

# WESTERN MICHIGAN UNIVERSITY



Department of Educational Leadership, Research, and Technology  
College of Education and Human Development

August 7, 2017

Mr. Jeff Mills, Superintendent  
Van Buren Intermediate School District  
490 South Paw Paw Street  
Lawrence, MI 49064

Dear Mr. Mills:

You requested that I review the Van Buren Intermediate School District's (VBISD) Non-State Approved Evaluation Tool for administrators. I am honored that you selected me to review such an important process and document.

I have spent over 22 years in pre K-12 public education as a teacher, principal, superintendent, and for the last six years, I have been a professor in education leadership at the University of South Florida and Western Michigan University. I have had ample opportunity to evaluate instructional and administrative personnel. In addition, part of my role as a higher education professor has been to continually research best practices for evaluation that meet the spirit of a respective state's statutory requirement. Based upon my credentials, I believe I am duly qualified to provide an assessment of the instrument in terms of attaining a high educational standard and legal compliance.

In my opinion, the instrument you have created meets the evaluation criteria set forth in the Michigan Revised School Code § 380.1249. First, it is my opinion that the VBISD has structured an administrator evaluation tool that is rigorous, transparent, and fair, which complies with § 380.1249(1). The evaluation tool begins by addressing the component identified in § 380.1249(2)(a)(i), commonly known as the "Student Growth" requirement. For the 2017-2018 school year, "25% of the annual year-end evaluation shall be based on student growth." The VBISD has developed a Likert scale that denotes a "1-4" rating (with one being the least) scale for a certain percentage of students meeting the growth target. The rating for the student growth section is weighted at 25% percent of the collective annual year-end evaluation, which is in compliance with § 380.1249(2)(a)(i).

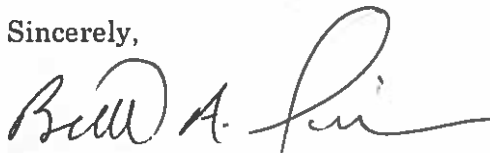
The VBISD has efficiently and thoroughly addressed the portion of the administrator evaluation that is not measured using student growth and assessment data as outlined in § 380.1249(2)(iii). In compliance with § 380.1248(1)(b)(i-iii), the

VBISD administrator evaluation tool seeks to assess the following primary topics: (1) The administrator's proficiency in using the observation tool for teachers, (2) The progress made by the school or district in meeting the goals set forth in the school or district improvement plan, (3) Significant, relevant accomplishments, and contributions, and (4) Relevant training. The VBISD assessment contains twenty (20) primary categories of leadership characteristics that are evaluated. The majority of these primary categories are supported by the meta-analysis constructed by Marzano, Waters and McNulty (2005).<sup>1</sup> The meta-analysis encompasses many additional researchers supporting these characteristics, which correlate with improved school performance.

Within each of these twenty (20) primary categories, the VBISD instrument disaggregates the topic into relevant subcategories. These subcategories are assessed by the evaluator on a Likert scale of "1-4" (one being the least). The subcategories are averaged to provide a score for the primary category. The subcategories provide detail and insight into the administrator's effectiveness of the primary topic. These subcategories are established with insight into the educational goal and are legally compliant. The primary categories are averaged to provide 75% of the evaluation score.

It is my conclusion, that the VBISD Non-State Approved Evaluation Tool for administrators is in compliance with the Revised School Code § 380.1249, *et seq.*, and provides a high quality evaluation experience for the administrator that will provide growth in an inclusive process. I would like to stress the importance of continued training for those using this evaluation instrument. I continue to offer my assistance and expertise in assisting those charged with using the VBISD Non-State Approved Evaluation Tool for administrators.

Sincerely,



Brett A. Geier, Ed.D.  
Assistant Professor

Enclosure

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<sup>1</sup> Marzano, R. J., Waters, T. & McNulty B. A. (2005). *School leadership that works: From research to results*. Alexandria, VA: Association for Supervision and Curriculum Development.

# BRETT A. GEIER, Ed.D.

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## Education

**2007** Ed.D.            Western Michigan University (Kalamazoo, MI)  
    *Major:*            Educational Leadership  
    *Certificate:*      Michigan Central Office  
                         Michigan Administrative Certificate (K-12)

*Dissertation: Michigan Elementary School Facility Quality and Its Impact on Student Achievement.*

*Committee Chair:* Dr. Sue Poppink

This study explored phenomenon that school facility quality impacts student achievement as defined by the Michigan Education Assessment Program in Math in Reading for third through fifth grades.

**1999** M.Ed.            Grand Valley State University (Allendale, MI)  
    *Major:*            Educational Leadership

**1995** A.B.            Hope College (Holland, MI)  
    *Major:*            History  
    *Minor:*            Political Science  
    *Certificate:*      Michigan Professional Certificate (CC, CD)

## Research Agenda

My current scholarly research agenda addresses three primary topics: Public School Law, Public School Finance and General Administrative Practices.

Within **school finance**, I examine the following phenomenon:

- 1.) Efficacy of state finance systems in terms of equity and adequacy with acute focus on weighted state versus non-weighted state;
- 2.) The impact of modifications made to public educator retirement systems and its effect on educator retention and mobility;
- 3.) The significance of school facility quality on student achievement using regression techniques to predict student achievement based upon consistent qualities found in school facilities.

My public school law research centers upon the following strands:

- 1.) The applicability of the Establishment Clause and Free Exercise Clause in public schools employing *stare decisis* and various legal theories with present conflicts. This often entails a secondary analysis of public fora as religious speech is introduced through various means in public schools.
- 2.) Litigation and judgments related to public educator pension reform. As state legislatures continue to modify public educator retirement systems, pension members are seeking relief in state courts. This is a newer topic that needs analysis, as much of the litigation will frame state retirement systems.
- 3.) Case law involving school facility quality. Analyzing this from a historical lens, litigation adjudicated was based upon the theory of discrimination or the theory of adequate and equitable education.

I investigate quality leadership theory for aspiring or practicing administrators and teacher-leaders. I analyze various leadership activities and leadership traits through multiple organizational and policy lenses, such as political, cultural, historical, etc. I take special interest in analyzing the relationships administrators construct with faculty and staff to promote job efficacy and sustained change. By investigating general educational leadership knowledge, I am able to provide theoretical framework for students by creating effective paradigms to develop their leadership skills. In addition, I intertwine my legal and finance scholarship with building administrators to better understand the relationship and needs administrators have as they work through these two subject areas.

### Teaching Positions

2014

**Assistant Professor (Tenure Track)**  
Department of Educational Leadership, Research and Technology,  
College of Education, Western Michigan University, Kalamazoo, MI  
08/14 to current

*Responsibilities:* Taught graduate level courses in educational leadership; engaged in applied research and efforts to secure external funding; participated in university committees/councils; engaged in professional and community service; and developed and maintained a program of research and creative activity.

2012 – 2014

**Assistant Professor of Educational Leadership (Tenure Track),**  
Department of Educational Leadership and Policy Studies, College of Education, University of South Florida, Tampa, Florida, 07/12 to 7/14

*Responsibilities:* Taught graduate level courses in educational leadership; engaged in applied research and efforts to secure external funding; participated in university committees/councils; engaged in professional and community service; and developed and maintained a program of research and creative activity.

**2011 – 2012**

**Assistant Professor of Educational Leadership (Tenure Track)**  
Division of Education, College of Human and Social Sciences,  
University of South Florida – Polytechnic, Lakeland, Florida, 08/11 to  
8/12 (Campus Closed)

*Responsibilities:* Taught graduate level courses in educational leadership; engaged in applied research and efforts to secure external funding; participated in university committees/councils; engaged in professional and community service; and developed and maintained a program of research and creative activity.

**2007 – 2010**

**Adjunct Faculty**, Department of Educational Leadership, Research  
and Technology, College of Education, Western Michigan University,  
Kalamazoo, Michigan

*Responsibilities:* Instructed graduate students in Instructional  
Leadership and Supervision and Principalship.

**1995 – 1999**

**Secondary Teacher**, Bangor Public Schools, Bangor, Michigan,  
01/95 to 06/99

*Responsibilities:* Taught world history, U.S. government, U.S. history,  
psychology, sociology, led the North Central Outcomes Accreditation  
(NCOA) process at the high school as a co-chairperson; restructured  
the world history curriculum to encompass more diversity; created a  
cultural diversity committee; coached baseball, basketball and  
football; advised the National Honor Society, advisor for Model United  
Nations.

**1994**

**Summer School Instructor**, Douglas Elementary School,  
Saugatuck, Public Schools, Saugatuck, Michigan, 06/94 – 08/94

*Responsibilities:* Instructed fifth grade students in the basic skills  
during a six-week summer school session.

## Courses Taught

### **Western Michigan University**

#### Tenure-Track

- EDLD 6300 – Data Informed Decision Making, Research, and Evaluation
- EDLD 6610 – School Law and Ethics

#### Adjunct

- EDLD 6730 – Instructional Leadership and Supervision
- EDLD 6670 – Principalship

### **University of South Florida (Tenure Track)**

- EDA 6242 – School Finance
- EDA 6232 – School Law
- EDA 6061 – Administrative Change and Analysis

### **University of South Florida – Polytechnic (Tenure Track)**

- EDA 6232 – School Law
- EDA 6061 – Principles of Educational Administration
- EDA 6503 – Principalship
- EME 6425 – Technology for School Management

## Administrative Positions

**2006 – 2011**

**Superintendent, Bloomingdale Public Schools, Bloomingdale, Michigan**

*Responsibilities:* Provided instructional, managerial, and financial leadership for a public school district serving 1,400 students. Over 70% of the students were eligible for free or reduced lunch.

**2001 – 2006**

**Principal, Pullman Elementary School, Bloomingdale Public Schools, Bloomingdale, Michigan**

*Responsibilities:* Provided instructional leadership and vision for students and staff of an elementary school serving 300 students, of whom, 8% were African-American, 47% Hispanic and 45% Caucasian. Over 85% of the students were eligible for free or reduced lunch.

2001 – 2006

**Curriculum Coordinator**, Bloomingdale Public Schools,  
Bloomingdale, Michigan

*Responsibilities:* Provided leadership in writing the middle school curriculum, assessments for K-8 social studies, developed English Language Arts curriculum, revised K-8 math curriculum to align with Grade Level Content Expectations, provided resources to building principals, led district curriculum council, facilitated professional development, served on committee to revise teacher evaluation instrument.

1999

**Interim District Curriculum Coordinator**, Bangor Public Schools, Bangor, Michigan

*Responsibilities:* Initiated a district-wide analysis of the K-8 math program, implemented the Battle Creek Science program for K-6 schools leading to a 30% increase in test scores, re-wrote math and science curricula.

### Reports

**Three-Year School Improvement Plan**, Led Bloomingdale Public Schools in developing a quality district improvement plan, Bloomingdale, Michigan, 09/07 to 11/07.

**Annual Building/District Reports**, Developed quantitative and qualitative reports at the building and district level to demonstrate student achievement, Bloomingdale, Michigan, 06/01 to 06/11.

### Scholarship

#### **Books**

**Geier, B. A.** (2013). *Quality facilities for enhanced student achievement*. Saarbrücken, Germany: Scholars' Press, ISBN 36-395-12650.

**Geier, B. A., Mills, J. & Newcombe, D.** (2006). *School Finance Reference Manual*. Lansing, MI: Michigan School Business Officials.

## Referred Book Chapters

Geier, B. A. & Hasan, M. (In Press). The academic who changed the corporate boardroom. In Szabla, D. B., Pasmore, W. A., Barnes, M. A., & Gibson A. N. (Eds.), *Palgrave Handbook of Organizational Change Thinkers* (pp. xxx-xxx). United Kingdom: Palgrave MacMillan.

Geier, B. A. & Hadley, W. M. (In Press). Legal issues regarding students with learning disabilities' transition to post-secondary education. In B. Smerdon (Eds.), *College and Career Readiness and Success*. Charlotte, NC: Information Age Publishing.

Geier, B. A. (2017). Religious liberty and school responsibility: The role of the school principal., In Permuth, S., Silver, S., Mawdsley, & Russo, C. (Eds.), *Religion and the law in public schools: History, philosophy, trends and educational administration* (pp. 411-438). Cleveland, OH: Education Law Association.

Geier, B. A. (2017). The Trump administration – Looking ahead. In Permuth, S., Silver, S., Mawdsley, & Russo, C. (Eds.), *Religion and the law in public schools: History, philosophy, trends and educational administration* (pp. 514-516). Cleveland, OH: Education Law Association.

## Invited Articles

Geier, B. (2016, May). Legal issues to consider before your next fundraiser. *School Planning & Management*

## Refereed Articles

Geier, B. A. (2017, June). Fundraising activities in schools: The legal parameters guiding compliance. *NASSP Bulletin*, 101(2), 142-161. doi: 10.1177/0192636517711248

Duslak, M. A. & Geier, B. A. (In Press). Communication quality, quantity, consistency: Determinants of school counselors' perceptions of relationship quality with their building principals. *Professional School Counseling Journal*, 20(1), 115-126. doi: 10.5330/1096-2409-20.1.115

Geier, B. A. & Blankenship, A. (2017, Spring). Praying for touchdowns: Contemporary law and legislation for prayer in public school athletics. *First Amendment Law Review*, 15, 381-436.



Geier, B. A. & McCrumb D. (2017, Winter). Making sense of fiscal uncertainty: An overview of the 2016 state of the states. *Journal of Education Finance*, 42(3), 284-286.

Geier, B. A. (2016, Spring). The federal government's usurpation of local control from public schools: A historical analysis of politics, law, and reaction. *Barry Law Review*. 21(1), 53-88.

Geier, B. A. (2016, Spring). Michigan's public educator retirement system – on the road to bankruptcy: A legal analysis of Michigan. *Journal of Education Finance*. 41(4), 451-472.

Geier, B. A. & Hadley, W. M. (2015, August). Students with disabilities transitioning to higher education: Legal differences. *American College Personnel Association (ACPA): Standing Committee for Disability (SCD) newsletter*.

Geier, B. A., & McCrumb, D. (2015, Fall). State of the states: Michigan. *Journal of Education Finance*.

Geier, B. A. (2014). Texas cheerleaders and the first amendment: Can you cheer for God at a football game? *Mississippi College of Law Review*. 33(1), 65 – 88.

Geier, B. A. (2014, Winter). State of the states: Michigan. *Journal of Education Finance*, 39(3), 260-262.

Geier, B. A. (2014, March). The wall between church and state begins to crumble: One small community's struggle with sectarian influence in public school. *Journal of Cases in Educational Leadership*, 17(1), 70-83. doi:10.1177/1555458913518541.

Reporter, **Education Law Association**, Provide briefs on the following cases published in the *School Law Reporter*

(2017, July), 59(7), 133 – 156:

1. *B.A. v. City of Schenectady Sch. Dist.*, 209 F.Supp.3d 515 (N.D.N.Y. 2016).
2. *Gym Door Repairs, Inc. v. Young Equipment Sales, Inc.*, 206 F.Supp.3d 869 (S.D.N.Y. 2016).

(2017, June), 59(6), 109 – 132:

1. *Wilhite v. District of Columbia*, 196 F.Supp.3d 1 (D.D.C 2016).
2. *Arroyo-Delgado v. Dep't of Educ. Of Puerto Rico*, 199 F.Supp.3d 548 (D.P.R. 2016).

3. *Eley v. District of Columbia*, 201 F.Supp.3d 150 (D.D.C. 2016).
4. *Z.B., et al., v. District of Columbia*, 202 F.Supp.3d 64 (D.D.C. 2016).
5. *Goodman v. Archbishop Curley High School, Inc.*, 195 F.Supp.3d 767 (D. Md. 2016).
6. *Volpe v. New York Dept. of Educ.*, 195 F.Supp.3d 582 (S.D.N.Y. 2016).

(2017, April), 59(4), 65-88:

1. *Doe v. Dallas Indep. Sch. Dist.*, 194 F.Supp.3d 551 (N.D. Tex. 2016).
2. *M.P.T.C. v. Nelson Cnty. Sch. Dist.*, 192 F.Supp. 3d 798 (W.D. Ky. 2016).
3. *W.S. v. City Sch. Dist. of the City of New York*, 188 F.Supp.3d 293 (S.D.N.Y. 2016).
4. *M.K. v. Starr*, 185 F.Supp.3d 679 (D. Md. 2016).
5. *C.K. v. Bd. of Educ. of the Westhampton Beach Sch. Dist.*, 185 F.Supp.3d 317 (E.D.N.Y. 2016).

(2017, March), 59(3), 37-64:

1. *Gordon v. Traverse City Area Pub. Schs.*, 182 F.Supp.3d 715 (W.D. Mich. 2016)
2. *Dyer v. Maryland State Bd. of Educ.*, 187 F.Supp.3d 599 (D. Md. )
3. *Harmon v. Cumberland Cnty. Bd. of Educ.*, 186 F.Supp.3d 500 (W.D.N.C. 2016)

(2017, January/February), 59 (1/2), 1-36:

1. *Moradnejad v. Dist. of Columbia*, 177 F.Supp.3d 260 (D.D.C. 2016)
2. *D.M. v. Seattle Sch. Dist.*, 170 F.Supp.3d 1328 (W.D. Wash. 2016)
3. *J.M. v. New York City Dept. of Educ.*, 171 F.Supp.3d 326 (S.D.N.Y. 2016)
4. *Idom v. Natchez-Adams Sch. Dist.*, 178 F.Supp.3d 426 (S.D. Miss. 2016)
5. *Doe v. Alger*, 317 F.R.D. 37 (W.D. Va 2016)

(2016, December), 58(12), 221-241:

1. *Eilenfeldt v. United Cmt. Unit Sch. Dist. #304 Bd. of Educ*, 169 F.Supp.3d 867 (S.D. Ill. 2016)
2. *J.F. v. Carmel Cent. Sch. Dist.*, 163 F.Supp.3d 690 (S.D.N.Y. 2016)

3. *Poe v. Southeast Delco Sch. Dist.*, 163 F. Supp.3d 271 (E.D. Pa. 2016)
4. *C.W.L. v. Pelham Union Free Sch. Dist.*, 149 F.Supp.3d 451 (S.D.N.Y. 2015)
5. *Wimbish et al. v. Dist. of Columbia*, 153 F.Supp.3d 4 (D.D.C. 2015)
6. *Jones v. Dist. of Columbia*, 153 F.Supp.3d 114 (D.D.C. 2015)
7. *Holman v. Dist. of Columbia*, 153 F.Supp.3d 386 (D.D.C. 2016)
8. *Q.C-C. v. Dist. of Columbia*, 164 F.Supp.3d 35 (D.D.C. 2016)
9. *Dawkins v. Biondi Educ. Center*, 164 F.Supp.3d 518 (S.D.N.Y. 2016)
10. *Watford v. Jefferson Cnty. Pub. Sch.*, 163 F.Supp.3d 456 (W.D. Ky. 2016)

(2016, October), 58(10), 185-200:

1. *Zbyski v. Douglas County Sch. Dist.*, 153 F.Supp.3d 1146 (D. Colo. 2015)

(2016, September), 58(9), 165-182:

1. *S.S by S.Y. v. City of Springfield, Massachusetts*, 146 F.Supp.3d. 414 (Mass. 2015)
2. *Michigan Protection & Advocacy Serv. v. Flint Cmty. Sch. Dist.*, 146 F.Supp.3d. 897 (Mich. S.D. 2015)
3. *S.K. v. Allegheny Sch. Dist.*, 146 F.Supp.3d. 700 (W.D. Pa. 2015)
4. *J.W. v. Birmingham Bd. of Educ.*, 143 F.Supp.3d 1118 (S.D. Ala. 2015)
5. *Layman v. Junior Players Golf Acad.*, 314 F.RD. 379 (D.S.C. 2016)
6. *Powers v. Northside Indep. Sch. Dist.*, 143 F.Supp.3d 545 (W.D. Tex. 2015)

(2016, August), 58(8), 149-164:

1. *Roberts v. District of Columbia*, 134 F.Supp.3d 404 (D.D.C. 2015)
2. *Reed v. District of Columbia*, 134 F.Supp.3d 122 (D.D.C. 2015)
3. *P.P. v. Compton Unif. Sch. Dist.*, 135 F.Supp.3d 1098 (C.D. 2015)
4. *Smith v. Pub. Schs. of Northborough*, 133 F. Supp.3d 289 (D. Mass. 2015)

(2016, June), 58(6), 105-128:

1. *Moore v. University of Kansas*, 124 F.Supp.3d 1159 (D. Kan. 2015)
2. (2016, May), 58(5), 77-104:
3. *Zdrowski v. Rieck*, 119 F.Supp.3d 643 (E.D. Mich. 2015)
4. *M.L. ex rel. Leiman v. Starr*, 121 F.Supp.3d 466 (D. Md. 2015)
5. *S.N.B. et al. v. Pearland Ind. Sch. Dist., et al.*, 120 F.Supp.3d 620 (S.D. Tex. 2014)

(2016, March), 58(3), 29-60:

1. *Geist v. Ammary, et al.*, 40 F.Supp.3d 470 (E.D. Pa. 2014)
2. *Franklin v. Houston Independent School District*, 92 F. Supp.3d 582 (S.D. Tex. 2015)
3. *Herrera v. Santa Fe Pub. Sch.*, 41 F.Supp.3d 1027 (D.N.M. 2014)
4. *Herrera v. Santa Fe Pub. Sch.*, 41 F.Supp.3d 1188 (D.N.M. 2014)

(2015, August), 57(8), 85 – 116:

1. *Carmichael v. Galbraith*, 574 Fed.App'x. 286 (5<sup>th</sup> Cir. 2014)
2. *In re J.M. v. The State of Wyoming*, 334 P.3d. 568 (Wyo. 2014)
3. *Bennett v. District of Columbia*, 6 F.Supp.3d 67; (D.D.C. 2013)
4. *Everett H. ex rel. Havey v. Dry Creek Joint Elementary School Dist.*, 5 F.Supp.3d 1184 (E.D. Cal. 2014)
5. *Heike v. Cent. Mich. Univ. Bd. of Trustees*, 573 Fed. App'x. 476 (6<sup>th</sup> Cir. 2014)
6. *Gorham v. Town of Trumbull Bd. of Educ.*, 7 F.Supp.3d 214 (D. Conn. 2014)
7. *Fike v. Miller*, 437 S.W.3d 640 (Tex.App.-Tyler 2014)
8. *Hatcher v. Fusco*, 570 Fed.App'x. 874 (11<sup>th</sup> Cir. 2014)
9. *Carver Middle School Gay-Straight Alliance v School Bd. of Lake County, Fla.*, 2 F.Supp.3d 1277 (M.D. Fla 2014)
10. *Kao v. University of San Francisco, et al.*, 177 Cal. Rptr.3d 145 (Cal.App. 1 Dist. 2014)
11. *Lupyan v. Corinthian Colleges Inc.*, 761 F.3d 314 (3<sup>rd</sup> Cir. 2014)
12. *Willis v. Norristown Area School District*, 2 F.Supp.3d 597 (3<sup>rd</sup> Cir. 2014)
13. *Woods v. Salisbury Behavioral Health*, 3 F. Supp.3d 238 (M.D.Pa. 2014)
14. *Schlosser v. Bethel School District*, 333 P.3d 475 (Wash.App. Div. 2 2014)

### Editor-Reviewed Articles

Geier, B. A. (January 2016). Let's sell food: Food fundraising parameters and legal obligations for school administrators. *School Business Affairs*, 82(1), 16-17.

Geier, B. A. (2014, October). The walls are cracking: The nation's struggle with providing quality public school facilities. *School Business Affairs*, 80(9), 16-18.

Geier, B. A. (2013). Bond referendum success: Engaging the senior citizen community at lunchtime. *School Business Affairs*, 78(4), 21-22.

### Articles Under Review

Geier, B. A. (Revise and Resubmit). Open meeting laws applied to boards of education: Ensuring transparency for effective decision-making. *Education Leadership Into Practice*.

### Videos/Webinars

Geier, B. A. (2016, March 9). Legal issues with public school fundraisers: A National legal analysis through the lens of Michigan. In C. Smith (Executive Director), *Education Law Association*. Webinar conducted as part of ELA Spring Webinar Series.

Geier, B. A. (2014, March). *The wall between church and state begins to crumble: One Small community's struggle with sectarian influence in the public school* [Video file].

Retrieved from <https://www.youtube.com/watch?v=OFS67iBErkM>.

### Other Publications

Geier, B. A. (2011, May 13). Research doesn't support merit pay [Letter to the editor]. *The Holland Sentinel*, p. A12.

Geier, B. A. (2007, October). Thornton on the mark [Letter to the editor]. *Phi Delta Kappan*, p. 16.

## Articles and Research In Preparation

Garza-Mitchell, R. & Geier, B. A. (In preparation – proposal accepted). Situating teaching education within the workforce development mission.

This is an examination the role community colleges currently play in teacher education and the relationship to workforce needs. We place an emphasis on the work force development role in relation to access and how community college play a role in education students to become teachers, particularly in relation to geographic needs served by these colleges.

Geier, B. A. (In preparation). *Student teachers and legal knowledge*

This is a quantitative/legal study addressing the legal knowledge needed for students to begin a pre-service internship (student teaching) and the actual knowledge they have. This is a two-part research project, whereby in the first part, principals in Michigan will be surveyed to acquire a baseline for what student teachers should know about the law as they enter their placement. The second portion will be an examination developed through the principal survey, which provides a raw score for student teacher knowledge by administering the exam to various cohorts of student teachers at multiple universities and colleges in Michigan. **Anticipated presentation Education Law Association and submission to law journals/educational leadership/teacher preparation journals.**

Shen, J & Geier, B. A. (In preparation). *Analysis of quality characteristics in schools engaged in the renewal process.*

Utilizing data collected from 23 schools in Michigan engaged in the renewal process, different characteristics are being identified that highlight schools that are being identified as A/B schools by the Mackinac Center for Public Policy. The Mackinac Center assigns grades to schools and controls for factors such as socio-economic status.

## Presentations

### Invited Presentations

Geier, B. A. (2017, April 1). Hot Legal Topics for Teachers: Social media law for teachers and students. Symposium Conducted at *Teaching Conference*, Kalamazoo, Michigan.

Geier, B. A., Rice, C. & Leslie, J. (2017, March 17). Panel on teacher Preparation, Kalamazoo, MI

- Geier, B. A.** (2017, March 14). Using data to make informed decisions. Symposium conducted at *Kalamazoo County Council of Principals*, Kalamazoo, Michigan.
- Geier, B. A.** (2017, January 28). Being a professional educator: A despondent career or an exciting life-mission? Symposium conducted at *Kappa Delta Pi Executive Board*, Kalamazoo, Michigan.
- Geier, B. A.** (2016, June 28). Technology and social media concerns in faith-based schools. *Michigan Association of Non-public Schools*. Symposium conducted at Michigan Association of Non-public Schools, Lansing, Michigan.
- Geier, B. A.** (2015, December 11). Student teachers and school law. *Western Michigan University Professional Development for Student Teachers*. Symposium conducted at the Western Michigan University Professional Development, Kalamazoo, Michigan.
- Geier, B. A.** (2015, December 3). Public Act 103. In T. Bynoe (Chair), *University of Michigan – Flint*. Symposium conducted at the University of Michigan – Flint, Flint, Michigan.
- Geier, B. A.** (2015, March 6). Student teachers and school law. *Western Michigan University Professional Development for Student Teachers*. Symposium conducted at the Western Michigan University Professional Development, Kalamazoo, Michigan.
- Geier, B. A.** (2014, February 3). What every teacher should know about school law. In J. Kaywell (Chair), *Suncoast Area Teacher Training and Education Research*. Symposium conducted at the meeting of Suncoast Area Teacher Training and Education Research, University of South Florida, Tampa, Florida.
- Geier, B. A.** (2013, May 2). An overview of school facilities funding and the law. In R. A. Rolle (Chair), *From Texas I see North Carolina: Turning a critical eye toward charter school facilities*. Symposium conducted at the meeting of the National Education Finance Conference, Indianapolis, Indiana.
- Geier, B. A.** (2012, December 14). *State and national financial and legal issues*. In L. Burrello (Chair), Symposium conducted at the meeting of Gulf Coast Partnership, Tampa, Florida.
- Geier, B. A.** (2004, January). *Data collection and its use in meeting the mandates of nclb*. In C. Schmidt (Professor), Class conducted at Western Michigan University, Kalamazoo, Michigan.

**Geier, B. A.** (2003, February). *Social studies in an NCLB world*. In R. Kronmeyer (Professor), Class conducted at Cornerstone University, Grand Rapids, Michigan.

### **Refereed Papers and Sessions**

**Geier, B.A.** (2017, March 10). *Praying for touchdowns: Contemporary law and legislation for prayer in public school athletics*. In J. Granthen (Chair). Paper presentation conducted at the meeting of Michigan Academy of Arts, Sciences and Letters, Kalamazoo, Michigan.

**Geier, B. A.** (2017, February 24). *State of states: Michigan*. In S. Weiler and W. Hartman (Co-chairs). Roundtable presentation conducted at the meeting of National Education Finance Conference, Cincinnati, Ohio.

**Geier, B. A.** (2017, February 23). *Michigan's public educator retirement systems – on the road to bankruptcy: A legal analysis of Michigan*. In Lenford C. Sutton (Chair). Paper presentation conducted at the meeting of National Education Finance Academy, Cincinnati, Ohio.

**Blankenship, A. & Geier, B. A.** (2016, November 6). *Praying for touchdowns: Contemporary law and legislation for prayer in public school athletics*. In Catherine Robert (Chair). Paper presentation conducted at the meeting of Educational Law Association, Orlando, Florida.

**Geier, B. A. & McCrumb, D.** (2016, February 13). *State of states: Michigan*. In S. Weiler and W. Hartman (Co-chairs). Roundtable presentation conducted at the meeting of National Education Finance Conference, Jacksonville, Florida.

**Geier, B. A. & McCrumb D.** (2016, February 11). *Michigan public school fund balances: An exploration of reserves and its impact on instruction*. In Walter A. Garrett (Chair). Paper presentation conducted at the meeting of National Education Finance Conference, Jacksonville, Florida.

**Bynoe, T. & Geier, B. A.** (2016, February 11). *Michigan school finance equity study: 1992-2014*. In Luke Stedrak (Chair). Paper presentation conducted at the meeting of National Education Finance Conference, Jacksonville, Florida.



**Geier, B. A.** (2015, November 5). *Public school fundraisers*. In J. Mead (Chair). Paper presentation conducted at the meeting of Education Law Association Annual Conference, Cleveland, Ohio.

**Geier, B. A.** (2015, March 13). *The federal government's usurpation of local control from public schools: A historical analysis of politics, law, and reaction*. In R. Wilson (Chair). Paper presentation conducted at the meeting of Michigan Academy of Arts, Sciences, and Letters, Andrews University, Berrien Spring, Michigan.

**Geier, B. A. & McCrumb, D.** (2015, February 28). *The current contest for Michigan public educator retiree health care: An unjust taking or legislative prerogative?* In L. Eldridge (Chair). Paper presentation conducted at the meeting of National Education Finance Conference, St. Louis, Missouri.

**Geier, B. A. & McCrumb, D.** (2015, February 29). *State of states: Michigan*. In S. Weiler and W. Hartman (Co-chairs). Roundtable presentation conducted at the meeting of National Education Finance Conference, St. Louis, Missouri.

**Geier, B. A. and McCrumb, D.** (2014, March 14). *Broken promises or justifiable restructuring: Public educator retirement in three crucial states*. In S. Cornman (Chair), *Accounting and Budgeting Strategies to Reduce Costs*. Symposium conducted at the meeting of Association of Education Finance and Policy, San Antonio, Texas.

**Geier, B. A.** (2013, November 16). *Texas Cheerleaders and the first amendment: Can you cheer for God at a football game?*. In G. Epley (Chair), Symposium conducted at the meeting of Education Law Association, Denver, Colorado.

**Geier, B. A. & Duslak, M.** (2013, June 18). *School principal and counselor interaction: Collaboration to increase building capacity for improved student success*. Symposium conducted at the meeting of Florida Association of School Administrators, Tampa, Florida.

**Geier, B. A.** (2013, May 3). *Michigan's proposal a: An interpretative analysis of success and failure*. Symposium conducted at the meeting of National Education Finance Conference, Indianapolis, Indiana.

**Geier, B. A.** (2013, May 2). *Public educator retirement: It's history, current status, and future potential*. Symposium conducted at the meeting of National Education Finance Conference, Indianapolis, Indiana.

Geier, B. A. (2013, May 2). *Success of proposal a*. In S. Weiler & W. Hartman (Co-chairs), Roundtable conducted at the meeting of National Education Finance Conference, Indianapolis, Indiana.

Geier, B. A. & Eplin, M. (2012, June 14). *Building effective administrative knowledge and Assessment skills for stem education*. Symposium conducted at the meeting of Florida Association of School Administrators, Tampa, Florida.

Geier, B. A. & McCrumb, D. (2012, March 15). *Evaluating a school funding crisis: Michigan's current debate regarding proposal a*. Symposium conducted at the meeting of Association of Education Finance and Policy, Boston, Massachusetts.

Geier, B. A. (2012, November 9). *Failing school legislation: Substantial and significant reform or political rhetoric?* In R. C. Wood (Chair), Symposium conducted at the meeting of Education Law Association, Hilton Head, South Carolina.

de Casal, C. & Geier, B. A. (2011, November 12). *Changes in teacher and principal evaluation*. Symposium conducted at the meeting of Education Law Association, Chicago, Illinois.

#### **Grants and Contracts**

Wood, R. C., Rolle, A. R., Knoepel, R. & Geier, B. A. (2017, June 7). *Study of the Wyoming Educational Program and Recalibration and Reevaluation of the Wyoming Education resource Block Grant Funding Model*. \$500,000

Geier, B. A. (2017). **Law and Society Association**. Providing a legal update for school teachers and administrators in the state of Michigan. \$8,100 (Under Review).

Wood, R. C., Rolle, A. R., & Geier, B. A. (2017, March). **School Finance Research Project**. Determining the cost for funding educational achievement for all Michigan students. \$600,000 Not Awarded.

**College of Education and Human Development**. Western Michigan University. Composed a grant to study the baseline knowledge student teachers need to acquire before their placement. \$2,000 Awarded (July 14, 2015).

**Support for Faculty Scholars Award**. Western Michigan University. Composed a grant proposal to develop modules for student teachers in public school law. \$2,000 Not Awarded (February, 2015).

**Ralph E. Powe Junior Faculty Enhancement Grant.**  
Composed a pre-Proposal application for studying the effect school facility has on student achievement in the State of Florida. \$10,000 Not Awarded (December, 2012).

**Leadership and Learning Grant.** National Education Association. Designed to provide practicing principals with quality characteristics in STEM and how they can implement STEM into their schools and evaluate its effectiveness. \$5,000 Awarded (January 13, 2012).

## Service

### **Journal Reviewer**

Reviewer, **Journal of World Education**, 2/14 to current

2017 – “Impact of Different Levels of Epistemic Beliefs on Learning Processes and Outcomes in Vocational Education and Training.”

2016 – “Evaluating the Potential of Virtual Simulations to Facilitate Professional Learning in Law: A Literature Review.”

2016 – “Perspectives on the Validity of the Thinking Styles Inventories.”

2016 – “Difference in Students’ Academic Performance in Economics Between the Public and Private Senior High Schools.”

2016 – “Administrative Behaviour of School Head Masters.”

2015 – “Quality Assurance in School Education in Tribal Areas of India: A Critical Evaluation.”

2015 - “The Open and Distance Learning as an Instrument of Protecting the Right of Access to Education: The Nigerian Experience.”

2015 – “An Examination of the Knowledge, Prevalence and Experiences of Female Undergraduates with Violence Against Women and Girls in Obafemi Awolowo University, Nigeria.”

2015 – “The Role of Education in Upholding the Development of Human Rights Regimes: The Case of the Palestinian Universities.”

Reviewer, **Journal of Cases in Educational Leadership**, 10/13 to current

Manuscript Number: JCEL-16-0075.R1

JCEL-16-0075  
JCEL-16-0043.R1  
JCEL-16-0043  
JCEL-15-0079.R1  
JCEL-15-0079  
JCEL 15-0027.R1  
JCEL 15-011.R1  
JCEL 15-0027  
JCEL 15-0023  
JCEL 15-011  
JCEL 15-0037.R1  
JCEL 14-0069  
JCEL 14-0037  
JCEL 13-0064.R1  
JCEL 13-0064  
JCEL 13-0014

**Reviewer, Journal of Education Finance, 9/13 to current**

Manuscript Number: 10332  
10312  
10279  
10296  
10268  
10229

**Reviewer, Educational Administration Quarterly, Sage Publications, 9/12 to current**

Manuscript Number: EAQ-12-0087

### **Professional Activities**

**Member, Teacher Licensure Committee, Michigan Department of Education, Lansing, MI, 3/15 to current.**

**Presider, Education Law Association Annual Conference, Session B4, Cleveland, Ohio, November 5, 2015.**

**Appointed Member, Annual Conference Committee, Education Law Association, Cleveland, Ohio, 4/15 to current.**

**Appointed Member, FELE Test Item Writer, Florida Department of Education, Tampa, Florida, 3/13 to 5/13.**

**Solicited Member, Editorial Reviewer, Pearson Publishers, Edited *School law and the public schools: A practical guide for educational leaders*. (5 ed.) by N. Essex, 3/13.**

Appointed Member, **Membership Task Force**, Florida Association of School Administrators, Tallahassee, Florida, 11/12 to 6/13.

Appointed Member, **State Director of Membership**, Education Law Association, Cleveland, Ohio, 1/12 to 8/14.

## **Western Michigan University**

### **General Service**

Researcher and Author, **Administrative Evaluation Instrument**, Van Buren Intermediate School District, January 2017 – Current,

Reviewer, **IES – Changes in America's Public School Facilities: From School Year 1998-99 to School Year 2012-2013**, August 2016.

### **University Service**

Appointed Member, **Graduate Student Teacher Intensive**, Kalamazoo, MI 7/16 to current.

Elected Member, **University Faculty Senate**, Kalamazoo, MI 3/15 to current.

Judge, **Student Research Day**, Graduate Studies Council, Western Michigan University, Kalamazoo, MI, 4/15.

Volunteer, **Medallion Competition Assistant**, Medallion Scholarship, Kalamazoo, MI 01/15; 01/16.

Appointed Member, **Committee Member**, The Lewis Walker Institute of the Study of Race and Ethnic Relations, Kalamazoo, MI 9/14 to current.

### **College Service**

Appointed Member (President), **College of Education and Human Services Alumni Committee**, Kalamazoo, MI 07/16 to current.

Nominated Member, **College of Education and Human Services Diversity Committee**, Kalamazoo, MI 01/16 to 05/16.

Presenter, **WMU College of Education, Education Forum – Use of Data in K-12 Schools**, Kalamazoo, MI, 10/14/15.

Panel Member, **Dominican Republic Cohort**, Kalamazoo, MI 7/16/15. Served as a discussant for Dominican Republican students learning about U.S. education.

### Unit Service

Recruiter, **Educational Leadership K-12 MA Partnership with Calhoun ISD, WMU/CISD**, Battle Creek, MI 2/17 – current. Successfully organized a cohort of 30 students from Calhoun County schools to complete an M.A. in education leadership from WMU.

Substitute Unit Head, **Department of Educational Leadership Research and Technology, College of Education and Human Development, WMU**, Kalamazoo, MI 1/17 – 4/17.

Participant, **WMU Graduate College Recruiting Fair**, Kalamazoo, MI 10/24/16.

Member, **WMU ELRT Student Travel Committee**, Kalamazoo, MI 8/15 to current.

Participant, **WMU ELRT K-12 Marketing Plan Team**, Kalamazoo, MI 5/2015 to current.

Designed and Editor, **WMU ELRT K-12 Newsletter**, Kalamazoo, MI 3/15 to current.

Member, **ELRT Scholarship Committee**, Kalamazoo, MI 3/15 to current.

Chair, **Ad Hoc Committee for K-12 ELRT Unit and WMU Cooley Law School**, Kalamazoo, MI 1/15 to current.

Appointed Member, **WMU-Principal/Superintendent Advisory Groups**, Kalamazoo, MI 10/14 to current.

Appointed Member, **Committee Member**, Ph.D. Comprehensive Exam Assessor, Kalamazoo, MI, spring 2015 - current.

### Community Service

Special Education Child Advocate, **Robert Zelinek**, Legally and educationally advocated for a student, Coloma, MI spring 2016.

### **University of South Florida – Tampa**

Facilitator, **Polk County Science Showcase**, 5/29/14.

Faculty Participant, **Master's Admission Committee**, Department of Educational Leadership and Policy Studies, 3/13 to present.

Facilitator, **Review of FELE Exam**, Assisted numerous students preparing to take the Florida Educational Leadership Exam. 01/12 to 3/12.

### **University of South Florida – Polytechnic**

Senator, **United Faculty of Florida**, Elected to serve as a senator for the UFF-USF Chapter, Tampa, Florida, 04/12 to 04/13.

Delegate, **Florida Educational Association**, Elected as a delegate to the FEA Assembly, Tampa, Florida, 04/12 to 04/13.

Elected Member, **Committee on Faculty Issues (Senate Faculty Subcommittee)**, Lakeland, Florida, 12/11 to 6/12.

Mentor, **Project Pride**, Mentored two students as a university representative for their placement as candidates for elementary school teachers, 09/12 to 05/13.

Evaluator, **Chalk and Wire Educational Leadership E-portfolio**, Assessed student portfolios for students completing their practicum, 1/11 to present.

Faculty Participant, **Ad-hoc Recruitment Committee**, Division of Education, USF Polytechnic, Lakeland, FL, 02/2012.

Faculty Participant, **STEM Conference Committee**, USF-Polytechnic, Lakeland FL 33803.

Faculty Inspector, **Robo Battle**, Inspected robotics equipment for a high school regional tournament, USF-Polytechnic, Lakeland FL 33803, 2/4/12.

Faculty Participant, **Professional Standards and Disposition Committee**, Division of Education, USF Polytechnic, Lakeland, FL 33803, 10/11 – 6/12.

Faculty Participant, **Tenure and Promotion Committee**, Division of Education, USF Polytechnic, Lakeland, FL 33803, 9/11 – 6/12.

Faculty Participant, **Ad-hoc Department of Educational Leadership Committee**, Division of Education, USF Polytechnic, Lakeland, FL 33803, 10/11 –6/12.

## **Western Michigan University (Pre-Tenure Track)**

Elected Member, **Alumni Board of Directors**, College of Education, Kalamazoo, Michigan, 06/09 to 06/11.

Superintendent Participant, **Task Force**, Department of Leadership, Technology and Research, Kalamazoo, Michigan 11/08 to 05/09.

## **Hope College**

Mentor, **Student Teaching Seminar**, "Mock Interview and Techniques," Holland, Michigan, 02/03.

## **Dissertation Committees**

### **Ph.D. Chair**

Heather Cahill (2017)

Jill Snyder (2017)

Kelly Amshey (2016) – Passed Comprehensive Examination

Laura Ynclan (2016)

Lourdes Pimentel-Soto (2016)

Melody Schmidt (2016)

Dan Remenap (2015)

Aamir Hasen (2015) – Passed Comprehensive Examination

Abdullah Althobaiti (2015)

Jose Orozco (2015)

### **Ph.D. 2<sup>nd</sup> Member**

Kevin Macina (2017)

Fatemah Ramel (2016)

Gus Calvert (2015)

Rachel Postel-Brown (2015)

### **Ed.S. Committee**

Patrick Conley (2017)

James VandenHeuvel – Committee Member (Successfully defended 05/17)

*The Quick Analysis for Principals in the Alignment of Administrative Plans Within the School Improvement Framework at the Middle School Level*

Johnathan Waldron (2017) – Chair

Erin Monk (2017) – Chair

Tara Macias (2016) – Chair (Successfully defended 06/17)



*Best Practices for Differentiated Learning Among Third  
Through Fifth Grade ELL Students*

Kavonna Matthews (2016) - Chair

Christine Tiller (2016) - Chair

Ben Woiwode (2016) - Chair

Mark Wilke (2016) - Chair

Peter Grostic (2016) - Committee Member (Successfully defended  
10/16)

*The Impact of a Technology Integration Professional  
Development Program on K-6 Student Achievement Indicators*

Toby Ward (2015) - Chair

Carla Osborn (2014) - Committee Member (Successfully defended  
3/16)

*Strengthening Tier I Elementary Reading Within a Multi-  
Tiered System of Support*

**Community Engagement**

Volunteer, **Washington Writers Academy**, Kalamazoo Public Schools,  
6/15.

Member, **Elks Club**, Local Charity and Social Organization, Lakeland,  
Florida, 1/12 to 7/14.

Member, **Compliance Committee**, Carillon Lakes Community, Lakeland,  
Florida,  
10/11 to 12/13.

Committee Member, **Bloomington Oktoberfest**, Served as a committee  
member for an annual community event. Bloomington, Michigan, 04/06 to  
06/11.

Vestry Member, **Church of the Epiphany**, Served as a leader in church  
finance and organization, South Haven, Michigan, 01/04 to 12/04.

**Professional Development**

- 2017 **National Education Finance Conference**, Cincinnati, OH.
- 2016 **Education Law Association**, Orlando, FL
- 2016 **National Education Finance Conference**, Jacksonville, FL.
- 2015 **Education Law Association**, Cleveland, OH.
- 2015 **Using Large Datasets**, Tate Center, WMU, Kalamazoo, MI.
- 2015 **New Faculty Training**, Office of Faculty Development, WMU,  
Kalamazoo, MI.
- 2015 **National Education Finance Conference**, St. Louis, MO.
- 2014 **Association of Education Finance and Policy**, San Antonio, TX.
- 2013 **Education Law Association**, Denver, CO.

- 2013 National Education Finance Conference, Indianapolis, IN.
- 2013 Canvas Training, USF, Tampa, FL.
- 2013 Florida Association of School Administrators, Tampa, FL.
- 2012 Education Law Association, Hilton Head, SC.
- 2012 Florida Association of Professors of Educational Leadership, St. Leo, FL.
- 2012 Florida Association of School Administrators, Tampa, FL.
- 2012 Association of Educational Finance and Policy, Boston, MA.
- 2012 Florida Principal Leadership Standards, Florida Department of Education, Orlando, FL.
- 2012 iPad Training, USF-Poly, Lakeland, FL.
- 2012 Blackboard, Chalk and Wire and Elluminate Training, USF-Poly, Lakeland, FL.
- 2011 Education Law Association National Conference, Chicago, IL.
- 2009 Michigan Schools Business Officials Annual Conference, Grand Rapids, MI.
- 2008 Special Education – Significant Disproportionality, Michigan Department of Education, Lansing, MI.
- 2007 Special Education Law Conference, Scholten Fant Attorneys, Holland, MI
- 2006 Michigan Association of School Administrators Annual Conference, Traverse City, MI
- 2005 Evaluation and the Teachers’ Tenure Act, Thrun Law Firm, Lansing, MI
- 2004 Bargaining and Labor Issues, Michigan Institute for Educational Management, Lansing, MI
- 2004 Michigan Negotiators Conference, Michigan Negotiators Association, Lansing, MI.
- 2003 Meeting the Requirements of NCLB and Education YES!, Michigan Department of Education, Lansing, MI
- 2003 AYP Workshop, Michigan Department of Education, Lansing, MI.
- 2003 Meeting AYP, Michigan Department of Education, Lansing, MI.
- 2002 Hot Topics in School Law, Lorman Education Services, Lansing, MI.
- 2001 Discipline of Special Education Students in Michigan, Lorman Education Services, Lansing, MI.
- 2001 Marginal Teacher Improvement, Michigan Association of Secondary School Principals, Lansing, MI.

**Professional and Academic Association Memberships (Past & Present)**

- Academy of Political Science
- American Educational Research Association
- American Federation of Teachers
- Association of Educational Finance and Policy
- Association of School Business Officials
- Association of Supervision and Curriculum Development
- Council for Educational Facility Planners International
- Education Law Association

- Florida Association of School Administrators
- Florida Education Association
- Florida School Business Officials
- Michigan Association of School Administrators
- Michigan Association for Secondary School Principals
- Michigan Council of the Social Studies
- Michigan Elementary and Middle School Principals Association
- Michigan Education Association
- Midwest Political Science Association
- National Education Association
- National Association of Elementary School Principals
- National Association for Secondary School Principals
- National Council for the Teachers of Mathematics
- National Council for the Social Studies
- Southeastern Association of Business Officials

### **Honors and Awards**

**2016** NEFC Distinguished Research & Practice Fellow Award

**2008** Phi Kappa Phi, All Discipline Honor Society

**2007** The National Scholars Honor Society

**1993** Pi Sigma Alpha, Honorary Society for Political Science

**1992** Phi Alpha Theta, Honorary Society for History



August 31, 2016

Jeff Mills, Superintendent  
Van Buren Intermediate School District  
490 S. Paw Paw Street  
Lawrence, MI 49064

Dear Jeff:

I have reviewed the Non-instructional Administrative and Instructional Administrative Evaluation forms that the Van Buren Intermediate School District has developed for the purposes of evaluating administrative personnel. In my professional opinion, the instruments are easy to follow, clear in statements for performance, and offer a wide scope of evaluation criteria for all administrators.

I can see where this evaluation tool could be used by evaluators as a stepping stone to start out the school year as a planning tool to clarify the roles of the administrative position. The tool could also be used with staff to evaluate the administrator they supervise for feedback for the administrator conducting the evaluation. In my 28 years as a teacher, and 7 years as an administrator, I can see where this tool would be useful in a local school setting or in all departments at the Van Buren ISD.

The criteria chosen to include in the evaluation instruments are fair and measurable standards by which to determine the identified levels of effectiveness of both instructional and non-instructional administrative personnel. The concepts are broad enough to meet the requirements of several teaching styles which are incorporated into all levels of education. The Likert style instrument lends itself to easy evaluation and meets the criteria set for in MCL 380.1249.

If I can be of further assistance in this evaluation instrument approval process, please feel free to contact me.

Sincerely,

*Sue Conklin*  
Sue Conklin, CTE Director, Retired

Van Buren Intermediate School District



August 22, 2016

Jeff Mills, Superintendent  
Van Buren Intermediate School District  
490 S Paw Paw  
Lawrence, MI 49064

Dear Mr. Mills:

I have reviewed the Non-instructional Administrative and Instructional Administrative Evaluation forms that the Van Buren Intermediate School District has developed for the purposes of evaluating its administrative personnel. In my professional opinion, the instruments you have developed meet the criteria set forth in MCL 380.1249. You have developed a Likert style instrument that meets the exact rating criteria set forth in the law. In my professional opinion the instrument appears to be comprehensive in nature and can be considered rigorous in the absence of a State definitive definition of the term "rigorous". I have been trained in the Madeline Hunter Effective Teaching Model and I am a certified in Coaching 101 by the Michigan Department of Education. The administrative evaluation instruments you have developed are, in my opinion based of the concepts of the Madeline Hunter and Charlotte Danielson Models that are used widely across the State of Michigan by its K-12 educational entities in evaluating instructional personnel, as well as administrative personnel.

I am a Professor in the Department of Educational Leadership and Technology at the College of Education and Human Development, Western Michigan University. In addition, I served eighteen years as a middle school principal, two years as Assistant Superintendent of Support Personnel and eleven years as Superintendent of Schools. I also served eleven years as Senior Researcher and later Executive Director for the Van Buren Research and Development Foundation. The nineteen topics of evaluative criteria (twenty for the Instructional Administrative Instrument) and the subsets of criteria for each topic identified in your proposed administrative evaluation forms, are all representative of the scope of instruction I provide to the Masters and Doctoral students I am preparing to be certified as Michigan School Administrators. Thus I find that the criteria you have chosen to include in your evaluation instruments are fair and measurable standards by which to determine the identified levels of effectiveness of both instructional and non-instructional administrative personnel.

In regards to the Instructional Administrative Form, you will need to identify in Topic #20, the specific criteria and data you are going to use to measure student achievement or growth in order to complete the instrument. Once you and your staff have identified those measurements, I would be happy to review them with your staff. I have some experience with this topic having worked as a certified Facilitator and Intervention Specialist with Focus and Failing Schools through the Michigan State University College of Education, K-12 Outreach/Michigan Department of Education School Improvement Division.

If I can be of further assistance in this evaluation instrument approval process, please feel free to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "Daniel C. Pratley, Ph.D.", written in a cursive style.

Daniel C. Pratley, Ph.D, Professor  
Department of Educational Leadership and Technology  
College of Education and Human Development  
Western Michigan University

November 9, 2016

Mr. Jeff Mills, Superintendent  
Van Buren Intermediate School District  
490 South Paw Paw Street  
Lawrence, MI 49064

Dear Mr. Mills,

I thank you for this opportunity to review your school administrator evaluation procedure. I consider myself qualified to review this procedure for several reasons. First, I served as principal of a self-contained special education facility for eleven years. I later worked as a regional special education supervisor for five years. In this capacity I assisted several districts in supervising special education programs. I also supervised a variety of ancillary personnel. In addition, I have taught special education teacher and supervisor coursework, at the undergraduate and graduate level, for two universities. Given my background, I feel that I have a unique special education perspective on teacher and administrator competencies.

To begin my review of your administrator evaluation procedures I examined the relevant portions of MCL 380.1249. The pertinent portion of the Michigan School Code mandates that an administrator evaluation be rigorous, transparent and fair. It should result in constructive feedback and offer the administrator a detailed analysis of skills that would assist in the improvement of those skills. It should be derived from multiple rating categories. It should also take into account student growth, when appropriate.

Next, I examined the three documents associated with your administrator evaluation process. These include the Van Buren Intermediate School District Evaluation Guide, Administrators as well as two rating forms. One of these is intended to be used for administrators supervising programs with students. The other is intended for those supervising staff without a primary teaching responsibility. The rating forms are both rigorous and transparent, and they contain ratings in multiple categories. Both forms examine up to 112 administrator behaviors across nineteen categories. Due to the nature of some administrator's responsibilities, some of these behaviors are irrelevant. Hence, those behaviors are omitted without affecting that administrator's evaluation.

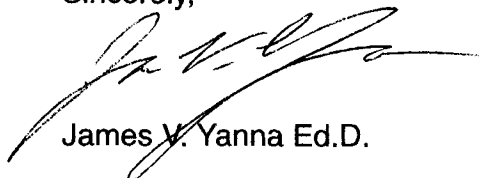
In my opinion, the behaviors assessed are necessary requirements for the position. Thus, I find the instruments to be a fair assessment. Also, as noted above, some items do not apply to certain positions and these are omitted without affecting the overall rating. All competencies are defined in clear terms, and a space for explanation/ elaboration is included. This renders the rating a very transparent view of the administrator's skills.

As specified by the School Code, those administrators supervising teachers should also have a portion of their evaluation based on student progress. As noted above, two rubrics are available. One contains a section to report student progress.

The School Code specifies that this evaluation procedure should serve as a vehicle for administrator professional growth, and I believe it does just that. According to the Evaluation Guide the process is to be used annually. It offers each administrator the opportunity to first self-assess his or her administrative competencies. This is followed by a conference when the administrator, along with his or her superior, can set goals for professional growth. This is followed by a mid-year and year-end conference during which time that administrator's performance, as well as progress toward his or her goals can be evaluated.

Overall, I view this process as comprehensive, fair and transparent. It meets the requirements as mandated by MCL 380.1249, and it should offer the administrator a fair evaluation as well as an opportunity to grow professionally.

Sincerely,

A handwritten signature in black ink, appearing to read "James V. Yanna", written over a printed name.

James V. Yanna Ed.D.