### 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)

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

5c1. Works with others to utilize a
system of open communication that
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.

To achieve **Emerging / Developing** status, the candidate
demonstrates in his/her artifacts
knowledge of most of the
systems, processes, and practices
for budgeting, scheduling, staffing,
appraisal of staff, communicating,
problem solving, and managing
daily routines in a school
consistent with federal, and state
statutes and regulations and
district policies. He/she can
answer questions at a very
concrete level about leadership
issues related to this topic. The
quality of these artifacts is at least
acceptable/good. **There are at
least one or more areas that need
to be improved.**

To achieve **Proficient** status, the
candidate’s artifacts demonstrate
knowledge of virtually all of the
systems, processes, and practices
for budgeting, scheduling, staffing,
appraisal of staff, communicating,
problem solving, and managing
daily routines in a school
consistent with federal, and state
statutes and regulations and
district policies. The quality of
these artifacts is very good to
excellent. **He/she demonstrates
skills of a beginning principal.**
**There are no areas that are not
d judged to be acceptable.**

| 4. External Leadership Development –
This performance assessment requires an
evaluation of the candidate’s knowledge of
school leadership and management practices
and the demonstrated skills required to
comply with federal, state, and district
mandates.

6b1. Works with others to ensure
compliance with federal, state, and
district mandates. |

| quality of these artifacts is at least
acceptable/good. **There are at
least one or more areas that need
to be improved.** | are not judged to be acceptable |