

Arkansas Leader Excellence and Development System

Sample Coaching Questions

Standard 1: An education leader promotes the success of every student by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by all stakeholders.			
<i>Not Meeting Standards</i>	<i>Progressing</i>	<i>Proficient</i>	<i>Exemplary</i>
1 A. Collaboratively develop and implement a shared vision and mission			
What strategies might be used to help staff come up with a clear vision for what the school should become?	What strategies might you use to help the entire staff, parents, and other members of the community to help you develop and implement the school vision this year?	What process will you use for annual revision of the school vision and mission to include all stakeholders?	How can you share your strategies of annual revision of the school's vision of learning by all stakeholders with your peers?
1 B. Collect and use data to identify goals, assess organizational effectiveness, and promote organizational learning			
What student data might you collect and analyze in order to improve instruction within the school?	How might you set up a process to utilize staff for analyzing data and instructional practice more frequently?	How might you develop a system and a timeline for analyzing current practice at the school?	How might you improve the system for use of student data for organizational effectiveness to ensure that it supports the vision of learning?
1 C. Create and implement plans to achieve goals			
What plans have you put in place to make sure all goals are both measurable and specific?	How are your goals and strategies reflected in a clear relationship between the actions of teachers and leaders and the impact of those actions on student improvement?	How do you communicate your school-wide goals, strategies, action steps, and results with your community in order to involve external stakeholders?	What plans have you developed to ensure that your successful strategies are shared with colleagues?
1 D. Promote continuous and sustainable improvement			
How might you involve your staff in reviewing and revising the ACSIP and the school vision?	How might you allow stakeholders to take a more active role in planning and implementing the vision of the school?	How might you secure more resources including human, fiscal, and technological, and involve more stakeholders in the implementation of the school vision?	What might you implement to help sustain the upward trends in school climate to promote the vision of learning? How will you share with your peers your involvement in the political process of advocating for changes that will support your vision of learning?
1 E. Monitor and evaluate progress and revise plans			
Have you considered utilizing grade level, teams, or departmental meetings to help evaluate and monitor the school improvement plan?	What are some actions you might use to promote staff and other stakeholder involvement in the implementation of the school improvement plan on a consistent basis? How can you use classroom observations to implement your school improvement plan?	What are some actions you might use to expand stakeholder involvement in the evaluation and implementation of the school improvement plan?	What are some ways you might share your success of the evaluation of the school improvement plan to enhance performance in this area at other schools?

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Sample Coaching Questions

Standard 2: An education leader promotes the success of every student by advocating, nurturing, and sustaining a school culture and instructional program conducive to student learning and staff professional growth.			
<i>Not Meeting Standards</i>	<i>Progressing</i>	<i>Proficient</i>	<i>Exemplary</i>
2 A. Nurture and sustain a culture of collaboration, trust, learning, and high expectations			
What resources are available to help nurture and sustain a culture of collaboration, trust, learning, and high expectations?	How will you use school data to support high academic expectations for all students? How will you ensure that teachers are a part of this process?	How do you maintain this culture for high academic expectations for all students including the use of data and support of the school mission? How is this communicated to all stakeholders?	How will you continue to promote the school mission to all stakeholders? How will you and your staff share this with peers?
2 B. Create a comprehensive, rigorous, and coherent curricular program			
What resources are available to help teachers implement the curriculum?	What are your review practices for ensuring that teachers are implementing the curriculum and what are your strategies for those who are not?	How might you ensure that all teachers are implementing an aligned and interdisciplinary curriculum?	To what degree do you help staff reflect on best practices or standards based research to ensure a rigorous program of instruction?
2 C. Create a personalized and motivating learning environment for students			
What resources can you provide to support differentiated instruction? How can you recognize individual student achievement?	How will you support teachers to ensure they use differentiated instruction? What plan can you put in place to ensure on-going student recognition?	How do you use technology to address the diverse student learning needs? How do you encourage teachers to design their own differentiated strategies and successfully use outside resources?	How will you and your staff share with peers how you are using technology and outside resources to implement differentiated instruction in your school?
2 D. Supervise instruction			
How will you more effectively implement district policies and procedures for supervising and evaluating instruction?	After observing teachers in their classrooms, how can you consistently provide effective feedback for improving their instruction?	What can you do to support a program of peer coaching among your staff?	How will you get your staff to share with other teachers in other schools how they are using reflective practice to improve instruction?
2 E. Develop assessment and accountability systems to monitor student progress			
Why is it important to use formative assessments to ensure student mastery of the standards? How can you help your staff make this connection?	How can you ensure that your staff is improving their instructional practices in response to formative assessment results?	How do you ensure that your staff responds to the results of student data, analyze their own practices and make the necessary changes to instruction?	How might you, as the instructional leader, encourage your staff to use rigorous, performance-based assessments for student learning?

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Standard 2: An education leader promotes the success of every student by advocating, nurturing, and sustaining a school culture and instructional program conducive to student learning and staff professional growth. - <i>Continued</i>			
<i>Not Meeting Standards</i>	<i>Progressing</i>	<i>Proficient</i>	<i>Exemplary</i>
2 F. Develop the instructional and leadership capacity of staff			
How will you provide professional learning opportunities for your staff to develop their instructional and leadership capacities?	How could you provide on-going support for your staff in order to further develop their instructional and leadership capacities?	How will you ensure that your staff uses their developed instructional and leadership capacities?	What opportunities do you provide for your staff to demonstrate their skills in instructional leadership, and how can you help your colleagues in the district to use these opportunities for their staff?
2 G. Maximize time spent on quality instruction			
Why is it important to maximize classroom time spent on quality instruction?	What steps will you take to ensure that your staff maximizes instructional time?	What processes are in place to systematically maximize uninterrupted instructional time to promote quality learning time?	What results have you gleaned from your analysis of quality instruction and its impact on student achievement? How do you share what you have learned with your colleagues and staff?
2 H. Promote the use of the most effective and appropriate technologies to support teaching and learning			
How are you modeling the effective use of instructional technology? What steps can you take to support your staff in using technology in maximizing teaching and learning?	What steps will you take to consistently promote and support your staff in the use of technology as an extension of teaching and learning in all content areas?	To what degree do you empower staff to demonstrate the link between technology integration, teaching effectiveness, and learning results?	What results have you discovered from your analyses of the use of technology, and what issues or questions remain about the impact of technology integration on student learning?
2 I. Monitor and evaluate the impact of the instructional program			
What are the specific steps in your plan to monitor and evaluate the impact of the instructional program?	What is your plan to continuously and collaboratively analyze the effectiveness of your instructional program?	How will you use the results of your analysis to update your instructional program?	How will you disseminate the results of your analysis and proposed changes and/or next steps to internal and external stakeholders?

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Standard 3: An education leader promotes the success of every student by ensuring management of the organization, operation, and resources for a safe, efficient, and effective learning environment.			
<i>Not Meeting Standards</i>	<i>Progressing</i>	<i>Proficient</i>	<i>Exemplary</i>
3 A. Monitor and evaluate the management and operational systems			
What steps will you take to ensure facilities are a safe, efficient, and effective learning environment for all?	How can you more efficiently and effectively supervise the maintenance and operations in your school to ensure an optimal learning environment?	What system do you have in place that ensures all maintenance and operations issues are handled effectively and efficiently?	What additional insights can you share about monitoring and evaluating the management and operational systems?
3 B. Obtain, allocate, align, and efficiently utilize human, fiscal, and technological resources			
What steps have you taken to improve your understanding of the school budget, human relations, and technological resources?	What changes in your practice are needed to become effective in school budgets, human relations, and technological resources?	To what extent is there a system in place that supports the efficient use of all human, fiscal, and technological resources?	Do you have a systematic method for pursuing grants, partnerships, and combining community resources to increase student achievement?
3 C. Promote and protect the welfare and safety of students and staff			
How can you begin today to develop and implement policies and procedures to provide a supportive, safe, healthy, orderly and equitable learning and working environment?	What is your plan for consistent implementation of your policies and procedures to provide a supportive, safe, healthy, orderly and equitable learning and working environment?	To what extent is there a system involving internal and external stakeholders that ensures the promotion and protection of the safety of students and staff?	What steps have been taken to continually reevaluate the effectiveness of the school's comprehensive plan with both outside agencies and internal crisis management team?
3 D. Develop the capacity for distributed leadership			
How might you involve your staff in reviewing and revising the ACSIP and the school vision?	How might you allow stakeholders to take a more active role in planning and implementing the vision of the school?	What is your plan for providing leadership opportunities for your staff? How will you delegate responsibilities to stakeholders?	How will you continue to provide leadership opportunities for your staff and encourage career development?
3 E. Ensure teacher and organizational time is focused to support quality instruction and student learning			
What steps might you take to understand the need for collaborative planning time? What steps can you implement to establish focused, quality time to support instruction and student learning?	What steps can you take to ensure the time scheduled is meaningful and directly relates to improvement of instruction and student learning?	What strategies and approaches do you have in place that ensures the staff utilizes data to improve instructional practices?	What processes do you have in place that allows you to continually reevaluate your comprehensive organizational plan to increase quality instruction and student learning?

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Sample Coaching Questions

Standard 4: An education leader promotes the success of every student by collaborating with faculty and community members, responding to diverse community interests and needs, and mobilizing community resources.			
<i>Not Meeting Standards</i>	<i>Progressing</i>	<i>Proficient</i>	<i>Exemplary</i>
4A. Collect and analyze data and information pertinent to the educational environment			
What are some types of data you could collect to use for improving student learning? What steps would you take and what are some indicators you would look for in the data?	Explain how you collect and analyze data pertinent to the educational environment. Explain how you could involve faculty and external stakeholders in this process.	What plan do you have in place to ensure the staff and community use data consistently to make educational decisions?	What additional insight can you provide regarding the collection and analyses of data pertinent to the educational environment, which could be shared with external stakeholders?
4B. Promote understanding, appreciation, and use of the community's diverse cultural, social, and intellectual resources			
Can you explain your understanding, appreciation, and use of the community's social and intellectual resources and how do you connect it to the school?	Explain how you promote understanding, appreciation, and use of the community's social and intellectual resources.	How do you ensure understanding, appreciation, and use of the community's diverse cultural, social, and intellectual resources are present throughout the school?	How do you take the concept of understanding, appreciation, and use of the community's diverse cultural, social, and intellectual resources to heighten multi-cultural awareness?
4C. Build and sustain positive relationships with families and caregivers			
Can you give examples of how you would build and sustain productive relationships with families and caregivers?	Explain how you can be more consistent in your involvement of families and caregivers and what additional venues you can utilize to communicate with families.	What additional activities and resources can you implement to enhance the relationship with families and caregivers?	How are you assessing the success of the activities and resources being implemented to build positive relationships with families and caregivers?
4D. Build and sustain productive relationships with community partners			
Can you give examples of how you would build and sustain productive relationships and community partners?	Explain what strategies you could use to build and sustain additional productive relationships with community partners to support families and children.	Explain how you can communicate all available services and benefits for families and children to ensure maximum awareness in the community.	How can you build on the community partnerships to extend or develop these relationships at a regional, state, or national level?

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Sample Coaching Questions

Standard 5: An education leader promotes the success of every student by acting with integrity, fairness, and in an ethical manner.			
<i>Not Meeting Standards</i>	<i>Progressing</i>	<i>Proficient</i>	<i>Exemplary</i>
5 A. Ensure a system of accountability for every student’s academic and social success			
Explain how data can be used to drive the accountability for every student’s academic and social success.	How can you utilize the student data to develop a school improvement plan which addresses every student’s academic and social success? How can your school improvement plan ensure the legal and equitable allocation of resources to meet every student’s academic and social needs?	How might you ensure that data-driven decisions are tempered by a disposition of care which promotes regular monitoring and evaluation of every student’s progress while supporting the work of staff for successful implementation of differentiated instruction?	How do you know if the impact of your utilization of a data driven system has resulted in individual staff awareness so that every student is monitored effectively and differentiated instruction is the norm?
5 B. Model principles of self-awareness, reflective practice, transparency, and ethical behavior			
Give examples of how you can model self-awareness, reflective practice, transparency and ethical behavior.	After engaging in reflective practice how do you identify your professional strengths and weaknesses? How can you maintain self-control on a consistent basis when dealing with sensitive subjects and personal attacks?	Having identified your professional strengths and weaknesses, how can you demonstrate emotional intelligence when collaborating with your staff? How can you enhance the professional efficacy of self and staff through your reflective practice?	How can you share regarding the tools of self-awareness and reflective practice with the families and caregivers of your school?
5 C. Safeguard the values of democracy, equity, and diversity			
As a leader, how are you communicating interests in all students? What are you doing to ensure that all students are valued and treated equitably?	Do you have a process in place to solicit student feedback concerning school culture? How can you model impartiality and sensitivity to student diversity?	As a leader, how can you create and nurture a learning community that is in pursuit of individual and common good?	As a leader, what opportunities can you use to extend the learning community to involve all stakeholders in promoting mutual respect and individuality?

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Sample Coaching Questions

Standard 5: An education leader promotes the success of every student by acting with integrity, fairness, and in an ethical manner. – continued			
<i>Not Meeting Standards</i>	<i>Progressing</i>	<i>Proficient</i>	<i>Exemplary</i>
5 D. Consider and evaluate the potential moral and legal consequences of decision-making			
How can you ensure that substantive decisions will only be based on school and state policies rather than emotional reactions or personal preferences?	Give an example of a decision made this year that had undesirable moral or legal consequences. How would you change that decision in the future?	How can you extend your knowledge and use of existing school guidelines to revise and/or create new school policies and/or procedures that ensure individual student needs are the focus?	How can you share the benefits of your ability to model ethical reasoning and emotional intelligence with external school stakeholders?
5 E. Promote social justice and ensure that individual student needs inform all aspects of schooling			
In view of your self-assessment, what strategies can you use to ensure that all decisions promote social justice and address individual student needs?	How might the policies and laws that you already enforce as a whole affect the rights and liberties of individual students?	How can you create and maintain a school culture that ensures care and social justice concerning individual students?	After developing and nurturing a climate of care and social justice throughout the school, how can you project this culture and climate to the community?

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Standard 6: An education leader promotes the success of every student by understanding, responding to, and influencing the political, social, economic, legal, and cultural context.			
<i>Not Meeting Standards</i>	<i>Progressing</i>	<i>Proficient</i>	<i>Exemplary</i>
6 A. Advocate for children, families, and caregivers			
How could you better understand the needs of children, families and caregivers?	How could you use your knowledge of children, families and caregivers to become an advocate for them and your school?	Describe ways you ensure your understanding of the needs of children, families and caregivers from your building and how you implement a plan of action for your staff to serve as an advocate for them.	Explain actions you take as an advocate for children, families and caregivers at the district level and beyond.
6 B. Act to influence local, district, state, and national decisions affecting student learning			
What is the importance of building relationships with stakeholders and policy makers?	Describe relationships you have developed with stakeholders and policy makers beyond simple membership in organizations.	What needs to be done to identify, respond to and influence issues, trends, and political changes that affect education at all levels?	How would you influence educational leaders and communities to join in advocating for educational issues, trends and potential changes which affect student learning on all levels?
6C. Access, analyze, and anticipate emerging trends and initiatives in order to adapt leadership strategies			
How can you identify and stay informed regarding emerging educational trends?	How can the review and application of current research enhance your leadership practices? How would you share this with your staff to enhance their professional practices and improve student learning?	How can you evaluate the implementation of research-based practices to determine if there is an increase in student learning?	How can you transfer the promotion and evaluation of emergent strategies to teacher leaders to continue the process of improvement?