



**McREL**  
INTERNATIONAL

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OKLAHOMA SCORING TEMPLATE  
PRINCIPAL EVALUATION

The Scoring Template spreadsheet is designed to help Oklahoma school districts using the paper/pencil fillable forms version of McREL's Balanced Leadership Principal Evaluation System analyze, record and translate Summary Rating form data.

**BE CERTAIN TO READ ALL INSTRUCTIONS  
BEFORE GETTING STARTED.**

If you are unable to access the Scoring Template link or have any difficulties entering information, send an email to:

Karen Thome

McREL International

[kthome@mcrel.org](mailto:kthome@mcrel.org)

[customer-care@mcrel.org](mailto:customer-care@mcrel.org)

303 632-5543

Oklahoma school districts using the Paper-Pencil version of McREL's Principal Evaluation System must manually enter data from the Summary Evaluation Rating Forms (PDF fillable format) to the Raw Data tab of the Scoring Spreadsheet.

**Values entered on the Scoring Spreadsheet are  
the sole responsibility of each district.**

There are a total of seven (7) workbooks (tabs) associated with the Scoring Template:

1. Paper-Pencil Instructions (red tab)
2. Raw Data (green tab)
3. Average Scores (blue tab)
4. Final Scores (purple tab)
5. Individual (orange tab)
6. Scoring Ranges (yellow tab)
7. Scoring Model (pink tab)

McREL recommends reading through the Instructions tab to become familiar with workbooks and how the data is to be entered.

# Raw Data Workbook

Using the saved PDF fillable format Summary Evaluation Rating forms, enter data for each Framework Component and Element for each principal across columns in this tab.

Convert text rating to numeric value:

**Not Demonstrated = 1**

**Developing = 2**

**Proficient = 3**

**Accomplished = 4**

**Distinguished = 5**

The spreadsheet has been optimized for standards set by Oklahoma legislature. Please do not use this spreadsheet if you are not in the state of Oklahoma.

# Raw Data Workbook (cont'd)

Enter the scoring value in each column for each principal as follows:

- Column H     Managing Change - Element A: Change Agent
- Column I     Managing Change - Element B: Flexibility
- Column J     Managing Change - Element C: Ideals and Beliefs
- Column K     Managing Change - Element D: Intellectual Stimulation
- Column L     Managing Change - Element E: Knowledge of Curriculum, Instruction, and Assessment
- Column M     Managing Change - Element F: Monitor and Evaluate
- Column N     Managing Change - Element G: Optimize

**Overall rating for Managing Change will be placed in Column AC**

# Raw Data Workbook (cont'd)

Columns O-U      Focus of Leadership: Elements A-G

**Overall rating for Focus of Leadership will be placed in Column AD**

Columns V-AB      Purposeful Community: Elements A-G

**Overall rating for Purposeful Community will be placed in Column AE**

Calculations from the Raw Data tab will convert to subsequent workbook tabs:  
Average Score, Final Scores, and Individual.

**Values entered in this document are the  
sole responsibility of each district.**

# Average Scores Workbook

Information entered on the Raw Data workbook will calculate to the Average Scores workbook. You will see the mean of all scores across the quantity of principal data entered. Scores will post for each Framework Component, each Element, and the Overall Rating by Framework Component.

Calculations appearing in the Average McREL Rating Score column are protected and calculations cannot be changed without changes to the Raw Data workbook.

Mean of All Scores Across 4 Evaluees	
<b>Framework 1: Principal leadership responsibilities associated with Managing Change</b>	
<b>Average McREL Rating Score</b>	
A. Change Agent: Is willing to and actively challenges the status quo.	2.00
B. Flexibility: Adapts his or her leadership behavior to the needs of the current situation and is comfortable with dissent.	2.00
C. Ideals and Beliefs: Communicates and operates from strong ideals and beliefs about school and schooling.	2.75
D. Intellectual Stimulation: Ensures that the faculty and staff are aware of the most current theories and practices and makes the discussion of these a regular aspect of the school culture.	2.00
E. Knowledge of Curriculum, Instruction, and Assessment: Is knowledgeable about the current curriculum, instruction, and assessment practices.	2.00
F. Monitor and Evaluate: Monitors the effectiveness of school practices and their impact on student learning.	2.25
G. Optimize: Inspires and leads new and challenging innovations.	2.50
Overall rating for Managing Change	2.25
<b>Framework 2: Principal responsibilities associated with Focus of Leadership</b>	
A. Contingent Rewards: Recognizes and rewards individual accomplishments.	2.50
B. Discipline: Protects teachers from issues and influences that would detract from their time or focus.	2.25
C. Focus: Establishes clear goals and keeps those goals in the forefront of the school's attention.	2.25
D. Involvement in Curriculum: Is directly involved in helping teachers design curricular activities and address assessment and instructional issues.	2.25
E. Order: Establishes a set of standard operating procedures and routines.	2.50
F. Outreach: Is an advocate and spokesperson of the school to all stakeholders.	2.25
G. Resources: Provides teachers with material and professional development necessary for the execution of their jobs.	2.25
Overall rating for Focus of Leadership	2.25
<b>Framework 3: Principal responsibilities associated with Purposeful Community</b>	
A. Affirmation: Recognizes and celebrates school accomplishment and acknowledges failures.	2.75
B. Communication: Establishes strong lines of communication with teachers and among students.	2.75
C. Culture: Fosters shared beliefs and a sense of community and cooperation.	2.75
D. Input: Involves teachers in the design and implementation of important decisions.	2.25
E. Relationship: Demonstrates awareness of the personal aspects of teachers and staff.	2.25
F. Situational Awareness: Is aware of the details and the undercurrents in the running of the school and uses this information to address current and potential problems.	2.50
G. Visibility: Has quality contacts and interactions with teachers and students.	2.50
Overall rating for Purposeful Community	2.00

# Final Scores Workbook

The Final Scores Workbook compiles all principal information entered on the Raw Data tab and the Composite Score and Ratings:

LOCATION	EVALUEE	EMAIL	EVALUATION DATE	EVALUATOR	MCREL COMPOSITE SCORE	McREL RATING
Frank High	Jones, John	jjones@abc.com	2/12/2014	Thome, K	2.43	Needs Improvement
Lloyd Middle	Smith, Sara	ssmith@abc.com	2/25/2014	Thome, K	3.84	Highly Effective
Wright Elementary	Doe, David	ddie@abc.com	3/12/2014	Thome, K	4.67	Highly Effective
Architect Academy	Peter, Patty	ooeter@abc.com	4/16/2014	Thome, K	1.64	Ineffective

# Individual Workbook

From the Individual workbook (tab) choose the Evaluee using the drop down arrow. From this workbook is where you will want to view and print each evaluee's detailed scoring record.

If you are unable to see Individual Names after clicking on the down arrow key, try moving the scroll bar up/down to display names.

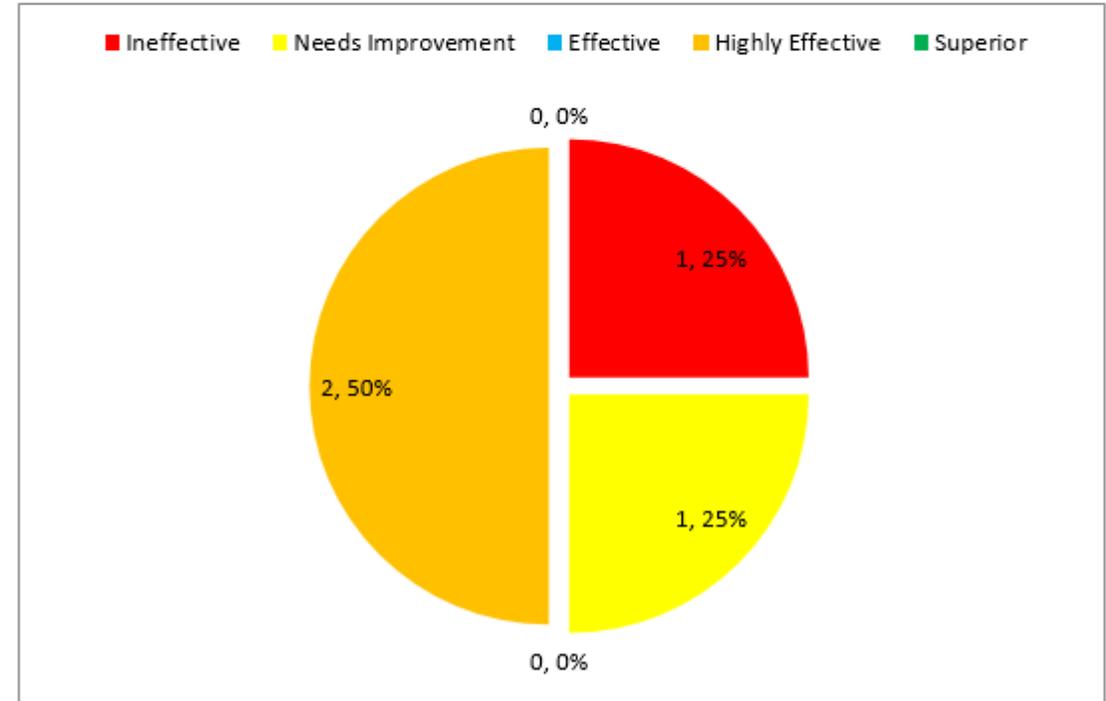
Jones, John - Frank High		Choose Evaluee		PROFICIENT/EFFECTIVE RANGES			
Evaluator:	K. Thome	Summary date:	04/14/2014	MIN	John	MAX	
McREL Score:	1.85	McREL Rating:	Proficient	>>>	1.51	1.85	2.50
MODEL: BALANCED RESP AND FRAMEWORK RATINGS							
<b>Framework 1: Principal leadership responsibilities associated with Managing Change</b>							
		%	DATA	SCORE			
A. Change Agent: Is willing to and actively challenges the status quo.		2.35	2	0.0470			
B. Flexibility: Adapts his or her leadership behavior to the needs of the current situation and is comfortable with dissent.		2.35	2	0.0470			
C. Ideals and Beliefs: Communicates and operates from strong ideals and beliefs about school and schooling.		2.35	3	0.0705			
D. Intellectual Stimulation: Ensures that the faculty and staff are aware of the most current theories and practices and makes the discussion of these a regular aspect of the school culture.		2.35	2	0.0470			
E. Knowledge of Curriculum, Instruction, and Assessment: Is knowledgeable about the current curriculum, instruction, and assessment practices.		2.35	2	0.0470			
F. Monitor and Evaluate: Monitors the effectiveness of school practices and their impact on student learning.		2.35	2	0.0470			
G. Optimize: Inspires and leads new and challenging innovations.		2.35	3	0.0705			
Overall rating for Managing Change		16.85	2	0.3370			
<b>F1 TOTAL:</b>		<b>33.3%</b>	<b>F1 PTS</b>	<b>0.7130</b>			
<b>Framework 2: Principal responsibilities associated with Focus of Leadership</b>							
A. Contingent Rewards: Recognizes and rewards individual accomplishments.		2.35	2	0.0470			
B. Discipline: Protects teachers from issues and influences that would detract from their time or focus.		2.35	2	0.0470			
C. Focus: Establishes clear goals and keeps those goals in the forefront of the school's attention.		2.35	2	0.0470			
D. Involvement in Curriculum: Is directly involved in helping teachers design curricular activities and address assessment and instructional issues.		2.35	2	0.0470			
E. Order: Establishes a set of standard operating procedures and routines.		2.35	3	0.0705			
F. Outreach: Is an advocate and spokesperson of the school to all stakeholders.		2.35	2	0.0470			
G. Resources: Provides teachers with material and professional development necessary for the execution of their jobs.		2.35	2	0.0470			
Overall rating for Focus of Leadership		16.95	1	0.1695			
<b>F2 TOTAL:</b>		<b>33.4%</b>	<b>F2 PTS</b>	<b>0.5220</b>			
<b>Framework 3: Principal responsibilities associated with Purposeful Community</b>							
A. Affirmation: Recognizes and celebrates school accomplishment and acknowledges failures.		2.35	3	0.0705			
B. Communication: Establishes strong lines of communication with teachers and among students.		2.35	4	0.0940			
C. Culture: Fosters shared beliefs and a sense of community and cooperation.		2.35	3	0.0705			
D. Input: Involves teachers in the design and implementation of important decisions.		2.35	2	0.0470			
E. Relationship: Demonstrates awareness of the personal aspects of teachers and staff.		2.35	2	0.0470			
F. Situational Awareness: Is aware of the details and the undercurrents in the running of the school and uses this information to address current and potential problems.		2.35	2	0.0470			
G. Visibility: Has quality contacts and interactions with teachers and students.		2.35	3	0.0705			
Overall rating for Purposeful Community		16.85	1	0.1685			
<b>F3 TOTAL:</b>		<b>33.3%</b>	<b>F3 PTS</b>	<b>0.6150</b>			
			<b>TOTAL</b>	<b>1.8500</b>			
_____ Evaluee Signature			_____ Date				
_____ Evaluator Signature			_____ Date				
<small>Note: The evaluee's signature on this form represents neither acceptance nor approval of the report. It does, however, indicate that the evaluee has reviewed the report with the evaluator and may reply in writing. The signature of the evaluator verifies that the report has been reviewed and that the proper process has been followed according to State Statute and Board of Education Policy for the Principal Evaluation Process.</small>							

# Score Ranges Workbook

The Score Ranges Workbook provides ratings to the hundredth place. Based on the number of employees in the Raw Data tab, a graph will display indicating the number of employees entered and the range. A pie graph will also be displayed.

## McREL RATINGS

FROM	TO	RATING	EVALUEES	%
1.00	1.79	Ineffective	1	25.00%
1.80	2.79	Needs Improvement	1	25.00%
2.80	3.79	Effective	0	0.00%
3.80	4.79	Highly Effective	2	50.00%
4.80	5.00	Superior	0	0.00%



# Scoring Model Workbook

The Score Model Workbook itemizes each Framework Component and provides for the mathematical model contained within each element.

MODEL NAME:	
BALANCED RESP AND FRAMEWORK RATINGS	Recommended
<b>Framework 1: Principal leadership responsibilities associated with Managing Change</b>	<b>BALANCED RESP AND FRAMEWORK RATINGS</b>
<b>A. Change Agent: Is willing to and actively challenges the status quo.</b>	2.35
<b>B. Flexibility: Adapts his or her leadership behavior to the needs of the current situation and is comfortable with dissent.</b>	2.35
<b>C. Ideals and Beliefs: Communicates and operates from strong ideals and beliefs about the school.</b>	2.35
<b>D. Intellectual Stimulation: Ensures that the faculty and staff are aware of the most current research and practices in the field.</b>	2.35
<b>E. Knowledge of Curriculum, Instruction, and Assessment: Is knowledgeable about the current research and practices in the field.</b>	2.35
<b>F. Monitor and Evaluate: Monitors the effectiveness of school practices and their impact on student learning.</b>	2.35
<b>G. Optimize: Inspires and leads new and challenging innovations.</b>	2.35
<b>Overall rating for Managing Change</b>	16.85
<b>F1 TOTAL: 33.3% GRAND TOTAL:</b>	
<b>Framework 2: Principal responsibilities associated with Focus of Leadership</b>	
<b>A. Contingent Rewards: Recognizes and rewards individual accomplishments.</b>	2.35
<b>B. Discipline: Protects teachers from issues and influences that would detract from their time or focus.</b>	2.35
<b>C. Focus: Establishes clear goals and keeps those goals in the forefront of the school's attention.</b>	2.35
<b>D. Involvement in Curriculum: Is directly involved in helping teachers design curricular activities and address assessment and instructional issues.</b>	2.35
<b>E. Order: Establishes a set of standard operating procedures and routines.</b>	2.35
<b>F. Outreach: Is an advocate and spokesperson of the school to all stakeholders.</b>	2.35
<b>G. Resources: Provides teachers with material and professional development necessary for the execution of their jobs.</b>	2.35
<b>Overall rating for Focus of Leadership</b>	16.95
<b>F2 TOTAL: 33.3% GRAND TOTAL:</b>	
<b>Framework 3: Principal responsibilities associated with Purposeful Community</b>	
<b>A. Affirmation: Recognizes and celebrates school accomplishment and acknowledges failures.</b>	2.35
<b>B. Communication: Establishes strong lines of communication with teachers and among students.</b>	2.35
<b>C. Culture: Fosters shared beliefs and a sense of community and cooperation.</b>	2.35
<b>D. Input: Involves teachers in the design and implementation of important decisions.</b>	2.35
<b>E. Relationships: Demonstrates awareness of the personal aspects of teachers and staff.</b>	2.35
<b>F. School Improvement: Uses data to monitor and evaluate the effectiveness of the running of the school and uses this information to address current and potential problems.</b>	2.35
<b>G. Visibility: Has quality contacts and interactions with teachers and students.</b>	2.35
<b>Overall rating for Purposeful Community</b>	16.85
<b>F3 TOTAL: 33.3% GRAND TOTAL:</b>	

Scores will automatically populate based on a report provided for those districts who are interested in converting from paper-pencil forms to the platform based system. Please contact SearchSoft Solutions to convert to the online Principal Evaluation System: **800 977-6735**.

Districts who are using McREL's paper-pencil fillable formats and require assistance with Spreadsheet Template navigation are encouraged to contact McREL directly: **303 632-5543**, Karen Thome: [kthome@mcrel.org](mailto:kthome@mcrel.org); [customercare@mcrel.org](mailto:customercare@mcrel.org).