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R1723.1 EVALUATION OF NON-TENURED ADMINISTRATORS

The observation and evaluation of non-tenured administrators will be conducted by appropriate administrative staff members. Evaluation will be conducted in accordance with the following procedures.

A. Evaluation Criteria

1. Evaluation criteria for each administrative position will derive from the job description for the position and will relate directly to each of the tasks described. Wherever possible each set of evaluation criteria will be:
 - a. Briefly stated and focused on major criteria of the position,
 - b. Based on observable information rather than on factors requiring subjective judgment,
 - c. Generic, covering a number of specific positions, and
 - d. Written in the same format and in a direct, simple style.
2. Maintenance of administrative job evaluation criteria will be the responsibility of the Superintendent. Evaluation criteria will be reviewed annually, and
 - a. Whenever the corresponding job description is revised, or
 - b. On the request of a single job holder.
3. Each non-tenured administrator will be sent a copy of the current evaluation criteria for his/her position annually by the Superintendent or designee. Any revisions thereto shall be provided to each holder of that job within ten (10) working days of its adoption. Suggested revisions to evaluation criteria by job holders shall be referred initially to the job holder's immediate supervisor for review.

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B. Collection of Evaluation Data

Data will be gathered any one or more of the following evaluation methods:

1. Direct observation of the administrator in the course of performing an assigned duty;
2. Review of a product from the administrator that results from the performance of his/her assigned duties;
3. Interviews of the administrator regarding his/her knowledge of assigned duties;
4. Paper and pencil instruments (such as competency tests, pupil surveys, and the like);
5. Audio-visual monitoring of the administrator in the performance of his/her assigned duties; and
6. Reference to previous performance reports.

C. Observations

1. Non-tenured administrators will be evaluated no fewer than three times in every school year and at least once during each semester. A non-tenured administrator employed fewer than sixty days in the school year may be observed and evaluated only once during the school year, and a non-tenured administrator employed fewer than one hundred twenty days in the school year may be observed and evaluated only twice during the school year.
2. The evaluator shall confer with the administrator at the beginning of each three month period, the first of such periods commencing at the beginning of the school year. They shall together determine the job performance that will be observed. The period of the observation will be appropriate to the performance to be observed and will be conducted in as few separate sessions as possible. The

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evaluator shall record each separate instance of observation and the activity observed.

3. Wherever possible, multiple observations that focus on different areas of responsibility are desirable. Multiple observations should be spread over time to allow time for improvement.
4. Each observation will be recorded on a separate form and a copy sent to the non-tenured administrator at least twenty-four (24) hours prior to the observation conference.

D. Evaluations

1. A written evaluation of each non-tenured administrator in the performance of his/her duties will be prepared before the end of each three-month period during which a non-tenured administrator has been evaluated.
2. In addition to the evaluation following each observation or period of observation, the evaluator shall prepare a written evaluation of each non-tenured administrator's total performance as an employee of the school district.

E. Post Observation Conferences

1. No later than the end of each three-month period of observation, the administrator and the evaluating supervisor shall hold a conference to discuss the evaluation reports prepared in accordance with D1 and D2 above.
2. The post observation conference will be conducted for the purpose of confirming the accuracy of the material collected, providing a forum for feedback, and providing assistance to the administrator whenever the need for such aid is indicated. In addition, the evaluator must point up the effects of the observation (if any) on the administrator's annual evaluation. Sufficient time should be scheduled for a full discussion of the issues involved.

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3. Two copies of the written evaluation will be prepared and both the supervisor and the non-tenured administrator shall sign each copy and retain one copy.
 4. If the non-tenured administrator so wishes, he/she may prepare a written disclaimer to the evaluation. Any disclaimer will be appended to the evaluation, provided it is received not more than ten calendar days after the conference.
 5. Each observation report will be filed in the administrator's personnel file.
- F. Annual Performance Conference and Report
1. An annual performance conference will be held with each non-tenured administrator by the evaluator who prepared the annual performance report (whenever possible) before the administrator's annual performance report is filed.
 2. The annual performance conference will include a review of the:
 - a. Administrator's performance based upon his/her job description,
 - b. Administrator's progress toward the objectives of his/her Individualized Professional Growth Plan, and
 - c. Available indicators of pupil progress and growth toward their program objectives (if applicable).
 3. The purpose of the annual performance conference is to provide for a total review of the year's work, to identify strategies for improvement where necessary, and to recognize achievement and good practice. Adequate time should be allotted for the conference in order to cover the required topics of discussion and to permit a full exploration of the possible solutions to any problems identified.
 4. The annual performance report will be signed by the evaluator at the time of the conference and by the non-tenured administrator within five working days of the conference. The signature of the administrator will not necessarily be construed to indicate assent with the report.

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5. The administrator shall have up to ten (10) working days following the conference to add material to the report not included by the evaluator.
6. Each annual performance report shall be filed in the administrator's personnel file. A copy will be provided to the staff member within ten (10) working days of the conference.

G. Review of Pupil Progress and Growth

1. A review will be conducted, at least annually, of pupil progress and growth in each class, for the purpose of determining whether or not changes in the performance of the administrator or in the program would lead to improved results by the pupils during the subsequent school year.
2. The review of pupil progress and growth will be made by an evaluator who is familiar with the pupils involved and the school context against indicators previously determined by the administrator and agreed upon by the Superintendent.
3. A summary of the pupil progress and growth data and its implications will be placed in the administrator's annual performance report. If applicable, the pupil progress and growth report will be one measure of the administrator's annual performance evaluation.
4. If the review of the pupil data reveals that pupils have not made the progress expected, the supervisor and staff member shall jointly determine what changes should be made to improve pupil performance. Any such changes are subject to approval of the Superintendent before being implemented.

H. Individualized Professional Growth Plan

1. Each non-tenured school leader shall fulfill professional development requirements through the creation, implementation, and completion of an Individualized Professional Growth Plan that:

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- a. Will align with the professional standards for school leaders set forth in N.J.A.C. 6A:9-3.4;
 - b. Will derive from the applicable evaluation criteria and focus on the most important areas in need of professional growth, if any, identified in his/her evaluation.
2. Will identify professional goals that address specific district or school needs;
 - a. Non-tenured Principals and supervisors will develop professional development goals in conjunction with a peer review committee;
 3. Will ground professional development activities in objectives related to improving teaching, learning, and student achievement; and
 4. Will adhere to plan specifications to be developed by the State Advisory Committee on Professional Development for School Leaders.
 5. Each active school leader shall be required to provide evidence of plan fulfillment. Evidence shall include:
 - a. A narrative account detailing plan goals and their achievement; and
 - b. Documentation related to professional growth activities such as training, university coursework, job-embedded learning opportunities including action research and study groups.
 - c. Leaders whose positions require a principal or supervisor endorsement shall be required to provide evidence of plan completion every three years to the chief school administrator. The initial three-year period shall extend from

September 2005 to September 2008 with the 2004-2005 school year serving as a development year.
 6. At the time the Individualized Professional Growth Plan is prepared, a review will also be made of the administrator's efforts to achieve the prior year's plan.

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7. Copies of the Individualized Professional Growth Plan will be placed in the administrator's annual performance report and given to the administrator. The degree to which the administrator achieved the requirements of the previous plan will be a measure of his/her annual performance evaluation.
8. It is the duty of the administrator to implement the plan as prepared and to work collaboratively with members of the peer review team to review progress toward established goals.

Issued: 26 March 2009
