

Principal/Executive Director Evaluation 2016

This evaluation is conducted pursuant to the Board's Governance Policy B-EDL # 5 and the Executive Director and Principal's ("ED") employment contract. Pursuant to the ED's employment contract, upon receipt of a satisfactory evaluation from the Board, the ED shall receive a 5% salary increase and the Board may extend for an additional year the term of the ED's contract. This instrument will be used in a process described in detail in the "Process for Evaluation" attached hereto as an Appendix. In conformity with the ED's contract, this instrument requires evaluation of the ED's performance of her contractual duties (Part A) and realization of the school's annual goals (Part B). The purpose of the evaluation process is to provide candid feedback to the ED to facilitate her professional development. To that end, ratings are most productive when accompanied by specific supporting examples and evidence, which should be provided in the narratives.

Part A— Performance based on job description

Criteria	Not Enough Rater Information	Outstanding	Proficient	Needs Improvement
1. Focus and Planning				
a. Works with the Board and all PCHS stakeholder groups to establish clear goals and to ensure consistent focus on achieving those goals.				
b. Communicates and implements school mission and vision.				
c. Provides effective, visionary leadership and strategic planning designed to provide excellent education for all students.				
2. Ideals/Beliefs				
a. Is a strong student advocate.				

Criteria	Not Enough Rater Information	Outstanding	Proficient	Needs Improvement
b. Communicates and operates from strong ideals and beliefs about schooling and what is best for students.				
3. Fosters a Culture of Collegiality and Teamwork				
a. Strives to promote cohesiveness and a positive spirit among all stakeholders.				
b. Fosters shared values and a sense of community, team-building, and cooperation.				
c. Promotes cooperation among administrators, staff, and faculty.				
d. Develops shared understanding of purpose and core organizational values.				
4. Communication				
a. Establishes strong lines of communication with students, teachers, staff, parents, Board, community, and media.				
b. Communicates openly, systematically, and timely with the Board, PCHS personnel, and the community, including promptly informing the Board of significant matters.				
5. Personnel Management				
a. Develop an evaluation system for the administrators and staff and management to ensure educational excellence.				
b. Evaluate the administrators and staff and management to ensure educational excellence.				
c. Makes personnel decisions and recommendations based on sound personnel practices.				

Criteria	Not Enough Rater Information	Outstanding	Proficient	Needs Improvement
6. Monitor				
a. Evaluates effectiveness of school practices and their impact on student learning.				
b. Is current with research to meet changing needs of students.				
7. Resources				
a. Endeavors to provide teachers with materials and professional development necessary for the successful execution of their jobs.				
b. Develops and oversees a budget that is transparent and accountable and directs financial resources to fulfill the PCHS mission utilizing appropriate controls to ensure effective and efficient use of school resources.				
c. Oversees fundraising and other institutional development activities creatively and effectively.				
8. Collective Bargaining/LAUSD				
a. Is effective as the primary liaison with LAUSD, LACOE, and CDE.				
b. Advises the Board on collective bargaining issues.				
c. Promotes positive labor relations.				
9. Intellectual Stimulation				

Criteria	Not Enough Rater Information	Outstanding	Proficient	Needs Improvement
a. Continuously involves all employees and staff in reading articles and books about effective educational practices and current theories, and encourages follow-up discussions and potential implementation.				
b. Keeps informed of charter school legislation.				
c. Promotes a culture of intellectual curiosity and excellence.				
10. Order				
a. Establishes and maintains standard operating structures, procedures, and routines that employees understand and follow.				
b. Ensures compliance with applicable legislation and reporting requirements.				
c. Oversees facilities and operations to ensure a safe and clean campus.				
11. Curriculum, Instruction, Assessment				
a. Is knowledgeable about and directly involved in the design and implementation of curriculum, instruction, and assessment practices.				
b. Leads professional development for the school community.				
12. Technology				
a. Directs technology program to enhance the tracking of student information.				
b. Actively engages in identifying new technology relevant to PCHS.				
c. Identifies funding sources to support technology.				
13. Affirms and Inspires Excellence				

Criteria	Not Enough Rater Information	Outstanding	Proficient	Needs Improvement
a. Recognizes, rewards, and celebrates individual and school-wide accomplishments, hard work, and results.				
14. Change Agent				
a. Is able to solve problems creatively.				
b. Is willing and able to challenge the status quo.				
c. Inspires and leads new and challenging innovations, even when outcomes are uncertain.				
d. Has a positive attitude and is a driving force behind major school initiatives.				
15. Decision-making				
a. Illustrates good judgment, deep reflection, and incorporation of the appropriate level of input from others in the decision-making process.				
16. Flexibility				
a. Is able to adapt to changing environments.				
b. Is comfortable with dissent and able to respond without defensiveness.				
c. Encourages contrary opinions and constructive criticism.				
d. Can be directive or non-directive as the situation warrants.				
e. Tolerant of ambiguity but strives toward clarity with patience.				
17. Integrity				
a. Maintains high standards of personal and institutional integrity in the determination and implementation of policies, procedures, and problem resolution				

Criteria	Not Enough Rater Information	Outstanding	Proficient	Needs Improvement
18. Insulation				
a. Effectively buffers teachers from issues and influences that would detract from their teaching time or focus.				
b. Effectively supports colleagues so as to encourage responsible decisions and actions, even when they are likely to invite criticism.				
19. Visibility and Public Relations				
a. Makes systematic and frequent visits to classrooms.				
b. Regularly attends student activities and events.				
c. Has consistent and quality contact and interactions with teachers, students, and parents.				
d. Builds relationships with community and industry partners.				
e. Represents the school admirably in day-to-day contact with parents, other citizens, community entities, and governmental agencies.				
20. School-wide Diversity				
a. Encourages and develops cultural sensitivity among all students and other stakeholders.				
b. Promotes tolerance, acceptance, and full integration of the school's diverse population.				
c. Evidences commitment to the core role of diversity in the school's mission.				

6. 1. **Not Enough Rater Information** - There is not enough data for an evaluator to make an educated opinion regarding this particular area.
2. **Outstanding** - Consistently exceeds expectations.
3. **Proficient** - Consistently good and sometimes exceeds expectations.
4. **Needs Improvement** - Does not consistently meet expectations.

Part B—Performance Based on Executive Director Principal Goals for 2015 (as an example solely)

The PCHS school-wide goals are developed annually with the PCHS Board of Trustees. The goals incorporate stakeholder input and are based on the PCHS Long Term Strategic Plan (LTSP) and WASC Action Plan. The goals are revisited monthly in board and LTSP meetings throughout the school year to ensure that the school is progressing. LTSP stakeholder teams meet monthly to prioritize goals, review progress, make recommendations, and develop budget proposals for the coming school year.

Goal Area	Not Enough Rater Information	Outstanding	Proficient	Needs Improvement
<p><i>Goal 1: PCHS will increase math support for both students and teachers.</i></p>				
<p><i>Goal 2: PCHS will expand intervention support options including tutoring for all students.</i></p>				
<p><i>Goal 3: PCHS will establish a positive culture and customer service focus throughout the organization from the Board of Trustees, administrative offices, and classrooms to demonstrate respect and encouragement for all stakeholders.</i></p> <p>A. PCHS will establish and enforce standard operating procedures pertaining to customer service. .PCHS will provide customer service skills training by group (office staff, other classified, faculty, volunteers, and student aides) and department to be completed by January 2015 with monthly follow up and refresher modules. Mid-term and end of year feedback will be collected from stakeholders regarding progress and satisfaction.</p>				

<p>Goal 3: <i>PCHS will establish a positive culture and customer service focus throughout the organization from the Board of Trustees, administrative offices, and classrooms to demonstrate respect and encouragement for all stakeholders.</i></p> <p>B. PCHS will post and convey timely, accurate information relevant to stakeholders (calendars/events, grades, assignments) through available resources including Infinite Campus, Schoology, and Event Management System (EMS) calendars. Administration and technology support will review calendars monthly to make adjustments.</p>				
<p>Goal 3: <i>PCHS will establish a positive culture and customer service focus throughout the organization from the Board of Trustees, administrative offices, and classrooms to demonstrate respect and encouragement for all stakeholders.</i></p> <p>C. PCHS will evaluate the configuration of offices and restructure where needed to promote customer service as well as provide a workspace that allows for the concentration needed to ensure accuracy and efficiency.</p>				
<p>Goal 3: <i>PCHS will establish a positive culture and customer service focus throughout the organization from the Board of Trustees, administrative offices, and classrooms to demonstrate respect and encouragement for all stakeholders.</i></p> <p>D. Prioritize “civil discourse” through outreach to collective bargaining groups and all stakeholder groups.</p>				

<p>Goal 4: PCHS will increase 21st century career awareness and opportunities for students through expanding the Career Center and increasing community involvement to offer career fairs, speakers, job shadowing and internships.</p>				
<p>Goal 5: PCHS will refine school data analysis including metrics and measurements to increase academic achievement.</p>				

PART C. OVERALL GLOBAL EVALUATION – TRIGGER LANGUAGE - OUTSTANDING, SATISFACTORY AND UNSATISFACTORY