

POLICY NO. 4002
Adopted: 3-09-77

EVALUATION OF CERTIFICATED ADMINISTRATORS

POLICY:

All Lake Stevens School District certificated employees holding supervisory or administrative positions, including, without limitation, assistant superintendents, directors, principals, assistant principals, and coordinators (collectively or individually referred to as “administrators” or “administrator” herein) shall be evaluated during each school year in accordance with the procedures and criteria set forth herein.

EVALUATION OF CERTIFICATED ADMINISTRATORS

PROCEDURES:

1. Responsibility for Evaluation

The administrative organization plan of the School District shall determine lines of responsibility for evaluation. Within thirty (30) days immediately following the adoption of this policy, the Superintendent shall promulgate to all administrators a schedule showing the designated evaluator for each administrator. In subsequent school years, such schedule shall be promulgated within thirty (30) days immediately following the commencement of the school year.

2. Evaluation Criteria

Each administrator shall be evaluated on the basis of the job description for his/her administrative position and, to the extent appropriate for the position, on the basis of the following criteria:

2.1 Evaluation of School Personnel

- 2.1.1 Knowledge of, experience in, and training in recognizing good professional performance, capabilities, and development.
- 2.1.2 Ability and performance of evaluation of school personnel.

2.2 School Administration and Management

2.3 School Finance

2.4 Professional Preparation and Scholarship

2.5 Effort Toward Improvement When Needed

2.6 Interest in Pupils, Employees, Patrons, and Subjects Taught in School

2.7 Leadership

The foregoing evaluation criteria may be supplemented from time to time by more detailed or additional criteria applicable to a particular administrative job description. When any such supplemental or additional criteria are developed, the same shall be submitted to the Board of Directors for approval and when so approved shall become a part of this policy. Paragraph 9 hereof shall identify the existence of

such supplemental or additional criteria and shall be amended from time to time contemporaneously with the approval by the Board of such criteria.

3. Specific Performance Objectives

Each evaluation of an administrator may establish specific performance objectives for the administrator which shall be consistent with the job description of that administrator. The Superintendent may require the establishment of specific performance objectives for any school year. It is desirable that any such specific performance objectives be established with the concurrence of the evaluatee; if, however, the evaluatee does not concur in the establishment of any objective or objectives, the evaluator shall have the authority to unilaterally establish the same. Any specific performance objectives shall be reduced to writing and a copy thereof delivered to the evaluatee. Beginning with the 1978-79 school year, such performance objectives should be established on or before November 1 of the school year. In the event that specific performance objectives are established pursuant to this paragraph, the annual evaluation of the administrator shall reflect the degree to which such objectives were accomplished.

4. Annual Evaluations

All administrators shall be evaluated annually, such evaluations to be completed no later than June 30 of the school year in which the evaluation takes place.

5. Additional Evaluations

In addition to the annual evaluations required under Section 4 above, supervisors may make additional evaluations at any time during the school year, which evaluations may cover such period of time as may be identified in such evaluation report and may focus primarily on selected evaluation criteria and/or selected performance objectives.

6. Evaluation Procedures

- 6.1 During each school year each supervisor shall schedule and hold at least two confidential conferences with each administrator assigned to such supervisor for evaluation purposes. Such conferences shall have as their sole purpose the aiding of the administrator (evaluatee) in his or her professional performance.
- 6.2 All evaluations of administrators shall be documented on the evaluation report form attached hereto.

- 6.3 Each administrator shall be provided with a copy of his or her evaluation report within a reasonable time after such report is prepared.
- 6.4 The administrator shall sign the School District's copy of the evaluation report to indicate that he or she has received a copy of the report. The signature of the evaluatee does not, however, necessarily imply that the evaluatee agrees with the contents of the evaluation report.
- 6.5 Following the completion of each evaluation report, a meeting shall be held between the supervisor and the evaluatee to discuss the report.
- 6.6 Each evaluation report shall be promptly forwarded to the School District's personnel office for filing in the evaluatee's personnel file.

7. Probation

- 7.1 Supervisor's Report. In the event that a supervisor determines that the performance of an administrator under his or her supervision is unsatisfactory, the supervisor shall report the same in writing to the Superintendent on or before January 20. The report may include an evaluation report covering the school year to the date of the report and shall specifically identify the deficiencies of the evaluatee. In the event that the evaluatee reports directly to the Superintendent, the requirements of this paragraph shall be inapplicable.
- 7.2 Establishment of Probationary Period. If the Superintendent determines that the performance of an administrator is unsatisfactory, the Superintendent shall place the administrator in a probationary status beginning on or before February 1 and ending on May 1. On or before February 1, the administrator shall be given written notice of the action of the Superintendent which notice shall contain the following information:
 - 7.2.1 Specific areas of performance deficiencies;
 - 7.2.2 A suggested specific and reasonable program for improvement;
 - 7.2.3 A statement indicating the duration of the probationary period and that the purpose of the probationary period is to give the administrator the opportunity to demonstrate improvement in his or her area or areas of deficiency.
- 7.3 Evaluation During Probationary Period
 - 7.3.1 At or about the time of the delivery of the probationary letter, the supervisor shall hold a personal conference with the probationary administrator to discuss performance deficiencies and the remedial measures to be taken.

- 7.3.2 During the probationary period the supervisor shall meet periodically with the probationary administrator to discuss the progress, if any, made by the administrator in remedying his or her performance deficiencies. The supervisor should document by conference memorandum or other appropriate means the progress, or lack of progress, made by the probationary administrator from time to time during the probationary period.
- 7.3.3 The probationary administrator may be removed from probation any time he or she has demonstrated improvement to the satisfaction of the supervisor in those areas specifically detailed in his or her notice of probation.

7.4 Supervisor's Post-probation Report

Unless the probationary administrator has previously been removed from probation, the supervisor shall submit a written report to the Superintendent at the end of the probationary period, which report shall identify whether the performance of the probationary administrator has improved and which shall set forth one of the following recommendations for further action:

- 7.4.1 That the probationary administrator has demonstrated sufficient improvement in the stated areas of deficiency to justify the removal of the probationary status; or
- 7.4.2 That the probationary administrator has demonstrated sufficient improvement in the stated areas of deficiency to justify the removal of probationary status if accompanied by a letter identifying areas where further improvement is required; or
- 7.4.3 That the probationary administrator has not demonstrated sufficient improvement in the stated areas of deficiency and action should be taken to nonrenew the employment contract of the administrator or to transfer the administrator to a subordinate certificated position at the expiration of his or her term of employment.

In the event that the probationary administrator reports directly to the Superintendent, the requirements of this Section 7.4 shall be inapplicable.

7.5 Action by the Superintendent

Following a review of any report submitted pursuant to the provisions of Section 7.4 above or following a review of the performance of any

probationary administrator reporting directly to the Superintendent, the Superintendent shall determine which of the alternative courses of action is proper and shall take appropriate action to implement such determination.

8. Supplemental or Additional Evaluation Criteria

The following supplemental or additional evaluation criteria are hereby approved for the administrative positions of principal and assistant principal.

8.1 Evaluation of School Personnel

8.1.1 Knowledge of, experience in, and training in recognizing good professional performance, capabilities, and development.

8.1.11 Attends and participates in available courses and in-service training relating to the evaluation of teachers and other nonsupervisory personnel.

8.1.12 Demonstrates good judgment in selecting and assigning certificated personnel to maximize their effectiveness.

8.1.2 Ability and performance of evaluation of school personnel.

8.1.21 Is accurate and insightful in appraising the performance of teachers and other nonsupervisory certificated personnel.

8.1.22 Demonstrates skill in communicating evaluation information to staff members in a manner which inspires positive reaction and improvement.

8.1.23 Spends an adequate amount of time and effort observing the performance of certificated staff members.

8.1.24 Completes staff evaluations on time.

8.1.25 Bases staff evaluations on professionally gathered data.

8.1.26 Utilizes appraisal practices that result in appropriate action that increases the effectiveness of instruction.

8.1.27 Develops appropriate programs to assist subordinates to overcome observed deficiencies.

8.1.28 Utilizes appraisal practices that provide employees with a clear understanding of performance expectations.

8.1.29 Recommends appropriate probation and termination action whenever necessary.

8.2 School Administration and Management

8.2.1 Demonstrates the ability to make a decision or form an opinion objectively, authoritatively, and wisely.

8.2.2 Demonstrates responsibility in establishing an effective communicative environment which reflects openness, honesty, and a high degree of mutual respect, both personal and professional.

8.2.21 Develops timely communications which enhance the understanding of the intended audience.

8.2.22 Implements orderly procedures to facilitate communication within the building or department.

8.2.23 Provides avenues to receive feedback.

8.2.24 Submits reports as required.

8.2.25 Supports district goals when dealing with the public.

8.2.3 Develops appropriate objectives

8.2.31 Completes objectives assigned by supervisors

8.2.32 Completes self-selected objectives

8.2.33 Establishes a self-monitoring system for objective achievement

8.2.4 Plans for the current year as well as on a multi-year basis

8.2.5 Cooperates with other district administrators in achieving district goals

8.3 School Finance

8.3.1 Takes initiative to provide staff members with an understanding of the budget process and, when practical, utilizes staff members to help establish budget priorities.

8.3.2 Demonstrates effective utilization and control of physical and financial resources.

8.3.21 Utilizes building/department personnel to maintain facility in good condition.

8.3.22 Communicates clearly with other district departments about building needs that cannot be met by assigned personnel.

- 8.3.23 Makes budgetary decisions on the basis of educational/departmental need and available resources.
- 8.3.24 Makes budgetary decisions that support achievement of district goals.
- 8.3.25 Maintains building or department spending within established budgetary levels.
- 8.3.26 Seeks means of achieving goals in a more cost-effective manner.

8.4 Professional Preparation and Scholarship

- 8.4.1 Is receptive to change and demonstrates continual development of management capabilities in a way which contributes toward meeting goals and objectives.
 - 8.4.11 Monitors his/her own performance; solicits feedback from others.
 - 8.4.12 Formulates and achieves appropriate personal goals for professional improvement.

8.4.2 Continues professional study and activity.

8.5 Effort Toward Improvement When Needed

- 8.5.1 Demonstrates ability to take advantage of opportunities for professional growth.
- 8.5.2 Responds to constructive suggestions.
- 8.5.3 Adjusts to and uses new strategies.

8.6 Interest in Pupils, Employees, Patrons, and Subjects Taught in Schools

- 8.6.1 Conducts self in a mature, self-confident and friendly way in personal relationships in a manner that contributes positively to the image of the district.
 - 8.6.11 Promotes students' and faculty's feelings of personal worth.
 - 8.6.12 Deals constructively with interpersonal problems.
 - 8.6.13 Promotes high staff morale and commitment to professional competence.
 - 8.6.14 Respects individual judgment and diversity of opinion.

- 8.6.15 Contributes to the maintenance of discipline by open communication among parents, staff, and students.
- 8.6.16 Supports and interprets building and district policy to the public.
- 8.6.17 Cooperates with parent/community organizations.
- 8.6.18 Plans use of available district/community resources to support student and/or program needs.

8.7 Leadership

- 8.7.1 Applies knowledge and skills of supervision to programs and personnel and demonstrates the ability to inspire subordinates to grow and develop in a way that reflects acceptance of his/her leadership.
 - 8.7.11 Makes decisions objectively, authoritatively.
 - 8.7.12 Establishes procedures to provide appropriate staff involvement in program decisions.
 - 8.7.13 Assumes responsibility for instructional program; encourages initiative and creativity in program improvement.
 - 8.7.14 Cooperates with other administrators in establishing and implementing programs and goals.
 - 8.7.15 Assists teachers in providing for individual needs and abilities of students.
 - 8.7.16 Shares knowledge of desirable educational practices.