The University of North Carolina at Charlotte Department of Educational Leadership

MSA Program Electronic Evidence 4: Organizational Management Scoring Rubric

Name of Evidence: Organizational Leadership and Management Action Plan (OLMAP)

Element/	Emerging/Developing	Proficient
Descriptors Addressed	(Marginal but Not Acceptable)	(Acceptable)
1. Instructional Leadership – This	To achieve <i>Emerging</i> /	To achieve Proficient status, the
performance requires an evaluation of the	Developing status, the candidate	candidate's artifacts demonstrate
role of principal and his/her roles in leading,	demonstrates in his/her artifacts	knowledge of virtually all of the
organizing and managing the instructional	knowledge of most of the	processes and practices for
program. The candidate will participate in and make recommendations for school	processes and practices for planning and scheduling the	planning and scheduling the instructional program to meet
improvement.	instructional program to meet	students' needs and managing
2b1. Adheres to legal requirements	student needs and managing daily	daily routines in a school
for planning and instructional time.	routines in a school consistent	consistent with state statutes and
2b2. Reviews scheduling processes	with state statutes and	regulations. He/she demonstrates
and protocols that maximize staff	regulations He/she can answer	skills expected of a beginning
input and address diverse student	questions at a very concrete level	principal. The quality of these
learning needs.	about leadership issues related to	artifacts is very good to excellent.
	this topic. The quality of these	There are no areas that are not
	artifacts is at least	judged to be acceptable.
	acceptable/good. There are at	
	least one or more areas that need	
O Haman Bassansa Laadanahin Thia	to be improved.	To ophicus Bustiniaut status the
2. Human Resource Leadership – This	To achieve <i>Emerging</i> /	To achieve Proficient status, the candidate's artifacts demonstrate
performance assessment requires that candidates demonstrate knowledge of	Developing status, the candidate demonstrates in his/her artifacts	knowledge of virtually all of the
statutes and regulations that govern the	knowledge of most of the	systems, processes, and practices
evaluation of teachers and other staff in a fair	systems, processes, and practices	for appraisal of staff consistent
and equitable manner. The candidate will	for appraisal of staff consistent	with state statutes and
make recommendations for improvement.	with state statutes and	regulations. The quality of these
The candidate will participate in and	regulations. He/she can answer	artifacts is very good to excellent.
contribute to the goals of at least one	questions at a very concrete level	He/she demonstrates skills of a
ongoing effort.	about leadership issues related to	beginning principal. There are no
4c2 Works with others to implement	this topic. The quality of these	areas that are not judged to be
district and state evaluation policies	artifacts is at least	acceptable
in a fair and equitable manner.	acceptable/good .There is at least	
	one or more areas that need to be	
3. Managerial Leadership – This	improved. To achieve <i>Emerging</i> /	To achieve Proficient status, the
performance assessment requires an	Developing status, the candidate	candidate's artifacts demonstrate
evaluation of the resources management and	demonstrates in his/her artifacts	knowledge of virtually all of the
budgeting processes in the school. The	knowledge of most of the best	best practices for budgeting,
candidate will participate in and contribute to	practices for budgeting,	communicating with school
the goals of at least one ongoing effort.	communicating with school	stakeholders, soliciting and using
5a1. Works with others to	stakeholders, soliciting and using	feedback, and using data for
incorporate the input of the School	feedback, and using data for	school decision-making. The
Improvement Team in budget and	school decision-making. He/she	quality of these artifacts is very
resource decisions.	can answer questions at a very	good to excellent. He/she
5a2 . Works with others to use	concrete level about leadership	demonstrates skills of a beginning
feedback and data to assess the	issues related to this topic. The	principal. There are no areas that

success of funding and program quality of these artifacts is at least are not judged to be acceptable decisions. acceptable/good. There are at 5c1. Works with others to utilize a least one or more areas that need system of open communication that to be improved. provides for the timely, responsible sharing of information within the school community. **5c2.** Works with others to provide information in different formats in multiple ways through different media in order to ensure communication with all members of the community. 5d1. Works with others to communicate and enforce clear expectations, structures, rules, and procedures for students and staff. **5d2.** Works with others to effectively implement district rules and procedures. 4. External Leadership Development -To achieve *Emerging* / To achieve **Proficient** status, the This performance assessment requires an Developing status, the candidate candidate's artifacts demonstrate evaluation of the candidate's knowledge of demonstrates in his/her artifacts knowledge of virtually all of the school leadership and management practices knowledge of most of the systems, processes, and practices and the demonstrated skills required to systems, processes, and practices for budgeting, scheduling, staffing, comply with federal, state, and district for budgeting, scheduling, staffing, appraisal of staff, communicating, mandates. appraisal of staff, communicating, problem solving, and managing 6b1. Works with others to ensure problem solving, and managing daily routines in a school compliance with federal, state, and daily routines in a school consistent with federal, and state district mandates. consistent with federal, and state statutes and regulations and district policies. The quality of statutes and regulations and these artifacts is very good to district policies. He/she can

answer questions at a very concrete level about leadership

issues related to this topic. The

acceptable/good. There are at least one or more areas that need

to be improved.

quality of these artifacts is at least

excellent. He/she demonstrates

skills of a beginning principal.

judged to be acceptable

There are no areas that are not