

### OLAC Evaluation Crosswalk - Principal

The principal will focus on the standard listed below, complete the associated modules, and review the other suggested resources.

Principal Signature:

Evaluator Signature:

Conference Dates:

Date of Completion:

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### Standard Three (Leadership): School Improvement

The effective educational leader implements collaborative structures and shared leadership to analyze data and causality, align evidence-based strategies to deliberate goals, develop the capacity of staff, and partner with internal and external supports to improve learning conditions and outcomes.

**ODEW Essential Question for the Standard:** Do I facilitate and foster a culture of data analysis and inquiry to identify proven strategies for success?

### OLAC Focusing Questions for Principals' Self-Reflection: By Standard-

1. Would I like more information on how data analysis and inquiry processes can assist Ohio schools and their leadership teams?
  - o [Ohio's Continuous Improvement Toolkit](#)
  - o [Ohio's Strategic Plan for Education](#)
  - o OLAC Module: [Shared Accountability](#)
  - o OLAC Module: [TBTs: Bottom-Up and Top-Down](#)
  - o Ohio Department of Education and Workforce: [The Ohio Improvement Process \(OIP\)](#)
  - o Ohio Department of Education and Workforce: [Research, Evaluation, and Advanced Analytics](#)
2. Do I need resources to support collaborative work with my staff to discover my school's critical needs and the causes of those needs? Resources include:
  - o OLAC Module: [Teams Using Data Wisely](#)
  - o OLAC Module: [Leadership](#)
  - o OLAC Module: [The Collaborative Process](#)
  - o OLAC Module: [Coaching](#)
  - o Ohio Department of Education and Workforce: [Improvement and Innovation](#)
  - o OLAC Module: [Ohio Improvement Process](#)
  - o [Ohio Inclusive Instructional Leadership](#)

### OLAC Focusing Questions for Principals' Self-Reflection: By Indicator-

3.1: The effective educational leader develops the capacity of staff as leaders by establishing structures for collaboration that promotes the analysis of data to identify areas of greatest need.

1. Would I benefit from learning more about shared leadership that helps establish and maintain collaborative structures?
  - o OLAC Webinar: [Shared Leadership for Principals](#)
  - o [Ohio's Continuous Improvement Toolkit](#)
  - o National Comprehensive Center for Teacher Quality: [Identifying how Highly Effective Leaders Support Teachers](#) (2008)
  - o The Wallace Foundation Knowledge Center: [How Principals Affect Students and Schools: A Systematic Synthesis of Two Decades of Research](#) (2021)
  - o OLAC Webinar: [Being an Instructional Leader at all Stages of the OIP: Superintendents and Principals](#)
  - o OLAC Video: [Surviving the Work Through Distributed Leadership](#)
  - o Learning Forward Webinar: [Taking the Lead: Roles for Teachers and Teacher Leaders](#) (2018)
  - o Council of Chief State School Officers (CCSSO): [Inclusive Leadership Webisode Series](#)

2. Would I like to know more about how a school identifies areas of critical need?

- Ohio Department of Education and Workforce: [Improvement and Innovation](#)
- Ohio Department of Education and Workforce: [Ohio Improvement Process Step 1: Identify Critical Needs](#)
- Texas Association of Elementary Principals and Supervisors Association (TEPSA): [Equity Audits: A Powerful Tool to Transform Teaching and Learning](#) (2019)
- Ohio Department of Education and Workforce: [Equity in Special Education: Disproportionality](#)

3. Would it help to learn more about how to gather and analyze cause data?

- OLAC Module: [Teams Using Data Wisely](#)
- OLAC Video: [Having Data to Understand Your Needs](#)
- UNESCO Learning Portal: [Using Data to Improve the Quality of Education](#) (June 2021)
- Compass: [How to Conduct Root Cause Analysis](#)

4. Would I benefit from knowing more about making existing collaborative structures more impactful?

- OLAC Module: [Coaching](#)
- OLAC Module: [Shared Accountability](#)
- OLAC Webinar: [Insights into Effective TBTs](#)
- OLAC Module: [The Collaborative Process](#)
- OLAC Module: [TBTs: Bottom-Up and Top-Down](#)
- OLAC Video: [Supporting TBTs to Effectively Implement District Priorities](#)
- OLAC Video: [Teams as the Framework for Improving Educational Equity](#)
- OLAC Webinar: [Being an Instructional Leader at all Stages of the OIP: Superintendents and Principals](#)
- [Ohio's Continuous Improvement Toolkit](#)