

To: Members of the Board of Control

From: Joan Wade, Ed.D., Agency Administrator

Re: Agency Administrator Evaluation Recommendation

It is once again time for my annual evaluation. As discussed during my evaluation last year, we are moving to the CESA 6 evaluation model for District Administrators (DAPES). The DAPES team is training school district boards at this time and the new system would need to be slightly adjusted to fit a CESA Administrator. I would like to recommend a process and the format as outlined below, which is intended to maximize the opportunity for continued growth.

At the center of this process is the use of a 360° feedback tool (attached). I would like to use this tool to obtain feedback from the people I lead or regularly work with (Members of the Executive Council) in areas that I believe are essential to this job, including: Relationships, Leadership, Management and Personal Qualities. The "tool" is intended to provide quantifiable data that will assist as I self-assess my performance over the year and as I develop priorities for the coming year.

In turn, the Board of Control would also use an evaluation instrument (attached) that is aligned to the same criteria as the feedback tool. In addition, the 360° feedback tool attached is written so that it could also be used for individual Board of Control members to assess my performance prior to the final evaluation. The levels of performance (Unacceptable, Developing, Effective and Distinguished) for both instruments are aligned with the proposed measurements identified in the District Administrator Professional Evaluation System (DAPES).

Please find the following attachments:

- The 360° Feedback Tool
- The Annual Evaluation Instrument

I recommend the following process:

No later than:	Activity
April 1 st	<ol style="list-style-type: none">1. The Agency Administrator will solicit evaluative feedback in the form of a 360° Feedback Tool from members of the Executive Council.2. Board of Control members will complete the 360° Feedback Tool as well. The results can be used by the Board in the development of the final evaluation. <p><i>The Agency Administrator will have access to responses from Executive Council; however Board of Control responses will only be shared with the President.</i></p>
April 10 th	The Agency Administrator will complete a written self-evaluation that is aligned with the categories/criteria in the Evaluation Instrument and reflective of the feedback provided through the 360° Feedback Tool. The Agency Administrator will include any potential goals for the coming year in the self-evaluation.
April 14 th	The Administrator's self-evaluation, the results from the members of the Executive Council's 360° Feedback and the results from the Board of Control's 360° Feedback will be shared with the Board of Control.
April 14 th	The Board will complete a formal evaluation based on all the information collected.

ANNUAL EVALUATION INSTRUMENT

	Examples of Behaviors that Support the Category	Rating
Relationships	Relationship with the Board – The Agency Administrator: <ul style="list-style-type: none"> ✓ Keeps the Board of Control informed of issues related to the agency; ✓ Provides adequate materials and background for the Board of Control to render decisions; ✓ Invites Board of Control members to participate in agency activities; ✓ Assists in the recommendation and administration of policies; ✓ Contributes to a climate of teamwork; ✓ Works with the Board of Control to establish goals and plans for the future; ✓ Is responsive to the questions/concerns voiced by Board of Control members. 	<input type="checkbox"/> Distinguished <input type="checkbox"/> Effective <input type="checkbox"/> Developing <input type="checkbox"/> Unacceptable
	Relationship with Districts – The Agency Administrator: <ul style="list-style-type: none"> ✓ Maintains communication with districts and district personnel; ✓ Keeps districts informed of issues related to the agency; ✓ Is visible and/or interested in constituent districts; ✓ Is responsive to the questions/concerns voiced by district personnel; ✓ Fosters collaboration. 	<input type="checkbox"/> Distinguished <input type="checkbox"/> Effective <input type="checkbox"/> Developing <input type="checkbox"/> Unacceptable
	Relationship with Staff – The Agency Administrator: <ul style="list-style-type: none"> ✓ Keeps staff informed of issues related to the agency; ✓ Demonstrates impartiality in personnel matters; ✓ Acknowledges and/or recognizes staff for contribution towards goals; ✓ Involves the staff in long-range planning; ✓ Fosters collaboration; ✓ Is responsive to questions/concerns voiced by staff members; ✓ Is visible. 	<input type="checkbox"/> Distinguished <input type="checkbox"/> Effective <input type="checkbox"/> Developing <input type="checkbox"/> Unacceptable
	Relationship with Other Stakeholders: <ul style="list-style-type: none"> ✓ Maintains positive relationships with the media; ✓ Establishes and maintains relationships with legislative representatives; ✓ Establishes and maintains relationships with other partners including state agencies, institutions of higher education and professional organizations. 	<input type="checkbox"/> Distinguished <input type="checkbox"/> Effective <input type="checkbox"/> Developing <input type="checkbox"/> Unacceptable
	Comments/Suggestions for Growth:	

	Examples of Behaviors that Support the Category	Rating
Management	Procedures & Operations – The Agency Administrator: <ul style="list-style-type: none"> ✓ Demonstrates knowledge of procedural aspects of the job; ✓ Establishes timelines or expectations relative to necessary tasks/responsibilities; ✓ Recommends policies and procedures as needed. 	<input type="checkbox"/> Distinguished <input type="checkbox"/> Effective <input type="checkbox"/> Developing <input type="checkbox"/> Unacceptable
	Collaboration & Problem-Solving – The Agency Administrator: <ul style="list-style-type: none"> ✓ Is mindful of the chain of command; ✓ Is involved or supportive in the identification or resolution of issues that arise; ✓ Provides meaningful and timely response to questions/concerns/feedback. 	<input type="checkbox"/> Distinguished <input type="checkbox"/> Effective <input type="checkbox"/> Developing <input type="checkbox"/> Unacceptable
	Personnel – The Agency Administrator: <ul style="list-style-type: none"> ✓ Supports effective recruiting efforts to ensure a competent staff; ✓ Develops/supports sound personnel practices; ✓ Delegates both responsibility and authority. 	<input type="checkbox"/> Distinguished <input type="checkbox"/> Effective <input type="checkbox"/> Developing <input type="checkbox"/> Unacceptable
	Finance & Budget – The Agency Administrator: <ul style="list-style-type: none"> ✓ Promotes sound financial practices; ✓ Demonstrates knowledge of the financial resources available; ✓ Keeps stakeholders informed of financial resources available. 	<input type="checkbox"/> Distinguished <input type="checkbox"/> Effective <input type="checkbox"/> Developing <input type="checkbox"/> Unacceptable
	Comments/Suggestions for Growth:	

		Examples of Behaviors that Support the Category	Rating
Leadership		Vision & Direction – The Agency Administrator: <ul style="list-style-type: none"> ✓ Projects a strong leadership image; ✓ Demonstrates enthusiasm in carrying out job responsibilities; ✓ Responds to external and internal customer needs; ✓ Facilitates development and implementation of long- and short-term educational goals for the agency. 	<input type="checkbox"/> Distinguished <input type="checkbox"/> Effective <input type="checkbox"/> Developing <input type="checkbox"/> Unacceptable
		High Expectations – The Agency Administrator: <ul style="list-style-type: none"> ✓ Has high expectations; ✓ Empowers others to set high and demanding expectations; ✓ Is not afraid to take risks to benefit the agency. 	<input type="checkbox"/> Distinguished <input type="checkbox"/> Effective <input type="checkbox"/> Developing <input type="checkbox"/> Unacceptable
		Educational Leadership – The Agency Administrator: <ul style="list-style-type: none"> ✓ Keeps focus on student achievement; ✓ Is knowledgeable about curriculum, instruction, assessment and research-based best practices; ✓ Demonstrates a desire to learn and improve and encourages staff to do so as well. 	<input type="checkbox"/> Distinguished <input type="checkbox"/> Effective <input type="checkbox"/> Developing <input type="checkbox"/> Unacceptable
		Ethics – The Agency Administrator: <ul style="list-style-type: none"> ✓ Models professional and ethical behavior; ✓ Expects professional and ethical behavior from others; ✓ Holds herself and others accountable. 	<input type="checkbox"/> Distinguished <input type="checkbox"/> Effective <input type="checkbox"/> Developing <input type="checkbox"/> Unacceptable
		Comments/Suggestions for Growth:	

		Examples of Behaviors that Support the Category	Rating
Personal Qualities		Personality & Attitude – The Agency Administrator: <ul style="list-style-type: none"> ✓ Elicits respect in the community and among peers; ✓ Projects a caring attitude; ✓ Displays a sense of humor; ✓ Demonstrates emotional control. 	<input type="checkbox"/> Distinguished <input type="checkbox"/> Effective <input type="checkbox"/> Developing <input type="checkbox"/> Unacceptable
		Communication – The Agency Administrator: <ul style="list-style-type: none"> ✓ Writes and speaks clearly and effectively; ✓ Is assertive, but tactful; ✓ Maintains poise and composure in the face of crisis/criticism. 	<input type="checkbox"/> Distinguished <input type="checkbox"/> Effective <input type="checkbox"/> Developing <input type="checkbox"/> Unacceptable
		Professionalism – The Agency Administrator: <ul style="list-style-type: none"> ✓ Is business like and professional in appearance; ✓ Is organized; ✓ Accepts constructive criticism and responds appropriately; ✓ Is trustworthy. 	<input type="checkbox"/> Distinguished <input type="checkbox"/> Effective <input type="checkbox"/> Developing <input type="checkbox"/> Unacceptable
		Comments/Suggestions for Growth:	

Agency Administrator

Date

Board Chair

Date

360° FEEDBACK TOOL

Name:		Role:	<input type="checkbox"/> Ex. Council Member <input type="checkbox"/> Board of Control Member
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	Examples of Behaviors that Support the Category (Complete the appropriate sub-section below.)	Rating
Relationships	Relationship with the Board – The Agency Administrator: <ul style="list-style-type: none"> ✓ Keeps the Board of Control informed of issues related to the agency; ✓ Provides adequate materials and background for the Board of Control to render decisions; ✓ Invites Board of Control members to participate in agency activities; ✓ Assists in the recommendation and administration of policies; ✓ Contributes to a climate of teamwork; ✓ Works with the Board of Control to establish goals and plans for the future; ✓ Is responsive to my questions/concerns. 	<input type="checkbox"/> Distinguished <input type="checkbox"/> Effective <input type="checkbox"/> Developing <input type="checkbox"/> Unacceptable <input type="checkbox"/> Not Applicable
	Relationship with Districts – The Agency Administrator: <ul style="list-style-type: none"> ✓ Maintains communication with districts and district personnel; ✓ Keeps me informed of issues related to the agency; ✓ Is visible and/or interested in my district; ✓ Is responsive to my questions/concerns; ✓ Fosters collaboration. 	<input type="checkbox"/> Distinguished <input type="checkbox"/> Effective <input type="checkbox"/> Developing <input type="checkbox"/> Unacceptable <input type="checkbox"/> Not Applicable
	Relationship with Staff – The Agency Administrator: <ul style="list-style-type: none"> ✓ Keeps me informed of issues related to the agency; ✓ Demonstrates impartiality in personnel matters; ✓ Acknowledges and/or recognizes staff for contribution towards goals; ✓ Involves the staff in long-range planning; ✓ Fosters collaboration; ✓ Is responsive to my questions/concerns; ✓ Is visible in the building/my department. 	<input type="checkbox"/> Distinguished <input type="checkbox"/> Effective <input type="checkbox"/> Developing <input type="checkbox"/> Unacceptable <input type="checkbox"/> Not Applicable
	Comments/Suggestions for Growth:	

	Examples of Behaviors that Support the Category	Rating
Management	Procedures & Operations – The Agency Administrator: <ul style="list-style-type: none"> ✓ Demonstrates knowledge of procedural aspects of the job; ✓ Establishes timelines or expectations relative to necessary tasks/responsibilities; ✓ Recommends policies and procedures as needed. 	<input type="checkbox"/> Distinguished <input type="checkbox"/> Effective <input type="checkbox"/> Developing <input type="checkbox"/> Unacceptable
	Collaboration & Problem-Solving – The Agency Administrator: <ul style="list-style-type: none"> ✓ Is mindful of the chain of command; ✓ Is involved or supportive in the identification or resolution of issues that arise; ✓ Provides meaningful and timely response to my communication; ✓ Is aware of and respectful of my daily schedule and responsibilities; ✓ Schedules productive administrative/PAC/Nucleus meetings. (Agendas provided, start/end on time & are mindful of administrators' time); ✓ Solicits my feedback. 	<input type="checkbox"/> Distinguished <input type="checkbox"/> Effective <input type="checkbox"/> Developing <input type="checkbox"/> Unacceptable
	Personnel – The Agency Administrator: <ul style="list-style-type: none"> ✓ Supports effective recruiting efforts to ensure a competent staff; ✓ Develops/supports sound personnel practices; ✓ Is supportive of my decisions and/or provides worthwhile feedback. ✓ Delegates both responsibility and authority. 	<input type="checkbox"/> Distinguished <input type="checkbox"/> Effective <input type="checkbox"/> Developing <input type="checkbox"/> Unacceptable
	Finance & Budget – The Agency Administrator: <ul style="list-style-type: none"> ✓ Promotes sound financial practices; ✓ Demonstrates knowledge of the financial resources available; ✓ Keeps me informed of financial resources available. ✓ Understands and is supportive of the financial needs of my district/department; ✓ Solicits/welcomes my feedback regarding financial resource needs. 	<input type="checkbox"/> Distinguished <input type="checkbox"/> Effective <input type="checkbox"/> Developing <input type="checkbox"/> Unacceptable

	Comments/Suggestions for Growth:	
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Leadership	Examples of Behaviors that Support the Category	Rating
	Vision & Direction – The Agency Administrator: <ul style="list-style-type: none"> ✓ Projects a strong leadership image; ✓ Demonstrates enthusiasm in carrying out job responsibilities; ✓ Responds to external and internal customer needs; ✓ Facilitates development and implementation of long- and short-term educational goals for the agency. 	<input type="checkbox"/> Distinguished <input type="checkbox"/> Effective <input type="checkbox"/> Developing <input type="checkbox"/> Unacceptable
	High Expectations – The Agency Administrator: <ul style="list-style-type: none"> ✓ Has high expectations; ✓ (Direct Reports Only) Empowers me to set high and demanding expectations for every staff member; ✓ Is not afraid to take risks to benefit the agency. 	<input type="checkbox"/> Distinguished <input type="checkbox"/> Effective <input type="checkbox"/> Developing <input type="checkbox"/> Unacceptable
	Educational Leadership – The Agency Administrator: <ul style="list-style-type: none"> ✓ Keeps focus on student achievement; ✓ Is knowledgeable about curriculum, instruction, assessment and research-based best practices; ✓ Demonstrates a desire to learn and improve and encourages staff to do so as well. 	<input type="checkbox"/> Distinguished <input type="checkbox"/> Effective <input type="checkbox"/> Developing <input type="checkbox"/> Unacceptable
	Ethics – The Agency Administrator: <ul style="list-style-type: none"> ✓ Models professional and ethical behavior; ✓ Expects professional and ethical behavior from others; ✓ Holds herself and others accountable. 	<input type="checkbox"/> Distinguished <input type="checkbox"/> Effective <input type="checkbox"/> Developing <input type="checkbox"/> Unacceptable
	Comments/Suggestions for Growth:	

Personal Qualities	Examples of Behaviors that Support the Category	Rating
	Personality & Attitude – The Agency Administrator: <ul style="list-style-type: none"> ✓ Elicits respect in the community and among peers; ✓ Projects a caring attitude; ✓ Displays a sense of humor; ✓ Is supportive of my needs and treats me and the work I do with respect; ✓ Demonstrates emotional control. 	<input type="checkbox"/> Distinguished <input type="checkbox"/> Effective <input type="checkbox"/> Developing <input type="checkbox"/> Unacceptable
	Communication – The Agency Administrator: <ul style="list-style-type: none"> ✓ Writes and speaks clearly and effectively; ✓ Is assertive, but tactful; ✓ Maintains poise and composure in the face of crisis/criticism. 	<input type="checkbox"/> Distinguished <input type="checkbox"/> Effective <input type="checkbox"/> Developing <input type="checkbox"/> Unacceptable
	Professionalism – The Agency Administrator: <ul style="list-style-type: none"> ✓ Is business like and professional in appearance; ✓ Is organized; ✓ Accepts constructive criticism and responds appropriately; ✓ Trusts me and elicits trust in return. 	<input type="checkbox"/> Distinguished <input type="checkbox"/> Effective <input type="checkbox"/> Developing <input type="checkbox"/> Unacceptable
Comments/Suggestions for Growth:		