

## Evaluation of Administrators

The quality of administrative leadership has a direct effect on the district's ability to create dynamic organizations which inspire staff, students and community to create environments rich in learning. Furthermore, since the achievement of school and district goals is impacted significantly to the quality of administrative leadership, it is incumbent upon the district to assess its administrators on a biennial basis. The administrative evaluation process has as primary focus the exercise of effective instructional leadership in achieving the desired outcomes in student learning. Through such a process each administrator becomes more accountable and committed to enhancing the district's learning environments. An administrative evaluation also serves other purposes which include informing decisions regarding assignments, professional growth needs and continued employment.

Through the evaluation process administrators should acquire a better understanding of their own leadership and management strengths, thereby enabling them to become more capable assessors of their own performance and growth needs. The assessment process should be goal oriented and support district/school priorities where appropriate. The process should also contribute to positive communication between each administrator and supervisor through a focus on improving instructional leadership. Engaging in meaningful dialogue about leadership and management practices should strengthen each administrator's commitment toward the profession and toward the success of his or her staff and students.

Each administrative evaluation for central office and school level administrators will be conducted based upon educational leadership standards adopted by the State Board of Education.

The superintendent will implement and supervise an evaluation system for administrative personnel. He/She will report to the Board annually on the performance of administrators and make recommendations regarding their employment and/or salary status.

Formal evaluations will be made at least biennially. They shall be conducted according to the following guidelines:

1. Evaluative criteria for each position will be in written form and made available to the administrator;
2. Evaluations will be made by the superintendent and/or a qualified, licensed designee;
3. Evaluations will be in writing and discussed with the administrator by the person who conducts the evaluation;
4. The administrator being evaluated will have the right to attach a memorandum to the written evaluation and right of appeal through established grievance procedures, if applicable.

Administrators' evaluations shall use the following educational leadership-administrator standards<sup>1</sup> adopted by the State Board of Education.

1. Visionary leadership;
2. Instructional improvement;
3. Effective management;
4. Inclusive practice;
5. Ethical leadership;
6. Socio-political context.

Administrator evaluations shall be based on the core administrator standards adopted by the Oregon State Board of Education. The standards shall be customized based on collaborative efforts with the administrators and any exclusive bargaining representative of the administration.

Local evaluation and support systems established by the district for administrators must be designed to meet or exceed the requirements defined in the Oregon Framework for Teacher and Administrator Evaluation and Support Systems, including:

1. Four performance level ratings of effectiveness;
2. Consideration of multiple measures of administrator practice and responsibility which may include, but are not limited to:
  - a. Classroom-based assessments including observations, lesson plans and assignments;
  - b. Portfolios of evidence;
  - c. Supervisor reports; and
  - d. Self-reflections and assessments.
3. Consideration of evidence of student academic growth and learning based on multiple measures of student progress including performance data of students, schools and districts that is both formative and summative. Evidence may also include other indicators of student success;
4. A summative evaluation method for considering multiple measures of professional practice, professional responsibilities, and student learning and growth to determine the administrator's professional growth path;
5. Customized by the district, which may include individualized weighting and application of the standards.

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<sup>1</sup>These standards are aligned with the Interstate School Leaders Licensure Consortium (ISLLC) and the Educational Leadership Constituents Council (ELCC) standards for Education Leadership.

An evaluation using the administrator standards must attempt to:

1. Strengthen the knowledge, skills, disposition and administrative practices of administrators;
2. Refine the support, assistance and professional growth opportunities offered to an administrator, based on the individual needs of the administrator and the needs of the students, the school and the district;
3. Allow the administrator to establish a set of administrative practices and student learning objectives that are based on the individual circumstances of the administrator, including other assignments of the administrator;
4. Establish a formative growth process for each administrator that supports professional learning and collaboration with other administrators;
5. Use evaluation methods and professional development, support and other activities that are based on curricular standards and are targeted to the needs of the administrator; and
6. Address ways to help all educators strengthen their culturally responsive practices.

Evaluation and support systems established by the district must evaluate administrators on a regular cycle. The superintendent shall regularly report to the Board on the implementation of the evaluation and support systems and educator effectiveness.

END OF POLICY

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**Legal Reference(s):**

[ORS 192.660\(2\),\(8\)](#)  
[ORS 332.505](#)  
[ORS 342.513](#)

[ORS 342.815](#)  
[ORS 342.850](#)  
[ORS 342.856](#)

[OAR 581-022-2405](#)  
[OAR 581-022-2410](#)  
[OAR 581-022-2420](#)

Hanson v. Culver Sch. Dist. (FDAB 1975).