*This section provides examples of appropriate artifacts to include in a principal and building leader portfolio. The suggestions are grouped by the School ADvanceTM Principal and Building Leader Evaluation Domains. Districts are encouraged to use these examples to begin the conversation about what each of the evaluation factors and characteristics look like in actual practice. Each district should continue adding to and adjusting these examples as best fits the factors and characteristics as aligned with the position and district/school goals.*

**Domain 2: LEADERSHIP**

**Factor A: Vision for Learning and Achievement**

* **Characteristic 1: Mission and Vision**

*Artifact Examples: Personal and/or School Vision/Mission Statements; Presentations and/or Newsletters to Staff and Stakeholders; Examples of Personal Professional Learning; Observations; Staff Memos; School Improvement Plans; Faculty, Parent, Team Meeting Agendas, Minutes, and Participants Observation Notes*

* **Characteristic 2: Goals an Expectations**

*Artifact Examples: School Improvement Documents including Goals and Expectations; Staff Meeting Memos and Minutes; Newsletters, Communication to Staff, Parents, and Community; Personal Goals and Vision; Monitoring of Progress toward Goals (Data collection systems); Reports on Progress of School Goals; Student, Staff, and Parent Feedback*

**Factor B: Culture**

* **Characteristic 1: Values, Beliefs, Principles, and Diversity**

*Artifact Examples: Communications to Staff, Parents, and Community; Shared Guiding Principles; Core Value Statements; Parent and Community Meeting Agendas and Feedback; Diversity Training Agendas and Materials for Students, Staff and Community; Student, Staff, Parent, and Community ~~Surveys and Results~~ Feedback; PLC’s Agendas and Notes*

* **Characteristic 2: Language, Traditions, Celebrations, and Stories**

*Artifact Examples: Communication Examples to Staff, Parents, and Community; Meeting Agendas and Notes; Building Calendar; Feedback from Students, Staff, Parents, and Community; Meeting Agendas from Parent Organizations*

**Factor C: Leadership Behavior**

* **Characteristic 1: Informed and Current**

*Artifact Examples*: *School Improvement Plans (goals and strategies); Student Data (state, district, building); Staff Memos; Agenda/Minutes of School Data Teams*

* **Characteristic 2: Strategic and Systemic**

*Artifact Examples: Personal Goals Document; Sample Team and Individual Staff Goals Documents; School Improvement Plan and Progress Reports; School and Team Meeting Agendas and Minutes; Progress Monitoring Tools and Reports; Examples of Progress toward School Goals*

* **Characteristic 3: Fair, Legal, Honest, and Ethical**

*Artifact Examples: Staff Memos; Staff Meeting Agendas; Norms and Ground Rules for Meetings; Conflict Resolution Protocols; Staff and/or Student Climate Surveys; Code of Conduct, Disciplinary Report Data; Staff, Student and Parent Handbooks; Observation Notes*

* **Characteristic 4: Adaptive and Resilient**

*Artifact Examples: Personal Improvement Goals; 3600 Parent, Staff, Supervisor Surveys; Attendance Record; Staff Meeting Agenda and Minutes; Staff, Student, and Parent Handbooks; Recognition Programs; Observation Notes*

**Domain 3: Systems**

**Factor A: High Quality and Reliability Instructional Program**

* **Characteristic 1: Guaranteed and Viable Curriculum**

*Artifact Examples: Building Grade/ Content Curriculum Guides and Documents; Meetings and Memos to Staff; Staff Lesson Plans; Walkthroughs and Teacher Observations; Feedback to Teachers; Team/PLC Meeting Agendas and Minutes; Building and Individual Professional Learning Plans and Events; Agendas and Participation in Parent/Community Curriculum Events*

* **Characteristic 2: Evidence Based and Differentiated Instruction**

*Artifact Examples: Staff Lesson Plans; Walkthroughs and Teacher Observations; Professional Learning on Differentiation and/or Instructional Strategies; Student Intervention Plans; RTI and Data, Team Minutes; PLC Meetings Agendas and Minutes; Building and Individual Professional Learning Plans and Events; Schedules of Teachers Observing Each Other, Notes from Monitoring of Classroom Instruction Data*

* **Characteristic 3: Standards Based Assessment and Feedback**

*Artifact Examples: Assessment Calendar; Staff Lesson Plans; Walkthroughs and Teacher Observations; Classroom, Grade Level, Subject Area, and Student Performance Data; Rubrics or Proficiency Scales; Formative and Summative Assessment Analysis; Professional Learning Plans; Team/PLC Meetings Agendas and Minutes; Professional Learning Agendas and Feedback*

**Factor B: Safe, Effective, Efficient Programs and Services**

* **Characteristic 1: Laws, Policies, and Regulations**

*Artifact Examples: School Safety and Behavioral Expectations and Plans; Analysis of Discipline and Safety Incidence Reports; Staff, Student, and Parent Handbooks; Staff/Team Meeting Agendas and Minutes; Staff, Student, and Parent Feedback; Attendance Data and Analysis; Severe Weather and Drill Plans; FERPA Training; Volunteer Confidentiality Statements; Parent Notification of Rights; Assemblies; Positive Behavior Support Plan*

* **Characteristic 2: Processes and Procedures**

*Artifact Examples: School Safety and Behavioral Expectations; Staff, Student, and Parent Guidelines and Handbooks; Agendas and Feedback from Staff Meetings; Staff, Student, and Parent Evaluation of Systems Reports*

* **Characteristic 3: Resource Allocation and Management**

*Artifact Examples: Budget, ~~and~~ Budget Analysis and Monitoring Reports; Budget Presentations and Materials; External Review and Audits; Grant Applications and Awards; Title Budget and Reports*

**Domain 4 – PROCESSES**

**Factor A: Community Building**

* **Characteristic 1: Relationships**

*Artifact Examples: Community and University Partnerships and Activities; Community Survey and Data; Parent Advisory Agendas and Minutes; Participation Rates in School Functions; Observation Notes*

* **Characteristic 2: Inclusion**

*Artifact Examples: Parent Advisory Agenda and Minutes; Parent Engagement Survey Data; School Improvement and Other Meeting Participant Lists; Observation Notes*

* **Characteristic 3: Communications**

*Artifact Examples: Parent Access to Student Performance; Parent Outreach Goals and Strategy; Notifications of Meetings; Newsletters or Other Forms of Communications; News Articles; Web-Site; Social Media; Board Presentations; Observation Notes*

**Factor B: Evidence Based Improvement**

* **Characteristic 1: Collaborative Inquiry**

*Artifact Examples: Student Achievement/Data Team Meeting/PLC Schedule, Participants, and Minutes; Staff Schedules; SMART Goals; Staff Meeting Agenda and Notes*

* **Characteristic 2: Systematic use of Multiple Data Sources**

*Artifact Examples: Student Achievement Reports, Graphs, and Charts; Student Improvement Targets; Intervention Plans; Student Goals; School Improvement Goals and Revisions; RTI Data and Team Meetings; Analysis of Data; Formative and Summative Data Analysis Reports or Reflections*

* **Characteristic 3: Data Systems**

*Artifact Examples: Analysis of State, District, School, Student Background Data; Multiple Year Analysis of Data; School Improvement Goals and Revisions based on Analysis; Goal Benchmarks; Strategy Evaluation*

**Domain 5 – SYSTEMS**

**Factor A: Human Development**

* **Characteristic 1: Professional Learning**

*Artifact Examples: Personal Professional Learning Plan and Updates; Organizational Membership; Committees and Workgroups; National, State or Local Learning Projects Membership; Participation in Staff Professional Learning; Teacher Professional Learning Plans; Building Professional Learning Plans; Agendas, Minutes, and Sign In Sheets of Building Professional Learning; Professional Learning Plans of Staff; Building PLC Agendas and Minutes; Evaluation of Building Professional Learning; New Staff Induction, Mentoring, and Coaching Examples; Mentor Logs; Observation Notes*

* **Characteristic 2: Leadership Development**

*Artifact Examples: School Improvement Meeting Agenda, Minutes, and Sign In Sheets; Building Decision Making Process; Building and Committee Meeting Agendas and Minutes; Staff Examples of Leadership; Professional Learning for Teachers; Processes and Programs for Parent and Student Leaders; Teacher Led Professional Learning; Observation Notes*

* **Characteristic 3: Performance Evaluation**

*Artifact Examples: Teacher Performance Evaluations, Rubrics, and Individual Development Plans (IDP’s); Schedule of Classroom Visits (formal and walk-through); Feedback to Teachers; Schedule of Classroom Visits by Teachers; Staff and Team Meeting Agendas and Minutes; Performance Evaluation Professional Learning Agendas; Walk-through Data; Observation Notes*

* **Characteristic 4: Productivity**

*Artifact Examples: School Routines and Procedures; Staff, Student, and Parent Handbooks; Teacher Retention Data; Master School Schedules; Site Calendars; Student Achievement/Data Team Meeting Schedules*

**Factor B*:* Technology Integration and Competence**

* **Characteristic 1: Personal Use of Technology**

*Artifact Examples: Email Blasts; Social Websites (i.e. Facebook); Web Articles; Twitter Accounts; Moodle Accounts; Electronic Presentations; Electronic Newsletters and Updates; Electronic Data Disaggregation; On-line Courses; Blogs; Podcasts; Observation Notes*

* **Characteristic 2: Learning and Teaching with Technology**

*Artifact Examples: Staff Training Schedules and Agendas for Technology; School Improvement Plans; Staff Example of Technology Use for Teaching and Learning; On-line Professional Learning; Teacher Lesson Plans; Observation Notes*

* **Characteristic 3: Leadership for Technology**

*Artifact Examples: School and Classroom Newsletters; PTO Meeting Agendas and Minutes; Teacher Observation and Feedback; Teacher Individual Learning Plans; Staff and Student Recognition Program Agendas; New Program or Technology Adoptions; Observation Notes*