

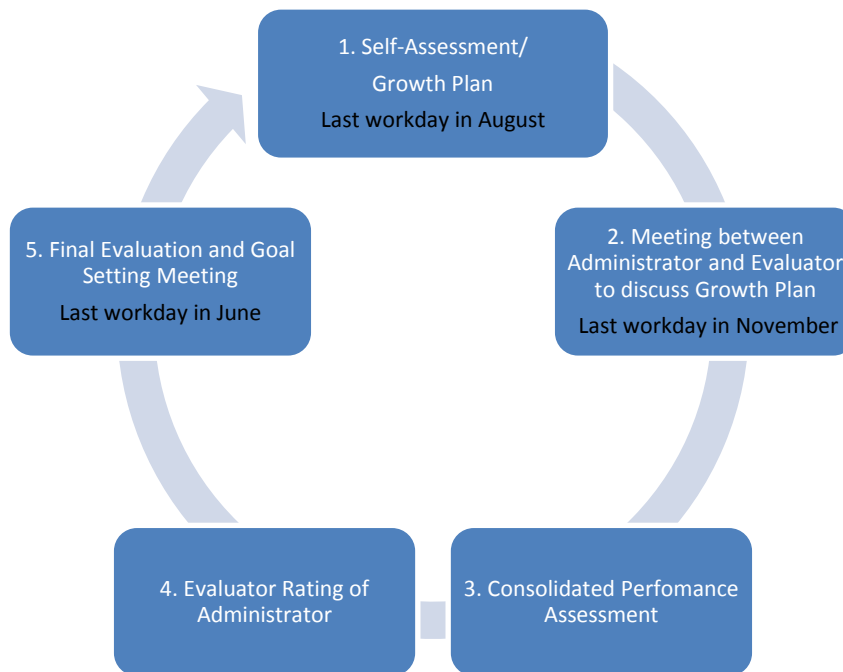
Purposes of the Evaluation

The administrative staff evaluation process will:

Serve as a guide for administrative staff members as they reflect upon and improve their effectiveness as district leaders;

Focus the goals and objectives of the district as they support, monitor, and evaluate staff;

Guide professional development for the staff members.



Step 1: Self-Assessment

Each school year, the evaluator will inform the administrator that an evaluation of his or her performance will be conducted. In preparation for the first discussion related to the evaluation, the administrator will assess his or her own performance using the Rubric for Evaluating Rowan-Salisbury School System Administrative Staff. This self-assessment will serve as the basis for setting preliminary goals for the upcoming year.

Step 2: Meeting Between Administrator and Evaluator

At this meeting, the evaluator will provide the administrator a complete set of materials guiding the evaluation process and an explanation of the process, the timeline, and the rubric used to determine the administrator's level of performance. The administrator is highly encouraged to share with the evaluator the results of the self-assessment and his or her plans for each area that needs to be addressed during the year. Such areas may include items that need improvement as well as areas of strength that should be expanded and enhanced.

Step 3: Consolidated Performance Assessment

The administrator will collect, analyze, and synthesize the information necessary to complete a comprehensive picture of performance throughout the year. This summary of the evidence and documentation needed to judge performance should be provided to the evaluator well in advance of the performance discussion at which final performance levels will be discussed.

Step 4: Evaluator Rating of Administrative Staff Member

The evaluator will independently rate administrator performance using the Rubric for Evaluating Rowan-Salisbury School System Administration. They will then meet to discuss the individual ratings.

Step 5: Final Evaluation and Goal-Setting Meeting

The administrator and the evaluator will discuss the administrator's progress toward achieving goals established for the year and the level of performance on standards as documented in steps 1 and 4. This discussion will include the self-assessment, consolidated assessment, and the evaluator's summary evaluation of the administrator, which have been prepared in advance of the meeting.

Administrator's Responsibilities

- Understand the Rowan-Salisbury School System's Administrator's Evaluation Process.
- Prepare for Step 2, the meeting with the evaluator. This preparation will include completing a self-assessment, reviewing performance goals and determining which have been met and which are short of completion, and identifying change initiatives underway in their department.
- Gather data, documents, and evidence to support performance in relation to the standards and progress toward attaining goals.
- Develop and implement strategies to improve personal performance or attain goals in areas individually or collaboratively identified.
- Finalize goals and end-of-year evaluation with evaluator.

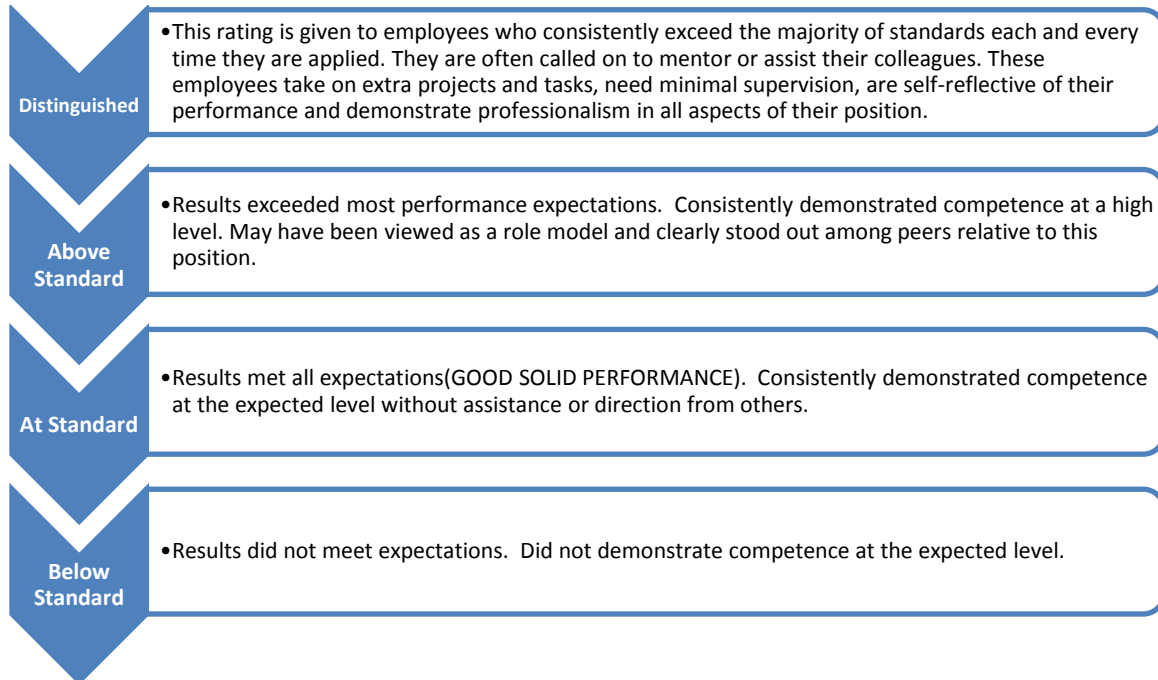
Evaluator's Responsibilities

- Understands and implements
- the Rowan-Salisbury School System's Administrator's Evaluation Process.
- Ensure that all steps of the evaluation process are conducted as described in this document.
- Identify the administrator's strengths and areas for improvement and make recommendations for improving performance.
- Ensure the contents of the Administrator's Summary Evaluation Worksheet contains accurate information and accurately reflects the classified administrator's performance.
- Participate in the evaluation discussions and guide the classified administrator in establishing goals for the subsequent year.

Rubric for Evaluating Rowan-Salisbury School System Administrative Staff

The rubric should be used in conjunction with the standards descriptions. The rubric will be used to record evaluator ratings of the administrative staff member and his or her self-assessment, and to document end-of-year ratings based on all evaluation activities. A form for summarizing the administrator's ratings also accompanies the rubric. Together, these materials form the core of the Rowan-Salisbury School System Administration Staff Evaluation Process.

The administrative staff member's performance will be noted as follows:



The rubric should be completed by administrators as a self-assessment of their performance during the year. Evaluators will use the rubric to complete their assessment of the administrators' performance for the same time period. Likewise, the administrator and the evaluator will use this rubric as a guide for performance discussions and as a tool to determine the final evaluation rating for the administrator.

Name _____ Position _____

Evaluation Period(from/to) _____ Site _____

Evaluator: _____

Performance Factors Comments optional under each factor	Distinguished	Above Standard	At Standard	Below Standard	Unobserved
<p>1. Communication Skills~</p> <ul style="list-style-type: none"> •Provides appropriate, adequate, and timely information to the Board of Education •Responsive to requests in a timely manner •Communicates in an open, candid, consistent manner •Effectively presents ideas and issues 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>2. Team Building and Teamwork~</p> <ul style="list-style-type: none"> •Encourages feedback from staff members •Promotes participation by staff in key decisions •Leads by example 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>3. Leadership~</p> <ul style="list-style-type: none"> •Establishes and leads an effective management team •Recruits and retains a diverse staff •Ensures compliance with relevant workplace and employment policies •Discerns that employees have proper credentials •Leads staff in maintaining a climate of excellence, accountability, and respect •Instills confidence and initiative in subordinates and emphasizes supportive rather than restrictive controls for their assignments •Delegates responsibility effectively and provides the right amount of communication to staff during the year •Evaluates personnel as directed 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>4. Financial Management~</p> <ul style="list-style-type: none"> •Prepares a balanced budget to provide services at the expected level •Makes the best possible use of available funds, conscious of the need to operate the school system efficiently and effectively •The prepared/recommended budget is in an intelligent and accessible format •Possesses awareness of the importance of financial planning and accounting controls 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>5. Professional Skills~</p> <ul style="list-style-type: none"> •Respected in the management profession •Demonstrates a capacity for innovation and creativity •Anticipates problems and develops effective approaches for solving them •Maintains and utilizes a working knowledge of significant developments and trends in the field •Demonstrates quality of analysis and judgment related to progress and opportunities, and needs for change 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<p>6. Inclusiveness~</p> <ul style="list-style-type: none"> •Is enthusiastic, cooperative and willing to adapt •Is a “self-starter”, and possesses the necessary mental and physical stamina •Invests sufficient effort toward being diligent and thorough •Meets or exceeds system goals in quantity and quality 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>7. Service Focus~</p> <ul style="list-style-type: none"> • Understands the importance of quality service • Delivers quality service • Strives to improve the quality of service • Anticipates and fulfills customers’ needs 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Name (Please print)

Site

Signature

Date

Administrator Comments:

Evaluator Comments:

What evidence will be provided of goal attainment? (may include, but not limited to, the following artifacts: district goals, assessments, course completion, written reflections, publications, etc.)

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②

③

④

⑤

Mid-year Professional Growth Plan Review

Date: _____

End-of-year Professional Growth Plan

Date: _____

Evaluator's Comments:

Administrator's Comments:

Administrator's Signature _____ Date _____

Evaluator's Signature _____ Date _____