

# Transformational Principal Portfolio: Artifact Guidance

## What are the required artifacts for each Domain?

Candidates may upload **up to** five artifacts for each of the Performance Indicators in each Domain of the rubric. There are required artifacts listed for each Domain, which are **not** included in this count of five artifacts.

The required artifacts are:

- **Domain 1: Academic Growth**
  - **This is a qualifying Domain.** School leader candidates who submit a portfolio for movement to Transformational Principal status and Pathway must successfully demonstrate fulfillment of both indicators within this Domain in order for the remainder of their portfolio submission to be considered.
    - The review of a candidate's portfolio will stop at this point if it does not demonstrate sustained impact (score of "1") in both Performance Indicators 1.1 and 1.2.
    - This means that the school leader candidate provides data that shows evidence of growth which is maintained or improved **over at least 3 years**, and which impacts/demonstrates change across stakeholder groups.
  - **The following required artifacts must be included, spanning at least the last 3 years:** Applicable VAL-ED survey results (include full VAL-ED PDF report), ELA and Math PARCC data (*except for schools where this is not available*), **and** common-core aligned and nationally normed formal assessment data showing growth (*ex: i-Ready, MAP/NWEA*)
- **Domain 2: Leadership Practices**
  - **The following required artifacts must be included, spanning at least the last 3 years:** Official Mission & Vision of school (include how developed and/or communicated over 3 years as applicable), **and** Professional Development plan that reflects understanding of adult learning best practices
- **Domain 3: School Culture and Climate**
  - **The following required artifacts must be included, spanning at least 3 years:** Applicable VAL-ED survey results (include full VAL-ED PDF report), suspension data (*except for schools where suspension not appropriate*), climate survey results, attendance data, **and** school performance measure
- **Domain 4: Stakeholder Relationships**
  - **The following required artifacts must be included:** Applicable VAL-ED survey results (include full VAL-ED PDF report), **and** family and community involvement data/evidence

## What is an artifact?

The definition of an artifact is a single file that provides evidence for one or more Performance Indicators within a Domain. That file must be a PDF, Word document, Excel spreadsheet, Powerpoint slides, short video clip or JPG file. Information contained in a single artifact should provide evidence that matches the language of the rubric.

Regardless of format, you should feel free to enhance your artifacts with **descriptors** that concisely list the context and details surrounding your artifacts (ie: insert a text box or add titles/headings), and a **rationale** to explain how your artifact demonstrates evidence of the Performance Indicator.

- If your artifact is more than a few pages long, please identify the specific areas on which you wish the review team members to focus their efforts. This can be done through highlighting, inserting a text box, etc.
- If you choose to submit a short video as an artifact, please upload it at [www.vimeo.com](http://www.vimeo.com). You should set your video to require a password. Please include the link to the video and the password in your artifact.

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Candidates may upload **up to** five artifacts for each of the Performance Indicators in each Domain of the rubric. Required artifacts are not included in this count.

Performance Indicators that exceed the artifact limit will not be reviewed by the review committee and will earn a score of “0” on the rubric for that particular Indicator.

### ***What should I include as artifacts?***

Please make sure that your artifacts provide concrete and clear evidence that matches the actions described within the rubric. Please refrain from submitting blank documents or forms, generic artifacts, and so on. These are not considered strong pieces of evidence. Rather, submitting documents and forms that have been filled out by students, teachers, parents, or other stakeholders, and to which you and the impact of your leadership are linked directly, are much more valuable as evidence for the rubric’s Performance Indicators.

If you choose to submit data charts and spreadsheets that you have created yourself, (as opposed to data generated from Datalink or mdreportcard.org, etc.) please include supporting documentation such as student work, formative assessments, etc. For instance, a self-made chart of data which demonstrates student growth could be supported by individual pieces of pre and post student work that is represented in the chart.

### ***Do I need to include an artifact for each action within the rubric?***

While you do not need to include a separate artifact for each action described within the rubric for a particular Performance Indicator, your rationale statement(s) need to ensure that the actions within the rubric are all addressed.

### ***What are the requirements for the accompanying artifact rationale statements?***

Each artifact must be accompanied by a rationale that is no longer than 600 words. This rationale must provide the context and background surrounding the artifact, and how this artifact demonstrates evidence of the Performance Indicator. Remember that the strongest artifacts establish a clear beginning need, show an intentional action taken, and finally, show the impact. Strong rationale statements leave nothing for the review committee to infer about why you have included a particular artifact and what it shows about your leadership and impact.

Artifact rationale statements should either be included with the artifact as one document, or should be clearly labeled and titled so the review committee knows which artifact it accompanies. Rationales longer than 600 words will not be read by the members of the review team.

### ***Can I use any materials from my practice as artifacts?***

Materials you use must come from within at least the last three years while in the same school, and can go back no more than ten years from the date of your submission. You may use any materials that are from your practice at City Schools, but not from experiences outside of your school leadership role in the City Schools district. Materials that are older than ten years, or that are from an experience at a different school assignment, will not be scored.

Candidates who are in the first year of a new school leader assignment, but served for three or more years at their previous school, are able to use three or more years of data and artifacts from their previous school.

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### ***What are the submission criteria for my artifacts?***

Please refer to this chart for artifact limits. **\*Artifacts which don't, in their entirety, meet the specifications below will not be scored. This will result in a score of "0" for the applicable indicator.\***

Candidate-Created artifact type	Limit for each artifact for each performance indicator submission	Artifact criteria
<i>Word Documents in PDF format or documents originally in PDF format</i>	20 pages each	<ul style="list-style-type: none"> <li>• Font no smaller than 12 point</li> <li>• If including Powerpoint slides, no more than two Powerpoint slides per page</li> </ul>
<i>Excel sheet in PDF format</i>	Excel file length is not limited.	<ul style="list-style-type: none"> <li>• Excel must be converted to PDF format with clearly labeled headers and page numbers.</li> <li>• Although there is no file length for Excel artifacts, candidate must identify the specific areas on which you wish the review team members to focus their efforts</li> </ul>
<i>Powerpoint in PDF format*</i>  <i>(*Please note that if you submit a Powerpoint presentation that has not been converted to a PDF, it will not be scored.)</i>	2 slides maximum per page, 20 pages total for each	<ul style="list-style-type: none"> <li>• Powerpoint presentation must be PDF'd in handout form, no more than 2 slides per page.</li> <li>• Candidates should not include items in very small font on these pages. Review team members will view this item in standard view, 100% zoom level, and will not zoom in and/or enlarge to read items that are too small to read at 100% zoom level.</li> </ul>
<i>Vimeo video clip</i>	All video clips that you create and/or compile in order to be included as artifacts cannot exceed 10 minutes total <b>combined for each indicator</b> . Vimeo videos must be password-protected. <b>Please include the link to your video and the password.</b>	
<i>JPG</i>	All pictures that you take and/or compile in order to be included as artifacts cannot exceed 10 pages of pictures <b>combined for each indicator</b> . Pictures must include descriptors. Multiple images can be included on a page, but the review team will view items in standard view and will not zoom in order to better see images that are unclear or too small to discern at 100% zoom level.	

**\*All candidate-created parts of artifacts must meet these criteria.** As a helpful tip, use text boxes instead of comment boxes to point out certain aspects of an artifact. Comment boxes often come out too small to be able to read easily.

### ***For artifacts not originally created by the candidate:***

Artifacts that were obtained from other sources, and therefore can't be altered, are included in the count of 5 artifacts for each Performance indicator. They don't, however, need to meet these criteria listed above, but they must be submitted in their original size (or larger), i.e. you should not take a photo of a word document, reduce its size, and embed it in a PPT. This includes student work, professional development materials, etc. All of these must be submitted in their original size. Artifacts that include portions that have been reduced in size will NOT be scored. As a workaround, please submit these items each on its own page of a PDF.

Please note that the only exception to this rule is materials, such as posters, that are too big to include in their original size. These CAN be reduced in size.

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### ***What is considered one artifact?***

Related evidence can be included as one artifact, while meeting the criteria listed above. The review committee will consider “related” in strict terms, for example: Multiple years of the same data (PARCC ELA, VAL-ED survey results, etc) or complimentary evidence from the same instance (pictures from a staff meeting, the agenda, and results from the exit surveys).

### ***How should I treat an artifact that I would like to use for evidence of multiple Performance Indicators?***

You can submit the same artifact for multiple Performance Indicators. Please make sure your rationale statement that accompanies the artifact varies and aligns with the expectations outlined in the specific Performance Indicators. They should not be verbatim when describing how this artifact exemplifies the impact of your leadership in different areas.

### ***Can I use an artifact that is part of collaborative work I conducted with another leader? What if the same artifact is used in multiple portfolios?***

We understand that there may be times when the same artifact may be used in multiple leader portfolios, based on their work together. While this may be the case, candidates must be able to use their rationale statement to highlight their leadership role and the impact of their engagement.

In instances where the review committee sees the same artifact and rationale statement in multiple candidate portfolios, the Performance Indicator(s) associated with that artifact and rationale statement will not be reviewed by the review committee and will earn a score of “0” on the rubric for that particular Indicator for each candidate’s portfolio.

### ***Can I cut and paste screenshots of artifacts to assemble my profile? Can my artifacts be “snipped” or cropped?***

Candidates can use screenshots throughout their documents, and they can be snipped/cropped as long as they contain all the necessary identifying characteristics to validate their authenticity, and as long as they’re the same size or larger. (Reducing the size of screenshots can make them too hard to read.) When including evidence for artifacts, that evidence must be irrefutably authentic, with no possibility of alteration or fabrication.

### ***How can I protect the identity of the people whose names appear in my profile?***

Please make sure that in order to protect the identity of stakeholders, you block out, hide, or eliminate the **last** names of students, staff and parents throughout your artifacts. Do not block out the entire name.

### ***What name should I use when compiling my artifacts?***

When creating your profile on Blackboard and submitting your profile and lesson/session demonstration, please use the name under which you are known in the Global Address List for City Schools Outlook.