

**Black Hills Lutheran School
EVALUATION OF THE ADMINISTRATOR
360° FEEDBACK PROCESS**

You have been identified by the administrator as one of a number of individuals who can provide valuable input regarding the performance of the administrator. Your individual responses will remain anonymous, only composite information will be provided to the administrator. The feedback will be tallied by the Board of Education President.

What is your relationship to the administrator you are rating? (Please circle the appropriate category)

- Self "I am evaluating myself."
- Board Member..... "I am evaluating the administrator as a board member."
- Non-certified Staff "I am evaluating the administrator as a classified employee."
- Teacher..... "I am evaluating the administrator as a teacher."
- Administrator "I am evaluating the administrator as a principal/building leader."
- Parent or Community "I am evaluating the administrator as a parent or community member."

Please circle the appropriate performance score with **10 being the most skilled and 1 being the least skilled**. A score of **1** indicates the performance of this competency is essentially poor, a **10** indicates exceptional performance. (If you lack sufficient knowledge to evaluate an area, or if it is not applicable, please select "N" for that competency.)

How well does this person perform this competency? Please use the following scale for your evaluation:

- (9-10) An Outstanding Skill** This administrator consistently exceeds behavior and skill expectations in this area.
- (7-8) A Strength** The administrator meets most and exceeds some of the behavior and skills expectations in this area.
- (5-6) Average, Meets Expectations** The administrator meets a majority of the behavior and skills expectations in this area.
- (3-4) Not a Strength** The administrator meets some behavior and skills expectations in this area but sometimes falls short.
- (1-2) Least Skilled** The administrator consistently fails to reach behavior and skills expectations in this area.
- (N) "Not Applicable" or "Not observed"**

Please return to the Board of Education President no later than / /20 .

LEADERSHIP

- | | |
|--|------------------------|
| 1. Leads by example
Guides, directs, and positively affects the actions and results of individuals and groups. Serves as a spokesperson for the school. Models appropriate value systems, ethics and moral leadership. | N 1 2 3 4 5 6 7 8 9 10 |
| 2. Displays a sense of mission and vision
Promotes the school's stated mission, beliefs/philosophy, vision and exit expectations. | N 1 2 3 4 5 6 7 8 9 10 |
| 3. Promotes high standards
Empowers others to reach high levels of performance. Establishes and communicates goals and high standards for self and others. | N 1 2 3 4 5 6 7 8 9 10 |
| 4. Delegates and shares power and responsibility
Delegates responsibility and authority appropriately. Directs, coaches and supports independent action while following up to ensure results. | N 1 2 3 4 5 6 7 8 9 10 |
| 5. Recognizes and credits others for their professional efforts
Publicly acknowledges contributions of others; speaks of staff in positive terms; seeks and shares the expertise of others. | N 1 2 3 4 5 6 7 8 9 10 |

POLICY AND GOVERNANCE

- | | |
|--|------------------------|
| 6. Recommends policies to the board
Continually reviews the need for policies and takes the initiative in recommending policies for school board adoption. | N 1 2 3 4 5 6 7 8 9 10 |
| 7. Implements board policies
Implements policies once they are adopted. | N 1 2 3 4 5 6 7 8 9 10 |
| 8. Is knowledgeable about special education
Has the requisite knowledge base to administer the special education program. | N 1 2 3 4 5 6 7 8 9 10 |

COMMUNICATION AND COMMUNITY RELATIONS

- | | |
|---|------------------------|
| 10. Communicates effectively with constituencies
Communicates effectively with administrators, teachers, school board, parents and community. Seeks input and feedback, provides information in a timely fashion, and expresses ideas in a clear and effective manner. | N 1 2 3 4 5 6 7 8 9 10 |
| 11. Articulates needs of the school
Communicates clearly and accertively the needs of the school system. | N 1 2 3 4 5 6 7 8 9 10 |
| 12. Actively listens and provides appropriate feedback
Provides supportive environment for expressing and clarifying ideas and suggestions and for clearly articulating perceived problems and/or solutions. | N 1 2 3 4 5 6 7 8 9 10 |
| 13. Develops positive public relations
Articulates the school purpose and practices to the community and media. Requests and responds to community feedback. Applies communication skills to strengthen community support. Maintains effective relationships with the news media. | N 1 2 3 4 5 6 7 8 9 10 |
| 14. Builds coalitions/consensus
Demonstrates consensus building and conflict mediation. Balances demands in the best interest of children. | N 1 2 3 4 5 6 7 8 9 10 |

ORGANIZATIONAL MANAGEMENT

15. **Works collaboratively** N 1 2 3 4 5 6 7 8 9 10
Fosters a participatory management process. Develops and maintains smooth and effective working relationships by promoting good morale and loyalty with members of the school community.
16. **Plans, organizes and follows through effectively** N 1 2 3 4 5 6 7 8 9 10
Prioritizes tasks, foresees problem areas and seeks strategies to address the problems.
17. **Applies problem solving process** N 1 2 3 4 5 6 7 8 9 10
Seeks appropriate input from all involved and takes into account all relevant information as part of the problem solving process.

CURRICULUM DEVELOPMENT AND INSTRUCTIONAL MANAGEMENT

18. **Supports curriculum development, implementation and assessment** N 1 2 3 4 5 6 7 8 9 10
Encourages varied and appropriate methods for designing curriculum. Supports the development of strategic plans to put the curriculum and assessment plans into practice. Monitors student achievement. Develops and implements content standards.
19. **Supports training** N 1 2 3 4 5 6 7 8 9 10
Monitors staff training needs and supports training programs and materials to improve curricular and assessment needs. Establishes the proper use of learning and information technologies.

HUMAN RESOURCE MANAGEMENT

20. **Hiring practices** N 1 2 3 4 5 6 7 8 9 10
Develops and implements approaches to attract highly qualified professionals to the school. Provides candidates, and new hires, with information relative to the mission, beliefs/philosophy, vision, exit expectations and goals of the school.
21. **Motivates others** N 1 2 3 4 5 6 7 8 9 10
Provides recognition, encouragement and constructive criticism.
22. **Fosters team-building** N 1 2 3 4 5 6 7 8 9 10
Stretches the abilities of team members, encourages educated risk taking and supports team objectives.
23. **Is creative and innovative** N 1 2 3 4 5 6 7 8 9 10
Consistently looks for better ways of doing things – is willing to take risks and encourage positive change.

LEADS A CHRIST-CENTERED LIFE

24. **Demonstrates his/her faith** N 1 2 3 4 5 6 7 8 9 10
The administrator weekly attends worship and other church or school activities. The administrator lives a Christian lifestyle which is visible to the community.
25. **Demonstrates a ministry mind-set** N 1 2 3 4 5 6 7 8 9 10
Being visible within the life of the congregation, intentionally sharing Christ in the school and other places, showing love and acceptance of every person in professional and private life. The administrator is always aware of the public relations role of the teaching ministry.

26. Is part of the church/school ministry team

N 1 2 3 4 5 6 7 8 9 10

Serves as part of the church/school ministry team sharing the load with the pastor and other members of the ministry team.
Shows joy in life and ministry.

COMMENTS:

THANK YOU.

It is a very important part of the process for those completing the evaluation to provide written comments. Please provide the comments on this page or on a separate page. The comments will appear exactly how you present them. You are not required to provide your name but you may do so if you so choose. Thank you for your very important feedback!

First Reading:
Adopted:
Amended: