				
<b>(For Department Heads Only)</b> <b>h) Meeting Preparation</b>	Ensures that all teams within the department meet on a regular basis, has regular conversations with team members about the content of those meetings, and attends when possible.	Ensures that all teams within the department meet on a regular basis, and has regular conversations with team members about the content of those meetings.	Creates a schedule in the fall for all teams within the department to meet on a regular basis.	Does not create a schedule for teams to meet.
<a href="#">Enter Notes</a>				
<b>(For Department Heads Only)</b> <b>k) Outreach</b>	Frequently solicits and uses feedback and help from staff, students, parents, and external partners.	Regularly reaches out to staff, students, parents, and external partners for feedback and help.	Occasionally asks staff, students, parents, or external partners for feedback and help.	Never reaches out to others for feedback or help.
<a href="#">Enter Notes</a>				

Leadership: B. Communication/Relationships				
Criteria	4 Exemplary	3 Proficient	2 Needs Improvement	1 Unsatisfactory
a) Transparency	Is transparent about how and why decisions were made, involving stakeholders whenever possible.	Ensures that staff members know how and why key decisions are being made.	Tries to be transparent about decision-making, but stakeholders sometimes feel shut out.	Makes decisions with little of no consultation, causing frequent resentment and morale problems.
<a href="#">Enter Notes</a>				
b) Communication	Skillfully and eloquently communicates key team information to all team members using a variety of means.	Uses a variety of means to communicate with the team.	Has a limited communication repertoire and some key team members are not aware of important information.	Is not an effective communicator, and others are often left guessing about policies and direction.
<a href="#">Enter Notes</a>				
c) Community Events	Attends and participates in events, even when not deemed necessary.	Attends and participates in events as needed.	Misses some events when attendance is necessary.	Misses numerous events when attendance is necessary.
<a href="#">Enter Notes</a>				
d) Listening/Openness/Approachability	Actively seeks out feedback and suggestions from their team and uses both to improve performance.	Listens thoughtfully to other team members' viewpoints and responds constructively to suggestions and feedback.	Is somewhat defensive but does listen to feedback and suggestions.	Is very defensive about feedback and resistant to changing leadership practices.
<a href="#">Enter Notes</a>				
e) Cultural Sensitivity	Intentionally affirms and establishes a safe and open environment in which team members' differences around race, culture, gender, religion, class, sexual-orientation, and language are fully supported.	Establishes a safe and open environment in which team members' differences around race, culture, gender, religion, class, sexual-orientation, and language are fully supported.	Sometimes provides a safe and open environment in which team members' differences around race, culture, gender, religion, class, sexual-orientation, and language are fully supported.	Rarely provides a safe and open environment in which team members' differences around race, culture, gender, religion, class, sexual-orientation, and language are fully supported.
<a href="#">Enter Notes</a>				
<b>Rubric Score: 0/0</b>				

Leadership: C. Curriculum				
Criteria	4 Exemplary	3 Proficient	2 Needs Improvement	1 Unsatisfactory
a) Reports	Consistently delivers thorough reports ahead of time to allow for feedback and suggestions.	Consistently delivers thorough reports on time.	Often misses report deadlines.	Does not deliver reports on time and/or reports are incomplete or inaccurate.
<a href="#">Enter Notes</a>				
b) Materials	Works collaboratively with teams to gather the best possible curriculum materials, shares with colleagues how to use these tools effectively and rigorously follows up on best practices with these materials.	Works collaboratively with teams to gather the best possible curriculum materials and shares with colleagues how to use these tools effectively.	Selects curricular materials without input from team members.	Does not seek out current curricular materials.
<a href="#">Enter Notes</a>				
c) Analysis	Monitors teacher team(s) as they analyze common assessment results and formulate action plans, and is diligent in consistently checking progress on the action plan.	Monitors teacher team(s) as they analyze common assessment results and formulate action plans.	Suggest that teachers teams work together to analyze common assessments.	Does not encourage teams to work together to analyze common assessments.
<a href="#">Enter Notes</a>				
d) Ideas	Ensures that the department is current on professional literature and constantly explores best practices.	Shares professional literature and fosters an ongoing discussion in their area of departmental expertise.	Occasionally shares professional literature and fosters an ongoing discussion in their area of departmental expertise.	Rarely shares professional literature and fosters an ongoing discussion in their area of departmental expertise.
<a href="#">Enter Notes</a>				
(For Department Heads Only) e) Development	Actively seeks out multiple opportunities for professional learning in tune with team needs.	Organizes professional learning opportunities that are aligned to department needs and includes the sharing of best practices.	Organizes professional learning opportunities that are not clearly aligned to department needs and/or fails to include sharing of best practices.	Does not organize professional learning opportunities for the team.
<a href="#">Enter Notes</a>				
<b>Rubric Score: 0/0</b>				

Leadership: D. Supervision Evaluation (DEPARTMENT HEADS ONLY)				
Criteria	4 Exemplary	3 Proficient	2 Needs Improvement	1 Unsatisfactory
(For Department Heads Only) a) Evaluation Mechanics	Surpasses the expectations of the evaluation model.	Adheres to the dates and timelines of the evaluation model.	Occasionally misses deadlines.	Consistently misses deadlines.
<a href="#">Enter Notes</a>				
(For Department Heads Only) b) Feedback	Provides specific, action-oriented, and timely feedback that has an immediate impact on teaching and learning and follows up with teacher regarding action plan.	Provides specific, action-oriented, and timely feedback that has an immediate impact on teaching and learning.	Provides feedback that occasionally has an impact on teaching and learning.	Feedback provided does not have an impact on teaching and learning.

[Enter Notes](#)

**(For Department Heads Only)**

**c) Difficult Conversations**

Courageously engages in difficult conversations with struggling teachers, and follows through with an action plan.

Is willing to engage in difficult conversations with struggling teachers, and provides suggestions for improvement.

Sometimes engages in difficult conversations with and/or criticizes struggling teachers, but does not provide suggestions for improvement.

Avoids difficult conversation with struggling teachers.

[Enter Notes](#)

**(For Department Heads Only)**

**d) Hiring**

Recruits, recommends, and supports highly effective team members who share the team's goals.

Recruits and recommends effective team members who share the team's goals.

Recruits and recommends team members who fit the philosophy of the department head/director.

Makes last-minute recommendations to fill vacancies based on candidates who are available.

[Enter Notes](#)

**(For Department Heads Only)**

**e) Collaboration with Administrators**

Regularly collaborates with administrators as part of an ongoing conversation to provide effective supervision and evaluation.

Seeks out collaboration with administrators in order to provide effective supervision and evaluation.

Occasionally seeks out collaboration with administrators in order to provide effective supervision and evaluation.

Rarely seeks out collaboration with administrators in order to provide effective supervision and evaluation.

[Enter Notes](#)

**Rubric Score: 0/0**

## Overall Performance Rating

**Overall Performance Rating (Must be Proficient in all categories to mark Proficient overall)**



Criteria	4 Exemplary	3 Proficient	2 Needs Improvement	1 Unsatisfactory
Overall Rating	Exemplary	Proficient	Needs Improvement	Unsatisfactory

[Enter Notes](#)

**Rubric Score: 0/0**