

Educator Effectiveness Principal Advisory Cabinet

2014-2015 Report

Through the Principal Advisory Cabinet (PAC), principals and other school level administrators share their insights, suggestions, and feedback with the Massachusetts Department of Elementary and Secondary Education's (ESE) Center for Educator Effectiveness to help refine current policies and inform the development of new policies and resources at the state level.

During the 2014-15 School Year, Principal Cabinet Members:

Spearheaded development of ESE's Video Resource Library: Members of the Principal and Teacher Advisory Cabinets shaped the scope, content, and purpose of ESE's [TEEM Video Series](#) and Calibration Video Library, which will provide all educators with concrete examples of educator evaluation implementation throughout Massachusetts, as well as high quality classroom instruction videos for evaluator calibration activities. Highlights include:

- 18 videos of educator evaluation implementation in four Massachusetts districts, illustrating innovative, meaningful practices related to the 5-Step Evaluation Cycle and examples of effective districts systems designed to support educator evaluation
- Over 40 high-quality classroom instruction videos and sample calibration training protocols for evaluator support and training

Provided input on the MA Equity Plan: PAC members helped to identify persistent educational equity gaps and root causes to inform the MA State Equity Plan submitted to the United States Department of Education in June 2015. Feedback from the Teacher and Principal Cabinets was particularly helpful in demonstrating the cyclical nature of causes, inequities, and gaps in students'

Resources

The list below is a quick guide to the resources that Principal Advisory Cabinet members created or contributed to.

- [Video Series: Transforming Educator Evaluation in Massachusetts \(TEEM\)](#)
- MA State Equity Plan
- [Alternative Pathways for Establishing Educator Impact](#) (March 2015)
- [Building a School Culture that Promotes Teacher Leadership, Advice from Teachers and Principals](#)
- [Video: Educator Voices in Policy](#)
- [Performance Assessment for Leaders](#)
- MA Educator Evaluation Framework: Video Series
- [Educator Effectiveness Guidebook for Inclusive Practice](#)

Working Groups

In addition to attending four meetings, Principal Advisory Cabinet members participated in three working groups throughout the year that allowed subsets of the Cabinet to dive more deeply into areas of personal interest.

Those groups included:

1. **Teacher Leadership:** Working group members co-authored a brief, [School Cultures that Support Teacher Leadership](#), with members of the Teacher Advisory Cabinet.
2. **Performance Assessments for Leaders (PAL):** Working group members developed a tool for principal mentors to effectively support principal candidates complete PAL requirements.
3. **Pen Pals:** Working group members served as "pen pals" with ESE staff members, engaging in school visits and sharing a "day-in-the-life" of school leadership.

For more information about the Principal Advisory Cabinet, please contact Claire Abbott at cabbott@doe.mass.edu.

access to excellent educators. Several strategies to eliminate equity gaps outlined in the plan—particularly those that are more appropriate for district- and school-level action—come from teachers’ and principals’ suggestions and are represented in both new and existing ESE priorities.

Gave feedback on alternative pathways to measuring student impact:

The [Alternative Pathways](#) options and policy change in March 2015 benefitted from PAC member close reads and constructive feedback during the developmental stages. Reactions to the alternative pathways have been positive, and preliminary submission data from MA districts indicates that a large percentage of districts are doing what Cabinet members anticipated—“staying the course” while requesting additional time for implementation.

Informed ESE’s work on teacher leadership and recognition:

Principal Advisory Cabinet members worked with Teacher Advisory Cabinet members to produce a written compilation of advice for their peers about [how to build a school culture that supports teacher leadership](#). PAC members also participated in selecting the 2015 Massachusetts Teacher of the Year.

Gave feedback on proposed changes to pre-service teacher assessments: Cabinet members gave feedback on what they most value and need when hiring and supporting new teachers. Their feedback directly informed the development of ESE’s new teacher candidate assessment of performance (CAP), to be released and piloted in the 2015-16 school year.

Contributed to ESE’s Guidebook for Inclusive Practice: Principals provided suggestions of resources and strategies that are included in the [Educator Effectiveness Guidebook for Inclusive Practice](#), and several Cabinet members participated in the development of the Guidebook itself. The Guidebook is a collection of tools for districts, schools, and educators that align to the MA Educator Evaluation Framework and promote evidence-based best practices for inclusion following the principles of Universal Design for Learning, Positive Behavior Intervention and Supports, and Social and



Emotional Learning. The Guidebook is available for all MA educators to explore and implement while undergoing comprehensive field review during the 2015-16 school year.

Presented at local and national conferences: PAC members presented during workshops at ESE’s Spring Convening in May 2015 in Marlborough, MA, and one PAC representative traveled to Washington D.C. to attend USED’s “Principals at ED” conference in May.

How does the Cabinet work?

The Principal Advisory Cabinet is comprised of two separate groups – an East Cabinet and a Central/West Cabinet. Each group met four times during the school year for 2.5 hour meetings. In addition to the in-person meetings, Cabinet members spent 1-2 hours in between meetings responding to requests for feedback via email, shared documents, and conference calls.

Who was on the Cabinet?

The 2014-15 Principal Advisory Cabinet was comprised of 36 principals and other administrators from 32 different districts and spanning the state of Massachusetts. Cabinet members were selected through a competitive application process for their ability to provide thoughtful, nuanced, solutions-oriented comments and feedback from a range of perspectives and backgrounds.

Making Connections

Members of the Cabinet found it helpful to be able to bring information they learned at meetings back to their schools and districts. Also, they often gathered input from colleagues that informed discussions at meetings. Some examples of how school leaders brought information back to their districts include:

- Forwarding memos and opportunities to get involved to teachers, network peers, district, and union leaders.
- Reusing activities or materials from Cabinet meetings at staff meetings in their schools or PD sessions in their districts.
- Meeting with district leaders to provide updates on topics covered at meetings to ensure that district leaders are aware of new resources and opportunities from ESE.



As one member of the Cabinet put it, “Serving on the Principal Advisory Cabinet provided tremendous opportunity to collaborate with colleagues from around the state, provide input to ESE on a variety of topics, and gain a greater understanding of the purpose of ESE initiatives. Overall, the experience served as beneficial professional development and supported my leadership back in my district.” –Tricia Puglisi, Principal, Manchester Essex

What do school leaders have to say?

The meeting format includes whole and small group work, guest speakers, and focus groups to ensure that everyone has the opportunity to contribute.

At the end of each meeting, PAC members completed a survey to share feedback on the structure and content of the meeting, provide additional comments on the discussion topics, and suggest ideas for next steps for ESE or future topics. The participant feedback data we collect is tremendously helpful in setting future meeting agendas, gathering additional feedback and comments on the topics we covered, and ensuring that the experience continues to be a positive and worthwhile one for school leaders.

Here is what 2014-2015 participants say about their experience:

“Walking in and being with a group of very engaged educators from across the state and talking about policy... I didn't necessarily expect there to be that depth of discussion, and there has been.”
Steve Guditis, Principal, Manchester Essex

“I love the journey, the flow. To know that through this process--through conversations and questions and inquiries--I'm learning more about myself as I'm also learning about the process.” --Craig Martin, Principal, Boston

PAC: History & Background

ESE's Center for Educator Effectiveness oversees educator preparation, evaluation, recognition, and other educator quality initiatives. As we work to support districts, schools, and teachers in educator effectiveness work, we know it is critical to engage school-based educators whose feedback can inform our ongoing work. ESE convened the first Principal Advisory Cabinet in August 2011, shortly after passage of the new educator evaluation regulations (603 CMR 35.00), to support the development and roll-out of the evaluation model system in Race-to-the-Top districts. In the 2012–13 and 2013–14 school years, the Cabinet expanded to include administrators from non-RTTT districts, as well as assistant principals, charter school administrators, and representatives from educator preparation. Cabinet members were instrumental in providing insight into the successes and challenges of implementation, and continued to provide feedback on performance ratings guidance, student and staff feedback instruments, evaluator calibration challenges, and training materials. In 2014-15, the Cabinet broadened its foci even further to other educator effectiveness initiatives such as licensure and educator preparation.

The table below shows the progression of topics covered during PAC meetings from 2011 through 2015.

TOPICS	ESE Model: Principal Evaluation	ESE Model: Teacher Evaluations	ESE Model: Supt. Evaluations	Performance Rubrics	Observations and Feedback	Implementation Supports	Collective Bargaining	Goal Setting	Training Modules	Teacher Workshops	Communications	Implementation Feedback	Evaluator Calibration	Student & Staff Feedback	Student Impact Rating/DDIMs	Equitable Access	Licensure	Teacher Performance Assessment
Meetings																		
2011-12	Summer 2011	x	x	x	x													
	Fall 2011	x			x	x												
	Winter 2011	x					x	x										
	Spring 2012					x			x									
2012-13	Summer 2012					x			x	x	x							
	Fall 2012						x			x	x	x						
	Spring 2013											x		x				
2013-14	Summer 2013					x			x		x		x					
	Fall 2013					x						x						
	Winter 2014												x	x	x			
	Spring 2014													x				
2014-15	Fall 2014												x					
	Winter I 2015															x	x	
	Winter II 2015														x			x
	Spring 2015															x		
		Development of ESE Model System				Implementation & Training Supports				New Implementation Resources				Educator Effectiveness				
2014-15 Working Groups: Teacher Leadership, Performance Assessment for Leaders, ESE/Educator Pen Pals 2014-15 Additional Contributions: Teacher of the Year, Professional Development Guidance, 5-Step Cycle Training Videos, Guidebook on Inclusive Instruction																		

2014-2015 Principal Advisory Cabinet Members

East	Holli Armstrong	Dedham Public Schools
	Eliza Burns	Norwell Public Schools
	Diane Carreiro	Middleton Public Schools
	Michele Connors	Brockton Public Schools
	Joe Connor	Attleboro Public Schools
	Phil Conrad	Rockport Public Schools
	Kathryn Dawe	Triton Regional School District
	Brian Duffey	Scituate Public Schools
	Dorothy Flaherty	Masconomet Regional School District
	Shawn Fortin	Franklin Public Schools
	Steve Guditus	Manchester Essex Regional School District
	Greg Haas	Greater Lawrence Vocational Technical School
	Sharon Hobbs	Lincoln Public Schools
	Matt Marani	Norwell Public Schools
	Craig Martin	Boston Public Schools
	Bruce Michitson	Haverhill Public Schools
	Brian Middleton-Cox	Boxford Public Schools
	Nan Murphy	Lowell Public Schools
Stephen Pechinsky	Revere Public Schools	
Aaron Polansky	Bristol County Agricultural High School	
Patricia Puglisi	Manchester Essex Regional School District	
Shannon Snow	South Middlesex Regional Vocational Technical School	
Karen Spaulding	Milton Public Schools	
Central/West	Matthew Carlson	Auburn Public Schools
	Beth Chamberland	Auburn Public Schools
	Jennifer Chapin	Hatfield Public Schools
	Mary Claire Manning	Westfield Public Schools
	Colleen Mucha	Quaboag Regional School District
	Larry Murphy	West Boylston Public Schools
	Kathleen Pastore	Dudley-Charlton Regional School District
	Heidi Peterson	Tantasqua Regional School District
	Paul Plummer	South Hadley Public Schools
	Marie Pratt	Longmeadow Public Schools
	Maria Silvestri	West Springfield Public Schools
	Amy Smith	West Springfield Public Schools
Patricia Tuzzolo	Leominster Public Schools	

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