

Principal Evaluation Training

Module 3:

Managing a Facility

*An Exploration of the Wisconsin Framework for Principal Leadership
and the Principal Evaluation Process*

Wisconsin Department of Public Instruction
Educator Effectiveness Team



Using this Training Module

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This Principal Evaluation Training Module is part of a series of six modules, designed to better familiarize principals, assistant or associate principals (APs), and evaluators of principals with the Wisconsin Framework for Principal Leadership (WFPL). Each of the six modules uses a common school leadership task as a backdrop to explore the framework.

This training is best used collaboratively as a group of both evaluators of principals and the principals/AP's they evaluate.

Learning together, evaluators and school leaders will benefit from the activities and discussions about the components as well as the discussion of how the WFPL components can be seen in the school context. These discussions help contribute to a more reliable evaluation process.



Part 1: Learning about the Components

Key Wisconsin Framework for Principal Leadership Components in this module:

2.3.1, Learning Environment Management

2.3.2, Financial Management

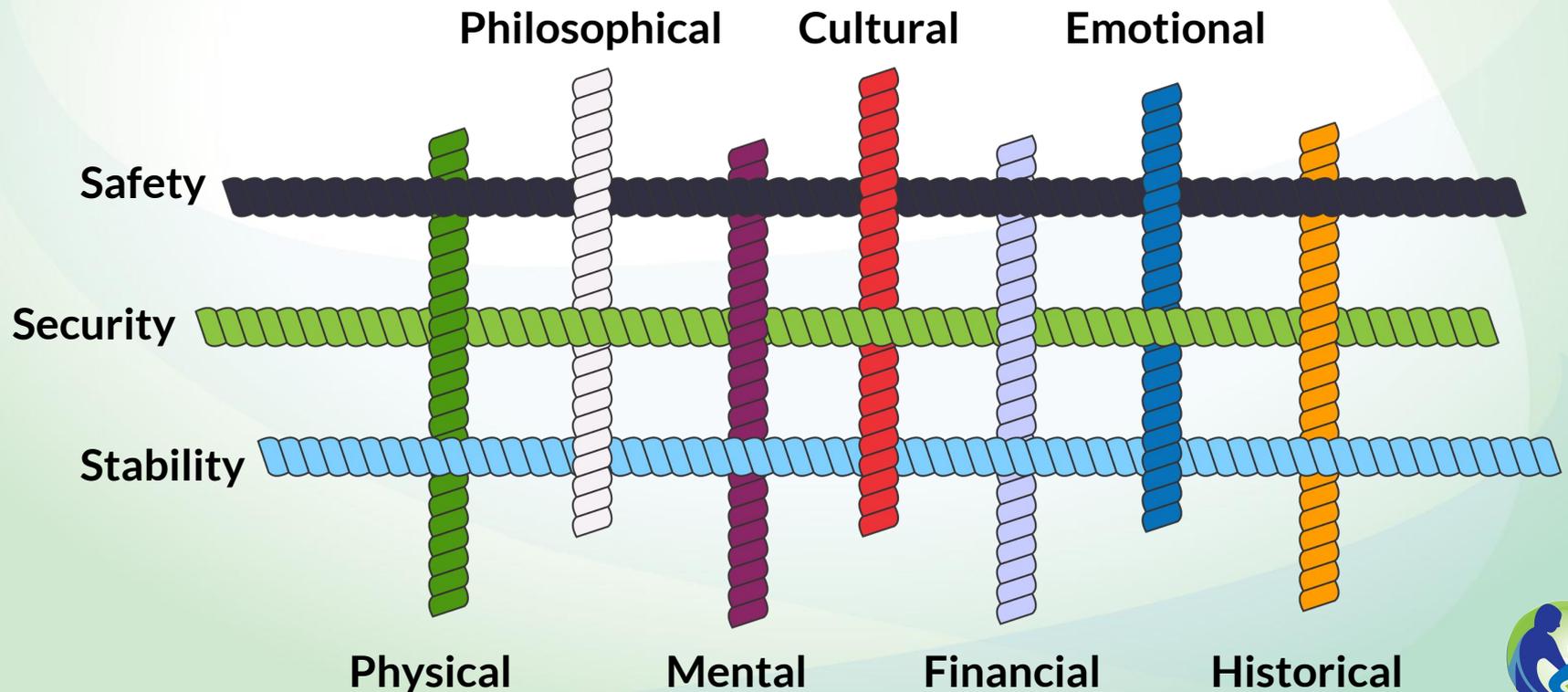
2.3.3, Policy Management



The Principal's Responsibility for Managing a Facility

Building or facility management is a complicated, nuanced, and interconnected principal activity

The “fabric” of Facility Management:



Principal's Role in Managing a Facility Within a District

Discussion:

In what ways are the principal's or assistant principal's actions to manage a facility guided by the district's overall Mission and Vision?



Domain 2: Leadership Actions

2.3: School Management

Effective principals manage school finances and work within policies to create an environment of school improvement and student achievement.

Effective principals are active when policies should be changed to better reflect school, district, and state goals.



2.3.1, Learning Environment Management

Hallmarks of being effective in this component:

- Supervising facilities and equipment management to create a safe learning environment.
- Implementing a clear crisis management plan that is known by all staff, periodically tested, and updated as necessary.
- Maintaining an updated and accessible school calendar of activities and events.
- Cooperating with the district buildings and grounds in supervision and direction of custodial personnel



2.3.2, Financial Management

Hallmarks of being effective in this component:

- Conducting needs analyses as part of budget development.
- Managing budget with flexibility and seeking approval when variance is needed.
- Focusing on staying within budget and effectively allocating resources to support school improvement priorities.
- Pursuing and periodically obtaining external funding.



2.3.3, Policy Management

Hallmarks of being effective in this component:

- Following all policies and procedures, laws, and regulations, and seeking clarification when needed.
- Consistently maintaining appropriate documentation.
- Communicating updated policies to staff.
- Communicating with appropriate policymakers to influence policies that directly impact school and leadership practice.



Group Activity

Create a graphic that shows how these three components, working together, focus an evaluator's attention on a principal's efforts on facility management.

2.3.1, Learning Environment Management

2.3.2, Financial Management

2.3.3, Policy Management



Part 2: Seeing the Components in Action

Watching a principal lead and facilitate professional development for a teaching staff

Key Wisconsin Framework for Principal
Leadership Components in this video:

2.3.1, Learning Environment Management

2.3.2, Financial Management

2.3.3, Policy Management



Simulation: Managing a Facility

Follow the link below to begin a simulation designed to explore how you (individually, or as an administrative team) might manage decision-making in a specific scenario involving various aspects of facility management.

At the end of the simulation, you'll be able to reflect on how the decisions you made relate to the Wisconsin Framework for Principal Leadership components for this learning module.

https://media.dpi.wi.gov/ee/pe-3_managing-a-facility/story.html



Part 3: Working with the Components in your context

The Principal's Role in Managing a Facility

Thinking about the components identified in this module, first consider the professional activities that currently exist within your own building and/or district context for the evaluator to see the principal leading professional activities.

- What opportunities already exist?
- What kinds of artifacts might be generated that contain evidence ?
- In what ways could these opportunities be observed to identify evidence of principal practices?



Common Principal Management Issues

Participant Packet, Page 2

<i>Building Management Issue</i>	<i>What kinds of artifacts might be generated that contain evidence of principal practices?</i>	<i>In what ways could this event be observed (and by whom) to identify evidence of principal practices?</i>
Ex: Policy management: Policy for using smart phones or personal tech during the school day	Notes and recommendations from issue committee, policy language, parent survey results, pages from parent/student handbook	Observe principal enforcing policy; observe principal facilitating issue committee; observe presentation of recommendations to parents...
Learning environment management:		
Facility physical safety and security:		
Policy management:		
Financial management:		



The Principal's Role in Managing a Facility

From the information you have identified, consider a few common building or facility management opportunities that are shared among multiple principals.

Discussion: Do any of these activities present a way for the principal evaluator (ex. Superintendent) to make their evaluation work both efficient and able to be discussed vertically and horizontally among peers?



The Principal's Role in Managing a Facility

Discussion: How might any of these opportunities demonstrate progress or accomplishment on building level initiatives or instructional priorities?

Discussion: How might these opportunities also be aligned to your district or strategic planning priorities?



For more information on the
Principal Evaluation Process,
please visit:

dpi.wi.gov/ee

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