

BOARD OF EDUCATION MEMBER INPUT FORM: EVALUATION OF CHIEF SCHOOL ADMINISTRATOR 'S LEADERSHIP SKILLS

This board member ***input form*** is based on the New Jersey School Board's Association evaluation model and incorporates those elements of job performance typically found in the district's job description, as well as those skills deemed to be most effective in assuring optimal management and guidance of a school district.

The Chief School Administrator will supply you with a copy of a self-evaluation prior to you completing this form. The self-evaluation should be used in conjunction with the sources of evaluation listed in each section. Formal and informal observations of the Chief School Administrator over the course of the year will also provide relevant material for you in completing this form. ***Please remember that you are viewing the performance over a full year, and that the Chief School Administrator takes action at the request of the full board, not individual members.***

If possible, each indicator should be completed using the following scale:

Commendable or outstanding -- consistently exceeds stated board expectations.

Satisfactory - frequently meets stated board expectations.

Needs Some Improvement -- an area where stated expectations are met infrequently.

Unsatisfactory or inadequate -- an area where stated expectations are not met.

Don't Know (not observed or insufficient knowledge to rate)

The instrument also provides you with an opportunity to give an overall rating in each of the major categories, and space to note concrete examples in each category of indicators for the ratings which you have given for this year's performance. Give particular attention to specific comments and examples. You may also suggest areas for development of the Chief School Administrator's personal goals in any of the categories (*see page 13*).

This evaluation input packet will form the basis for the summary evaluation for the Chief School Administrator.

- ♦ The formal document will be a narrative written by the Board President.
- ♦ It will summarize strengths and areas needing future focus, as approved by the majority of the board, and will provide the foundation for goal development for the following year.
- ♦ The structure of this summary is formatted in Policy exhibit #2, File Code 2131 (*see page 14 of this packet*).

**BOARD OF EDUCATION MEMBER INPUT FORM:
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1. ABILITY TO MANAGE	Commendable	Satisfactory	Needs Improvement	Unsatisfactory	Don't Know
Overall rating in this category: /					
a. Exhibits competence in planning and organizing.					
b. Maintains control of the school system.					
c. Shows good understanding of labor relations.					
d. Prepares well for meetings and presentations.					
e. Exhibits flexibility in management style.					
f. Demonstrates consistency in following through with required action.					

EVALUATION SOURCES: Board meetings and minutes; evidence of long-range planning for both educational program and facilities; Chief School Administrator's reports; Quality Assurance Annual Report; analysis of the frequency, nature, and resolution of any grievances; observations at various district and community meetings; personnel reports.

COMMENTS AND EXAMPLES:

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2. ABILITY TO LEAD	Commendable	Satisfactory	Needs Improvement	Unsatisfactory	Don't Know
Overall rating in this category: /					
a. Establishes clear expectations.					
b. Assumes initiative in identifying problems and solutions.					
c. Involves faculty, staff, and students in decision-making process while maintaining responsibility for final decision.					
d. Gains the confidence of board employees.					
e. Exhibits integrity in all dealings.					
f. Earns the confidence and respect of the community.					

EVALUATION SOURCES: Goal-setting process and progress toward district goals; Monitoring Report; Chief School Administrator's reports; appraisal of the level and appropriateness of the Chief School Administrator's involvement with the community; evidence of the Chief School Administrator's efforts to function as an ethical school leader.

COMMENTS AND EXAMPLES:

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3. ABILITY TO MAKE DECISIONS	Commendable	Satisfactory	Needs Improvement	Unsatisfactory	Don't Know
Overall rating in this category: /					
a. Collects adequate information before making decisions.					
b. Uses reliable sources of information.					
c. Does not delay important decisions.					
d. Does not allow pressure to cause hasty decisions.					
e. Explains reasons for decisions to persons affected.					
f. Delegates wherever possible.					
g. Recommends the best candidates for positions.					

EVALUATION SOURCES: Board meetings and Board minutes; Chief School Administrator's reports, as well as back-up materials (appraisal of readability, timeliness, accuracy, thoroughness); April - May Board meetings on tenure / renewals, staffing, etc.; evidence of appropriate delegation and supervision of personnel; appraisal of Chief School Administrator's efforts and insight in matching staff abilities with district needs.

COMMENTS AND EXAMPLES:

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4. ABILITY TO COMMUNICATE	Commendable	Satisfactory	Needs Improvement	Unsatisfactory	Don't Know
Overall rating in this category: /					
a. Communicates in writing clearly and thoroughly.					
b. Communicates orally in a clear, thorough, and succinct manner.					
c. Uses appropriate illustrations and examples.					
d. Develops good relations with the media.					
e. Provides for a communication system that feeds critical information to the board for decision-making.					

EVALUATION SOURCES: Chief School Administrator's formal and informal reports to the Board; back-up material presented to the board prior to meetings or in conjunction with major projects; evidence of on-going outreach to various media, examples of public relations materials, promotions, etc.; observations of the Chief School Administrator's communication efforts and skills.

COMMENTS AND EXAMPLES:

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5. SUPERVISION / STAFF DEVELOPMENT	Commendable	Satisfactory	Needs Improvement	Unsatisfactory	Don't Know
Overall rating in this category: /					
a. Encourages professional growth of faculty and staff.					
b. Maintains the highest standards for job performance.					
c. Shows insight in evaluation by identifying areas of need, as well as areas strength of when appropriate.					
d. Supports competent faculty and staff for promotion or reassignment whenever appropriate.					
e. Provides opportunity for staff to share the spotlight.					

EVALUATION SOURCES: Chief School reports; evidence of a coordinated program of professional in-service growth for school district staff; April-May Board meetings on tenure / renewals, etc.; evidence of appropriate delegation and supervision skills; evidence of the Chief School Administrator's promoting high standards for job performance; evidence of the participation of other staff members in presentations to the board and the public.

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6. RESPONSIVENESS TO OTHERS	Commendable	Satisfactory	Needs Improvement	Unsatisfactory	Don't Know
Overall rating in this category: /					
a. Exhibits openness and sensitivity in dealing with others.					
b. Corrects staff discreetly.					
c. Is courteous, honorable, and fair with employees.					
d. Is fair in his/her dealings with employee representatives.					
e. Is "color-blind" and scrupulously avoids actions which might violate the rights of individuals or groups.					
f. Does not play favorites among staff.					

EVALUATION SOURCES: Observations at board meetings / committee meetings, and at other times both formally and informally; personnel discussions; evidence of these qualities being displayed in the April / May meetings on tenure, evaluations, and renewals.

COMMENTS AND EXAMPLES:

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7. CREATIVITY	Commendable	Satisfactory	Needs Improvement	Unsatisfactory	Don't Know
Overall rating in this category: /					
a. Demonstrates imagination in solving educational and technical problems.					
b. Exhibits alertness, resourcefulness, and ingenuity.					
c. Encourages creative approaches by subordinates.					

EVALUATION SOURCES: Observations at Board meetings, both regular and committee; Chief School Administrator's reports; action plans developed in conjunction with progress toward district goals and objectives.

COMMENTS AND EXAMPLES:

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8. ABILITY TO MAINTAIN AN EFFECTIVE EDUCATIONAL CLIMATE	Commendable	Satisfactory	Needs Improvement	Unsatisfactory	Don't Know
Overall rating in this category: /					
a. Attempts to instill cooperation among pupils/teachers.					
b. Promotes good motivational techniques.					
c. Allocates resources fairly and effectively.					
d. Recognizes the achievement of students/faculty.					
e. Provides for extracurricular learning opportunities.					
f. Requires school programs to reflect research findings.					

EVALUATION SOURCES: Chief School Administrator's reports; annual goal-setting process and evaluation of progress toward district goals; back-up information presented to the Board prior to decision-making; appraisal of Chief School Administrator's provision of and quality of curriculum presentations to the Board and the public; Board minutes which reflect the approval of the extracurricular programs; evidence of recognition given publicly (i.e., Board meetings) or privately (Chief School Administrator's reports); budget process showing evidence of fair and equitable distribution of resources; Quality Annual Assurance and Monitoring Reports.

COMMENTS AND EXAMPLES:

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9. IMPLEMENTATION OF BOARD POLICIES AND PROCEDURES	Commendable	Satisfactory	Needs Improvement	Unsatisfactory	Don't Know
Overall rating in this category: /					
a. Knows board policies and implements them at the best possible level.					
b. Assumes responsibility for requesting changes as necessary in policies or procedures.					
c. Expresses opinions on policy-making directly to the board.					
d. Supports policy decisions as finalized.					
e. Respects the policy-making authority of the board.					

EVALUATION SOURCES: Board meetings and Board minutes; appraisal of policy presentations to the Board; interaction with relevant committees; the efficacy of district policy manual, as well as evidence of on-going administrative review of policy implementation and evaluation; Monitoring Report.

COMMENTS AND EXAMPLES:

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10. PHYSICAL/ FINANCIAL RESOURCES	Commendable	Satisfactory	Needs Improvement	Unsatisfactory	Don't Know
Overall rating in this category: /					
a. Plans budget development carefully.					
b. Controls budget, maximizing the use of resources available.					
c. Coordinates objectives and priorities with resource allocation.					
d. Promotes pride in the appearance of buildings and grounds.					
e. Is a good manager of money available in the budget.					
f. Oversees preparation of a realistic budget/keeps spending within the budget.					

EVALUATION SOURCES: Board meetings and Board minutes; Annual Budget (actual budget - both operating and capital -and the development process); Audit Report, Monitoring Report; appraisal of the long-range facilities maintenance plan; County Chief School Administrator's report on budget submission, transportation routes, etc.; appraisal of Chief School Administrator's ability to maximize the use of available resources, providing valid rationale for budget items; analysis of monthly financial reports, including requests for line item transfers and reasons for same; evidence that the Chief School Administrator has kept the board informed on all financial matters.

COMMENTS AND EXAMPLES:

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11. GENERAL KNOWLEDGE	Commendable	Satisfactory	Needs Improvement	Unsatisfactory	Don't Know
Overall rating in this category: /					
a. Exhibits awareness of the main events of public life and relates these to the educational scene.					
b. Shows alertness to new knowledge that might benefit students or faculty.					
c. Participates in professional organizations.					

EVALUATION SOURCES: Chief School Administrator's reports; Board meetings and Board minutes; evidence of participation in professional growth activities and organizations; evidence of continued professional and personal growth.

COMMENTS AND EXAMPLES:

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SUGGESTIONS FOR DEVELOPMENT OF CHIEF SCHOOL ADMINISTRATOR'S PROFESSIONAL GOALS

AREA:

GOAL:

AREA:

GOAL:

AREA:

GOAL:

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FORMAT TO BE USED BY THE BOARD PRESIDENT

Name: _____
Years in Position: _____

Date: _____
Evaluation Period: _____

Annual Evaluation Report of the Chief School Administrator

- I. Overall Performance
 - A. Areas of strength
 - B. Areas of future focus

- II. Responses to Attachments
 - A. Current year's job targets
 - B. Previous year's areas of future focus
 - C. Self-evaluation report

- III. Summary Statement

Bd. President's Signature

Chief School Administrator's Signature

Date

Date