<u>Principal Evaluation Process</u>

Archdiocese of Cincinnati

The Call to Serve: Christ calls us to "Go forth and make disciples of all nations" (Mt. 28:19). By offering a Catholic school education, we provide children and their families with the opportunity to grow closer to God. Just as Christ calls us to go forth, he also calls dedicated men and women into positions of leadership within our schools. As leaders dedicated to high quality, Christ-centered schools, it is our obligation to ensure that our principals are well supported and allowed to realize their potential. The future of our schools is dependant upon the level of excellence found within our principals.

A Partnership Approach: The principal Evaluation Process is built upon a partnership approach between the local "Hiring Agent" (i.e. the Pastor, Board Chairperson, President, etc.) and the Catholic Schools Office (CSO). Research indicates that both perspectives must be considered when evaluating a principal. The Hiring Agent, as the local leader, is most familiar with the needs of the school community and the day-to-day performance of the principal. The CSO, as the clearinghouse for education policies and practice in the Archdiocese, can provide global insights and relate principal performance to research-based Best Practices.

The Evaluation Process: The CSO of the Archdiocese has provided evaluations to principals of parish schools, independent elementary schools, and Archdiocesan high schools for the last several years. In the 2011-2012 school year, as part of the planning for the Vision for Catholic Schools, the evaluation process was redesigned. The new process focused on defined standards, and principals were evaluated with more regularity. Further modifications have been made for the 2012-2013 school year.

A Three-Year Structure: The evaluation process is meant to be phased in over the first three years of a principal's work at their current school. Each year is described in detail below:

<u>Year One:</u>

The focus of the first year of a principal's employment is on becoming acquainted with the school community and engaging in some basic growth. During the first year, a principal's evaluation will consist of the following:

- Multiple school visits by the assigned Regional Director of the CSO.
- An evaluation of the principal by the "Hiring Agent" (i.e. the Pastor, Board Chairperson, President, etc.) using the *Catholic School Principal's Evaluation Form*. The Regional Director will collaborate with the Hiring Agent on the completion of this form, and the form will be finalized by March 1 of the current year.

- An evaluation of the principal by the Regional Director using *Catholic School Principal's Evaluation Form.* This form will be completed by March 1 of the current year.
- An Evaluation Conference with the Hiring Agent and Regional Director in which the evaluation results will be presented to the principal.

Year Two:

The principal's second year is a time of great formation. It is during this year that the principal will receive a thorough, multi-faceted evaluation. During this year, a principal's evaluation will consist of the following:

- Multiple school visits by the assigned Regional Director of the CSO.
- Circulation of stakeholder surveys amongst parents, teachers/staff, and older students (grades 5-12, where applicable). The Regional Director will facilitate the circulation, completion, and analysis of these surveys.
- Submission (by the principal) of the following evidence-based documentation collected throughout the school year:
    - Evidence of the principal's Catholic Faith Leadership
    - An excerpt from the principal's school improvement plan that includes analysis of student achievement data.
    - Proposed yearly schedule for teacher observations by principal, assistants, peers, or department chairs
    - One completed teacher observation with names removed
    - One sample of an agenda and/or PowerPoint presentation from a faculty meeting
    - One parent newsletter article or other general parent communication
    - Other documentation (as specified)

  This documentation will be submitted to the Regional Director by February 1st for review.
- An evaluation of the principal by the "Hiring Agent" (i.e. the Pastor, Board Chairperson, President, etc.) using the *Catholic School Principal's Evaluation Form*. The Regional Director will collaborate with the Hiring Agent on the completion of this form, and the form will be finalized by March 1 of the current year.
- An evaluation of the principal by the Regional Director using the *Catholic School Principal's Evaluation Form*. This form will be completed by March 1 of the current year. Both evaluation forms will be presented to the principal by the Hiring Agent and Regional Director.
- An Evaluation Conference with the Hiring Agent and Regional Director in which the evaluation results will be presented to the principal.

Year Three (and Beyond):

Beginning in a principal's third year, the evaluation process becomes flexible. Evaluations are provided every-other year (during the even-numbered years), or as requested by the Hiring Agent and/or Regional Director. In evaluation years, an

evaluation is provided by both the Hiring Agent and the Regional Director. Other evaluation methods (surveys, evidence-based documentation) may also be requested depending upon the identified areas of growth for the principal. By the start of each year, the Hiring Agent and Regional Director will decide what (if any) evaluation tools will be utilized beyond the evaluation form.

Thus, during designated years after the third year, the principal's evaluation will consist of the following:

- Multiple school visits by the assigned Regional Director of the CSO
- An evaluation of the principal by the "Hiring Agent" (i.e. the Pastor, Board Chairperson, President, etc.) using the *Catholic School Principal's Evaluation Form*. The Regional Director will collaborate with the Hiring Agent on the completion of this form, and the form will be finalized by March 1 of the current year.
- An evaluation of the principal by the Regional Director using the *Catholic School Principal's Evaluation Form*. This form will be completed by March 1 of the current year. Both evaluation forms will be presented to the principal by the Hiring Agent and Regional Director.
- An Evaluation Conference with the Hiring Agent and Regional Director in which the evaluation results will be presented to the principal.
- Circulation of surveys and/or submission of select evidence-based documentation (see Year Two) as determined by the Hiring Agent and Regional Director.

Consolidated Schools, Inter-Parish Schools, and Boards of Limited/Full Jurisdiction: The principal evaluation process will be altered slightly to accommodate principals who are evaluated by multiple pastors or a board of limited or full jurisdiction. In these cases, either multiple evaluation forms may be used, or the various Hiring Agents may collaborate on completing a single form. The specific process will depend upon the structure of governance within the principal's school. Regional Directors will make contact with all consolidated schools, inter-parish schools, and schools that utilize boards of limited or full jurisdiction to discuss how the process will work.

Communication: The principal Evaluation Process is dependant upon frequent quality communication between the Hiring Agent and the Regional Director. If significant problems or concerns arise about a principal's performance, it is vital that the Hiring Agent and Regional Director be in contact with one another (even if this is before the time of the formal evaluation process). Through their partnership, Hiring Agents and principals can work together to ensure that the principal, and his/her school, can reach their potential and reflect the teaching ministry of Jesus Christ.

Archdiocesan Catholic School Principal Evaluation

Archdiocese of Cincinnati

Name of Principal: _____School Year:_____

Name of School: _____

Name and Position of Evaluator(s):_____

Rating system
5- Indicates excellence in this skill area
4 –Indicates that the principal is very effective in this skill area
3 – Indicates that the principal is effective in this skill area
2 – Performance is short of expectations and/or inconsistent. The principal has been made aware of the relevant issues and appropriate training and support will be provided. Areas in need of improvement must be addressed through the development of a measurable action plan
1 – Unacceptable performance. The principal has been made aware of the relevant issues and appropriate training and support will be provided. Areas in need of improvement must be addressed through the development of a measurable action plan
NB – No basis for evaluation

Catholic Faith Leadership	
Models, fosters and upholds the teachings of the Catholic Faith.	5 4 3 2 1 NB
Demonstrates Christian respect and dignity to students, staff and parents.	5 4 3 2 1 NB
Ensures that all school programs are consistent with the teachings of the Catholic Church.	5 4 3 2 1 NB
Ensures a Christ Centered learning environment.	5 4 3 2 1 NB
Is effective in the selection and development of role models of the Catholic faith.	5 4 3 2 1 NB
Operational Leadership	
Exhibits competence in planning, organization, follow-through and time management.	5 4 3 2 1 NB
Adheres to Archdiocesan, OCSAA policy standards.	5 4 3 2 1 NB
Makes decisions that are well timed, and based on adequate, reliable data.	5 4 3 2 1 NB
Is visible and available to staff, students and parents.	5 4 3 2 1 NB
Instructional Leadership	
Advocates for high levels of learning for all students.	5 4 3 2 1 NB
Promotes health/safety/welfare of students and staff.	5 4 3 2 1 NB
Visits classrooms regularly, provides timely and growth evoking feedback and establishes clear expectations.	5 4 3 2 1 NB
Recognizes the achievements of students, faculty and staff.	5 4 3 2 1 NB
Provides for learning opportunities beyond the classroom for students and staff.	5 4 3 2 1 NB
Promotes effective and positive communication.	5 4 3 2 1 NB
Ensures that curriculum is research based and best practices are in place in every classroom.	5 4 3 2 1 NB
Strategic and Financial Leadership	
Ensures the school's vision is being followed and is reflective of the overall vision for Catholic schools.	5 4 3 2 1 NB
Allocates and utilizes school resources effectively.	5 4 3 2 1 NB
Practices appropriate oversight of school employees and key stakeholder groups.	5 4 3 2 1 NB
Promotes the school in the wider community.	5 4 3 2 1 NB

Commendations

Recommendations

Pastor _____**Date**_____

Regional Director_____**Date**_____

Principal _____**Date**_____
(The principal's signature acknowledges receipt of this document)

Principal's Comments