

Progress With Data Use

Needs Attention	Progressing	Skillful
Use of data is considered the principal's job.	Use of data is considered the responsibility of a designated group or team.	All staff engage in periodic, scheduled data discussions.
Principal relies on district staff to interpret data.	Principal has developed basic assessment literacy.	Principal leads data discussions and models both understanding of the data and inquiry about them.
Principal distributes test results to tested grades only.	Principal forms vertical data team and is actively involved in data analysis.	Principal models use of data with frequent references and questions.
Principal urges teachers to work together.	Principal honors district directives about use of time for collaboration.	Principal redirects time to ensure data-enhanced teacher collaboration.
Principal leads data use focused on annual state test results.	Data use includes state and district assessments and other state-required data (for example, attendance, suspensions).	Data use includes multiple measures of student learning, plus objective and subjective data regarding students, staff, and family and community factors.
Principal assumes that initial training ensures implementation.	Principal and staff agree on indicators of implementation and methods of gathering evidence.	Evidence of implementation is gathered frequently, shared with all staff, and used to adjust professional development.
Teachers give textbook-related tests, record grades, and move on.	Teachers develop or select and give formative assessments based on most essential concepts and skills.	Results of formative assessments are used weekly for instructional planning and to plan interventions.
Principal completes formal evaluations as required.	Principal completes formal evaluation cycles and makes frequent informal classroom visits.	Principal engages staff in discussions of evidence of student learning.
Principal meets district directives for use of data.	Principal sets goals for leadership that match schoolwide goals for student learning.	Principal is transparent and models use of data to set goals and document professional growth.