



Administrator Observation Tools Fact Sheet

The Michigan Council for Educator Effectiveness is recommending that either of two administrator evaluation tools is qualified to serve Michigan:

- The Michigan Association of School Administrators (MASA) School ADvance Administrator Evaluation Instrument
- The Reeves Leadership and Learning Matrix

School ADvance

- Developed principally by Dr. Patricia Reeves, an associate professor of educational leadership and research at Western Michigan University, and Patricia McNeill, former executive director of the Michigan Association for Supervision and Curriculum Development (ASCD).
- School ADvance was created through a collaboration of ASCD and the Michigan Association of School Administrators (MASA). It was field tested in 2011-12, and districts first used it during the 2012-13 school year.
- As of June 30, 2013, School ADvance had issued 190 licenses to evaluate administrators in 40 districts (licenses are required for each building in which principals will be evaluated and for each central office administrator being evaluated).
- Michigan districts using School ADvance include Monroe, Troy, Warren, Flushing, Williamston, Avondale, Coldwater, Grand Ledge and Fowlerville, as well as all districts in Muskegon County.
- School ADvance consists of three essential components: evaluation tools, training and support, and system design and support.
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Reeves Leadership and Learning Matrix

- Developed in 2002 by Dr. Douglas Reeves, an expert on education and school reform, the matrix challenges the idea that student achievement is primarily a function of family income or parent education levels and shifts the emphasis to what professionals do to impact student learning.
- The matrix identifies four school descriptors: lucky, losing ground, learning and leading. Lucky describes a school where student achievement occurs at high levels but educators can't explain why. Losing ground applies to schools that have low achievement and educators aren't certain why. Learning applies to schools that have low achievement but leaders have a high understanding of why. Leading schools have high achievement and educators understand why.
- The Leadership and Learning Matrix has been used in numerous districts nationwide, including Norfolk, Va., Montebello, Calif., and the Fort Bend, Texas, Intermediate School District.
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