

**APPR Memorandum of Agreement between the  
Horseheads Central School District Association of Administrators  
and the Horseheads Central School District,  
Covering the period:  
July 1, 2012 through June 30, 2013.**

**GENERAL PROVISIONS**

- I. Whereas the parties above are obligated to negotiate APPR provisions for principals consistent with Education Law 3012-c and subsequent NYSED regulation, they hereby agree to the following terms and conditions contained in the agreed upon Plan.
- II. This provision shall apply only to the title of principal.
- III. This provision shall sunset on June 30, 2013 with implementation to begin on October \_\_\_\_, 2012.
- IV. Should the law (3012-c) of 2010 or the regulations regarding 3012-c change from what was adopted by the Board of Regents in May, 2011 and revised in the approved budget bill by the governor, this agreement shall be renegotiated to be consistent with further changes in law or regulation.
- V. The Superintendent shall be the lead evaluator for all principals. Other Central Office staff who have been certified as qualified to conduct principal evaluations under the provisions of 3012-c may participate in any aspect of the principal's APPR Plan.
- VI. It is understood by both parties that given the date of execution of this agreement that timelines may need to be adjusted during the first year of implementation.

**OTHER MEASURES (60%)**

**I. School Visits**

There will be at least two visits (at least one announced and at least one unannounced) during each school year. The Superintendent shall make at least one of these visits. These two school visits shall be at least one hour in length.

- a. Announced: One announced visit shall be scheduled at the convenience of the Evaluator and the Principal. The principal shall review with the Evaluator at the beginning of the visit the intended evidence to be provided. Feedback, in the form of notes, comments and ratings from the visit will be available on the MPPR Platform within 10 days of the visit. The Principal may request a meeting with the Evaluator to discuss the information.

*all*  
*15/12*

- b. Unannounced: At least one of the visits will be unannounced. Feedback, in the form of notes, comments and ratings from the visit will be available on the MPPR Platform within 10 days of the visit. The Principal may request a meeting with the Evaluator to discuss the information. During the unannounced visit, the evaluator may shadow the principal during the principal's planned schedule for the day.

## II. Structured Evidence Gathering

A. The Principal may request to meet with the Superintendent and other Evaluators to review formative and summative assessment data for the principal's school. The principal shall compile and organize their school data for review. The principal will be responsible for leading the discussion through analysis of the data and reflection on what actions are being taken in light of the data. The Superintendent or principal may invite other evaluators to this review.

## III. Principal Practice Rubric

A. The Multidimensional Principal Performance Rubric shall be used as the principal practice rubric.  
B. The principal practice rubric will be assigned 60 points of the total sixty points for Other Measures.  
C. The total number of assigned points shall be allocated to the domains/standards in the rubric as follows:

- \* Domain 1-Shared Vision of Learning: **5 points**
- \* Domain 2-School Culture and Instructional Program: **20 points**
- \* Domain 3-Safe, Efficient, Effective Learning Environment: **10 points**
- \* Domain 4-Community: **5 points**
- \* Domain 5-Integrity, Fairness, and Ethics: **10 points**
- \* Domain 6-Political, Social, Economic, Legal and Cultural Context: **5 points**
- \* Goal Setting-As contained within the Multidimensional Rubric and shall be process goals established collaboratively between the Superintendent and principal: **5 points**

E. The following will be used in determining HEDI for Other Measures and the use of the Multidimensional Rubric:

### Standards for Rating Categories

### Other Measures of Effectiveness (Teacher and Leader Standards)

- Highly Effective** Overall performance and results exceed standards.
- Effective** Overall performance and results meet standards.

### Developing

Overall performance and results need improvement in order to meet standards.

### Ineffective

Overall performance and results do not meet standards.

See Appendix A "Scoring Bands for Multidimensional Rubric" which outlines the number of points to be assigned to the principal's Other Measures component of the APPR. The end-of-year summative evaluation shall be compiled by the Superintendent in collaboration with other Evaluators.

See Appendix A "Conversion Chart for 60% Other Measures (Rubric)" which presents the APPR composite score based on the total number of points earned on the Multidimensional Rubric. In addition, the HEDI rating is presented based on the composite score converted from the total number of points earned on the Multidimensional Rubric.

F. In the first year of the plan, the Principal and Evaluators shall meet as a group to discuss the types of evidence appropriate for the various domains of the Rubric. In subsequent years, the Superintendent shall discuss various types of evidence at the Principal's goal setting meeting.

#### **IV. Local Score**

Twenty percent (20%) of the composite effectiveness score is based on locally-selected measures of student achievement that are determined to be rigorous and comparable across classrooms as defined by the Commissioner, (decreased to 15% upon implementation of value-added growth model).

Student performance on locally selected assessments approved for use in teacher evaluations will be used to determine the score for this subcomponent as follows:

K-6 The Building Principal score will be based upon the average score the grade-level teachers in the building received for their local score (using Treasures final assessment)

7-8 The building principal score will be based upon the average score the English, SS, Math and Science teachers in the building received for their local score (using final local assessments)

9-12 The building principal score will be based upon the building-wide ELA scores.

#### **V. Timelines and Deadlines**

A. Between January 1<sup>st</sup> and January 31<sup>st</sup>, the Superintendent shall schedule and conduct a Mid-Year Assessment meeting with each principal to review goals and discuss the Principal's performance.

B. By June 30<sup>th</sup> (as required by Commissioner's Regulations), the Superintendent shall complete the Rubric assessment and provide the Principal with the score and rating for the Rubric. By September 1<sup>st</sup>, the Superintendent shall present to the principal all completed components of the APPR for the previous school year.

#### **VI. Principal Improvement Plan**

A. Upon rating a principal as ineffective or developing, a Principal Improvement Plan (PIP) designed to rectify perceived or demonstrated deficiencies shall be developed and commenced no later than ten (10) school days from the opening of classes in the school year following the performance year. The principal and the Lead Evaluator or designee, shall develop an improvement plan that contains:

1. A clear delineation of the deficiencies that resulted in the ineffective or developing assessment.
  2. Specific improvement goal/outcome statements.
  3. Specific improvement action steps/activities.
  4. A reasonable time line for achieving improvement.
  5. Required and accessible resources.
  6. The manner in which improvement efforts will be assessed, including evidence demonstrating improvement.
- B. The principal may invite Association representation to any meetings associated with a PIP.

#### **VII. Appeals Process**

- A. Appeals are limited to those identified by Education Law §3012-c, as follows:
1. The substance of the annual professional performance review;
  2. The school district's or board of cooperative educational services' adherence to the standards and methodologies required for such reviews;
  3. The adherence to the Commissioner's regulations, as applicable to such reviews;
  4. Compliance with any applicable locally negotiated procedures applicable to annual professional performance reviews or improvement plans; and
  5. The school district's or board of cooperative educational services' issuance and/or implementation of the terms of the principal improvement plan.
- B. Appeals of annual professional performance reviews for tenured principals may be brought for ineffective or developing. Appeals of annual professional performance reviews for non-tenured principals may be brought for ineffective.
- C. A principal may not file multiple appeals regarding the same performance review. The issuance of an improvement plan may prompt an appeal independent of the performance review. The implementation of an improvement plan may be appealed upon each alleged breach thereof. All grounds for appeal must be raised with specificity within such appeal. Any grounds not raised shall be deemed waived.
- D. All appeals shall be filed in writing and submitted to the Superintendent's Office.
- E. An appeal of a performance review must be filed no later than fifteen (15) business days of the date when the principal receives his/her final and complete annual professional performance review.

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F. If a principal is challenging the issuance of a principal improvement plan, appeals must be filed within fifteen (15) business days of issuance of such plan. An appeal of the implementation of an improvement plan shall be within fifteen (15) business days of the failure of the district to implement any component of the plan.

G. When filing an appeal, the principal must submit a written description of the specific areas of disagreement over his or her performance review, or the issuance and/or implementation of the terms of his or her improvement plan. This information shall be submitted to the Superintendent. Supportive evidence about the challenges shall be submitted with the appeal. Any additional documents or materials relevant to the appeal must be provided by the district upon written request by the principal. The performance review and/or improvement plan being challenged must also be submitted with the appeal.

H. Within ten (10) business days of receipt of an appeal, the district must submit a detailed written response to the appeal. The response must include all additional documents or written materials relevant to the point(s) of disagreement that support the district's response. Any such information that is not submitted at the time the response is filed shall not be considered on behalf of the district in the deliberations related to the resolution of the appeal. The principal initiating the appeal shall receive a copy of the response filed by the school district, and all additional information submitted with the response, at the same time the school district files its response.

I. If the Principal is not satisfied with the district's response, then within fifteen (15) business days of the district's response, an Appeal Committee consisting of one representative chosen by the superintendent and one chosen by the Principal shall review the appeal. Within fifteen business days, the Committee shall review the appeal and issue a decision. If the Committee is in agreement on the determination of the appeal, the Committee's decision shall be final and binding. The Committee must either uphold or deny the appeal. A copy of the decision shall be provided to the Principal and the Superintendent.

J. If the Committee members cannot agree on the appeal, the appeal shall be moved to the BOCES District Superintendent, or designee, for final review and decision. Within fifteen (15) business days, the BOCES District Superintendent shall review all materials submitted on the appeal and issue a written decision. The District Superintendent must either uphold or deny the appeal and provide rationale supporting his/her decision. A copy of the decision shall be provided to the Principal and the Superintendent. The BOCES District Superintendent's, or designee's, decision is binding and final.

K. This appeal procedure shall constitute the means for initiating, reviewing and resolving challenges to a principal performance review or improvement plan. A principal may not resort to any other contractual grievance procedures for the resolution of challenges and appeals related to a professional performance review and/or improvement plan.

L. In addition to any further limitations agreed to within the APPR agreement, an evaluation shall not be placed in a principal's personnel file until either the expiration of the fifteen (15) business day period in which to file an notice of appeal without action being taken by the principal or the conclusion of the appeal process described herein, whichever is later.

M. The entire appeal record will be part of the Principal's APPR. After entering or noting a document into the record of the appeals process, the District shall maintain copies of all the documents/information for all further steps of the appeals process.



Rance Sechrist, Association President

DATED: 10/23/12

Ralph Marino, Superintendent

DATED:

Brian Lynch, BOE President

DATED: