Possible Guiding Questions:

Strategic Discussions between Supervising Administrators and Pupil Services Supervisors

This document utilizes the components within the Framework for Leadership to provide possible guiding questions for strategic discussions that occur between a supervising administrator and a Pupil Services Supervisor. In addition, the document is intended to help clarify framework components. Note that a few of the guiding questions also provide linkages to the Danielson Framework for Teaching in order to establish a level of connectedness among the two frameworks.

Please note: The questions identified here are provided to spur some thoughts as to the individual discussions that occur between a supervising administrator and supervisor. The actual discussions that occur should be determined locally. It is not mandatory to use these questions, nor should they be viewed as a "checklist" to be followed. They are provided solely as a resource.

Leadership Framework:	Possible Guiding Questions:

Domain #1 Strategic/Cultural Leadership
 	
1a. Creates an Organizational Vision, Mission, and Strategic Goals
 	
Discussion Focus: **Planning and Preparation**
 	
Key Point: **Shared ownership for school/district goals**
	• How do you articulate the Vision and Mission of your school/department so that it is understood?
	• How will you celebrate short term wins?
	• What is the goal setting process between your department and schools?
	• How has your school community helped you to determine these goals?
	• How are your department's goals related to the district and school goals and the goals for continuous academic improvement?
	• What are the barriers to your goals and what can you/we do to minimize them?
	• What opportunities have you used to engage your teachers in collaboration relative to vision, mission, and strategic goals?
	• How do you measure fidelity to your goals?
	• Give an example of a time a plan failed to achieve the expected outcomes. What happened? How did you analyze the problem to rectify it and was it rectified in a collaborative manner? If so, how?
	• Is your vision:
	  ➢ Achievable/doable?
	  ➢ Focused on results that lead to accountability?
	  ➢ Measurable?
	  ➢ Simple and clear?
	  ➢ Actionable?
	  ➢ Does it lend itself to developing a clear strategy for making the vision possible?
	  ➢ Does it lead to hard choices?
	  ➢ Is it worth fighting for?

Domain #1 Strategic /Cultural Leadership	Possible Guiding Questions:
1b.Uses data for Informed Decision Making **Discussion Focus: Planning and Preparation** **Key Point: Instructional decisions based on clear evidence, supported by data**	- What would be helpful for me to know about your student population? - How can we improve your department's data management to encourage focused teaching? - In your classroom observations, do you see evidence of the items below to inform decision making regarding the instructional process: - Formative and summative assessments of student work - Varying levels of questioning based on Bloom's Taxonomy/Webb's Depth of Knowledge - Oral and written responses - Active student engagement - Critical thinking - Small group instruction - Individual student conferences - Examples of exemplary student work - Rubrics to guide instruction and assessment - Transition planning - Evidence of implementation of IEP goals across all educational settings - How have you used the district's data from multiple measures (School Performance Profile, Elective Data/SLOs, Chapter 14, 15, and 16, and Ratings/PVAAS Correlations) to inform your decision making?

| Domain #1: Strategic/Cultural Leadership

1c. Builds a Collaborative and Empowering Work Environment

Discussion Focus:
School Environment and Delivery of Service

<u>**Key Point:**</u>
Involves teachers in the design and implementation of important decisions and policies | <u>**Possible Guiding Questions:**</u>

• How do teachers in your department have a voice in decisions?
• Describe the work your leadership team does.
• What do you do to nurture a climate of trust and continuous improvement in your department?
• How are your teachers involved in the planning and assessment of your department's goals and their school goals?
• What opportunities have you used to engage your teachers in building a collaborative and empowering work environment? |

| Domain #1: Strategic/Cultural Leadership

1d. Leads Change Efforts for Continuous Improvement

Discussion Focus:
Planning and Preparation/School Environment

Key Point:
Instructional Leadership | **Possible Guiding Questions:**

• Describe any innovative and effective instructional initiatives you are doing or have done this year.
• What strategic framework guides you (i.e. Kotter's Leading Change) as you adapt to shifting conditions?
• How have you helped your teachers to become more effective instructors?
• What is your greatest barrier to increased student achievement and what efforts are you making to remove that barrier?
• How are you helping your teachers to be experts in their curriculum?
• What safety nets do you have in place to support teachers/students?
• What have you done this year to stay current on research related to student achievement?
• What have you done this year to stay current with changes in regulations for Chapter 14, 15 and 16?
• What benchmarks do you have in place to encourage continuous academic improvement?

How are resources allocated? |

Domain #1: Strategic/Cultural Leadership *1e. Celebrates Accomplishments and Acknowledges Failures* **Discussion Focus:** **School Environment/Delivery of Service** <u>**Key Point:**</u> **Setting priorities, benchmarking successes and evaluating strategies for constructive decision-making**	<u>**Possible Guiding Questions:**</u> - What is the goal setting process in your department/district? - How do you determine fidelity to those goals? - Tell me some ways you celebrate achievements in your department? (student, teacher, school wide) - Describe an initiative that was not successful. How did you redirect your efforts? - Do you use a consistent framework for strategic thinking? Describe it. - How do you share your successes with your peers?

Domain #2: Systems Leadership *2a. Leverages Human and Financial Resources* **Discussion Focus:** **Planning and Preparation/Delivery of Service** **Key Point:** **Aligning goals with resources**	**Possible Guiding Questions:** - How often do you reflect on your schedule to see what portion of your day is spent in Instructional related activities as opposed to managerial ones? - In what ways do you ensure that Department Meetings focus on leadership rather than management items? - How do you determine the roles of the people that make up your leadership team? - What opportunities do your most effective teachers have to share their practice? - What is your process for determining allocations of financial resources in your department? - How do you prioritize requests from your teachers? - Give me some examples of effective use of technology in your department?
Domain #2: Systems Leadership *2b. Ensures a high quality, high performing staff* **Discussion Focus:** **School Environment** **Key Point:** **Staff recruitment, retention and supervision**	**Possible Guiding Questions:** - What are the positive attributes of an effective teacher? - How do you support novice teachers who are hired to work in your building? - What do you see as your role in the hiring, transfer, retention and dismissal of teachers in your department? - What is it about that role that makes you comfortable/uncomfortable? - How have you used the data from multiple measures (School Performance Profile, Elective Data/SLOs, Chapter 14, 15, and 16, and Ratings/PVAAS Correlations) to ensure you have a high quality, high performing staff?

Domain #2: Systems Leadership	Possible Guiding Questions:
2c. Complies with federal, State, and LEA Mandates **Discussion Focus:** **Planning and preparation** **Key Point:** **Uses Federal, State and LEA regulations as guidelines in planning for student success**	• Describe your role in district's comprehensive plan for increased student achievement? • Are you familiar with the plan for increased student achievement and how do your current initiatives support the plan? • Are we in compliance with Chapter 14, 15, and 16 regulations? What influences do these mandates have as you plan instruction/programming? • Are we in compliance with other grants/funding that we use to support our efforts? • With consideration for current initiatives, what professional development would you recommend to support compliance? • How do you use the PDE website/SAS website to learn about initiatives, program mandates and your personal status using your PPID number?
Domain #2: Systems Leadership *2d. Establishes and Implements Expectations for Students and Staff* **Discussion Focus:** **School Environment** **Key Point:** **High Expectations for All/Student Achievement**	**Possible Guiding Questions:** • How do you and your staff demonstrate the belief that achievement follows effort and all students are capable of increased achievement? • What safety nets do you have for struggling students? • What innovative approaches have you used this year to increase student achievement? • What processes are in place to study data and define services gaps to assist all students?

Domain #2: Systems Leadership	**Possible Guiding Questions:**

2e. Communicates Effectively and Strategically
 	
Discussion Focus:
Planning and Preparation/School Environment
 	
Key Point:
Goal Focused Communication
	• How do you assess the needs of your department as well as involve your teachers and staff in that reflection?
	• How do you reflect on your strategic intent and decision-making to ensure quality and continued improvement?
	• What efforts do you make to ensure that your teachers know and can articulate
	  ➢ your mission
	  ➢ your vision
	  ➢ priority goals for this year
	• How do you support your teachers to reach your department and district goals?
	• What do you do to ensure a fair, unbiased and caring environment?

Domain #2: Systems Leadership *2f. Manages Conflict Constructively* **Discussion Focus:** **School Environment** **Key Point:** **Conflict Resolution**	**Possible Guiding Questions:** • Are your teachers models of appropriate behavior and how do you encourage that in your school? • What procedures are in place to guarantee that consequences for bad behavior are consistent in your department? • How are problems resolved in the classroom before they escalate and require your attention? • Describe how your teachers have been prepared with the skills to support and resolve conflict? • How do you engage the challenging Teacher directly, honestly and with respect in difficult situations? • What are your strengths and weaknesses as a manager of conflict? • How do you foster an atmosphere of professional learning in your department?

Domain #2: Systems Leadership	Possible Guiding Questions:

2g. Ensures School Safety
 	
Discussion Focus:
Planning and Preparation/School Environment/Delivery of Service
 	
Key Point:
A safe and secure school environment where teachers can teach and students can learn
	• To what extent has you participated in your school/district safety plan and your process of reviewing and updating it.
	• Explain how your staff is trained to respond to a building/district crisis.
	• Explain how your entire staff is aware of their responsibilities in emergency situations?
	• Is there anything that you would suggest to keep our district safer?
	• What internal and external factors affect your department?
	• What procedures are in place to report and deal with:
	   ➢ Suspicious behavior
	   ➢ Bullying
	   ➢ Disruptive behaviors
	   ➢ Child Abuse
	   ➢ Restraints
	
	• How do you promote positive school-wide behavior?

Domain # 3- Leadership for Learning *3a. Leads School Improvement Initiatives* **Discussion Focus:** **Planning and Preparation/Delivery of Service/Professional Development** **Key Point:** **Goals related to student achievement**	**Possible Guiding Questions:** • What goals and priority initiatives have you identified for your department this year and how did you determine needs? • What are your specific goals related to instruction and student achievement? • How are you aligning resources both human and financial, to those resources? • What are the methods you will use to determine progress toward the goals? • What current research relates your initiative to increased student achievement?

Domain # 3- Leadership for Learning	Possible Guiding Questions:
3b. Aligns Curricula, Instruction, and Assessments **Discussion Focus:** **Planning and Preparation/Delivery of Service** <u>**Key Point:**</u> **Effective Alignment for Student Achievement**	- Describe your understanding of a standards-based system. - What have you done with your teachers to inform and reinforce the importance of alignment of curricula, instruction and assessments to ensure student achievement? - What processes are in place to ensure that your curriculum is coherent so that knowledge goes deeper at each grade level? - How do you encourage your teachers to be designers of effective instruction? - In lesson planning, do your teachers use "Backward Design" (Wiggins&McTighe) to design lessons for effective instruction? - What have you done to enhance your teacher's ability to align lesson planning with curriculum, instruction and assessment to promote student growth. - How do you incorporate online resources like the PDE SAS website to support and motivate effective Instruction? - How do you identify teacher leaders and support them in becoming curriculum experts? Explain how your teachers create instruction that promotes conceptual understanding and not just factual recall.

| **Domain # 3- Leadership for Learning**

3c. Implements High Quality Instruction

Discussion Focus:
Planning and Preparation/Delivery of Service/Professional Development

Key Point:
Effective Classroom Instruction

3c Continued | **Possible Guiding Questions:**

• Describe the evidence you observe of these practices as you observe instruction in your staff:
    ➢ Student engagement
    ➢ Flexible grouping
    ➢ Formative assessment
    ➢ Differentiated instruction
    ➢ Focused teaching
    ➢ Relevant and rigorous lessons
    ➢ Higher-order thinking and questioning
    ➢ Modeling and gradual release
    ➢ Inquiry learning
    ➢ Cooperative learning
    ➢ Opportunities for reading, writing and using technology
    ➢ Connections to previous learning
    ➢ Compliance with Chapter 14, 15, and 16

• How do you teachers ensure increased student participation in the general education environment?
• How do you improve instruction that is not effective?
• In what ways do you monitor teacher performance and give teachers ongoing feedback on their effectiveness and opportunities for growth?
• How do you make sure that curriculum standards are being taught by the teachers and mastered by the student?
• How do you capitalize on teachers' expertise and involve them in lesson planning and peer professional development?
• What are some methods of formative assessment your teachers use to determine the needs of the students in your school?
• What strategies do teachers use to focus instruction to those needs to promote student growth? |

Domain # 3- Leadership for Learning *3d. Sets High Expectation for All Students* **Discussion Focus:** **School Environment/Delivery of Service** **Key Point:** **High Expectations for All Students**	**Possible Guiding Questions:** • What do you do to encourage the belief that ALL STUDENTS receive effective instruction? • What evidence do you see that your district is student rather than adult-centered? • How do your grouping practices provide flexibility as students master skills? • What factors do you consider before changing to a student to a more restrictive placement? • What options do you offer for struggling students? (i.e.) small group instruction, focused teaching, peer tutoring, after/before/summer school programs, home connections)
Domain # 3- Leadership for Learning *3e. Maximizes Instructional Time* **Discussion Focus:** **Delivery of Service** **Key Point:** **Instructional Time Management**	**Possible Guiding Questions:** • How do you plan department meetings around instructional as well as management goals? • What techniques do you use to guarantee that cooperative planning sessions are structured for effective use of time? • What evidence do you observe that lessons are standards driven? • How do you provide time for teachers to plan cooperatively to make connections with other content areas for increased student understanding?

Domain # 4- Professional and Community Leadership *4a. Maximizes Parent and Community Involvement and Outreach* **Discussion Focus:** **Planning and Preparation/School Environment/Delivery of Service** **Key Point:** **Parent and Community Involvement and Communication**	**Possible Guiding Questions:** • How are all of the stakeholders in your school involved in determining the annual goals for your department? • What successful strategies have you used for sharing your goals with the community and aligning appropriate resources, both human and financial to support your needs? • Describe the process you use to schedule Chapter 14, 15 and 16 meetings at varying times of the year and day to accommodate working and single parents? • How do you network with organizations and people outside the school to build partnerships to help meet your department and student goals? • What opportunities do you provide for students to shine? (i.e. Student participation events, featured students at School Board Meetings) • What innovative things have you and your teachers done to make parents feel welcome in your district?
Domain # 4- Professional and Community Leadership *4b. Shows Professionalism* **Discussion Focus:** **School Environment** **Key Point:** **Professional Performance, Ethical Behavior, Contributing to the Profession**	**Possible Guiding Questions:** • Describe an ethical dilemma you faced this year and how you resolved it. • What are the qualities that define you as an supervisor? How do these qualities impact your department? • What professional learning have you pursued this year, and why? • Are you an active member of any community or professional organizations? Name and describe your role. • How do you communicate your professional beliefs and values to your teachers and the community at large? • What do you do to encourage respect in your communications with your staff and stakeholders?

| Domain # 4- Professional and Community Leadership

4c. Supports Professional Growth

Discussion Focus:
School Environment/Delivery of Service/Professional Development

Key Point:
Professional Development | **Possible Guiding Questions:**

• What strategies do you use to continually expose your teachers to ideas and research that contribute to effective learning? How do you stay informed?
• How do you systemically engage staff in discussions about current research and theory?
• How do you and your teachers share current research on learning and effective practice?
• How do you assess your department's needs for professional development?
• Once you've determined your priorities, what are your steps toward matching your goals with a plan for professional development to support them?
• What kind of orientation and mentoring do you provide for new teachers?
• In your job, you are sometimes in difficult situations. Can you tell me about such a time and how you were able to speak to someone directly with honesty and respect to work toward a solution? |