**Process for evaluating the school leader:**

1. In early September of each school year, the CEO sends a survey to each of the Principal's direct reports (usually 7-9 direct reports)
2. Those direct reports respond to the survey and the results are sent back to the CEO.
3. The CEO compiles those answers into one document and uses those responses plus her own analysis against goals and priorities and fills out the "Principal Performance Management" document.
4. In the annual review meeting in late September, the CEO shares the document with the school leader, shares the feedback from her direct reports, and works with the school leader to set goals for the upcoming school year.

**Principal Performance Management**
**Supervisor: Kate Mehok**

| Category | What to look for | Strengths | Suggestions/Wonderings/Questions |
|---|---|---|---|
| Instructional Leadership | Develops an instructional vision and disseminates that vision throughout the school. Models high quality teaching and promotes high expectations for all children including those with special needs. | | |
| Cultural Leadership | Establishes, articulates, aligns and/or teaches the organization's vision, mission, values, and goals. Inspires and gains the commitment of others towards the mission. Models the organization's values and strong character at all times. Integrates programs, rituals, and visual | | |

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| | artifacts that represent the values throughout the school. | | |
| Financial Leadership | Uses financial information to make sound decisions. Manages resources (people, financial, equipment…etc) effectively to support the school's long and short term goals. Establishes systems with long-term sustainability of the organization in mind. | | |
| Operational Leadership | Ensures that operations in the building maximizes student learning. Addresses operational needs of the faculty and staff and proactively anticipates the operational needs of the building. | | |
| Team Leadership | Clarifies roles, accountabilities and decision making among team members. Delegates tasks to appropriate individuals or groups. Promotes collaboration among team members. Encourages others to proactively solve problems and take initiatives. Models and encourages others to manage conflict openly and productively. Leads productive team meetings. Prioritizes team morale and productively, celebrating team accomplishments. | | |
| Relationship Building | Establishes good interpersonal relationships by helping people feel valued, appreciated and included in discussions. Shows sincere interest in others and their concerns on a personal and professional basis. Consistently | | |

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|---|---|---|---|
| | demonstrates respect and appreciation for others by empathizing, valuing their time and contributions, and being available and responsive to their needs. | | |
| Relationship w/Parents and Community | Demonstrates knowledge of and respect for the cultures of the communities we serve. Creates a school where parents and other stakeholders feel valued and welcome. | | |
| Performance Management | Sets team and individual goals with employees that align with organization vision, mission, and goals. Consistently coaches others towards goals, recognizes accomplishments ad provides timely, relevant, and constructive feedback. Holds employees and teams accountable for achieving their goals and for modeling organizational values and strong character. Evaluates performance regularly, identifying learning needs. Retains effective staff. | | |
| Communication | Listens attentively. Seeks to understand other's point of view and confirms understandings. Establishes and/or uses communication systems that proactively | | |

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| | engage key stakeholders and rely on a variety of channels. Writes clearly, concisely, and persuasively. Speaks in a compelling and articulate manner, adapting communication content and style to different audiences and venues. | | |
| Continuous Learning | Continuously and humbly seeks opportunities for personal and organizational improvement. Proactively solicits and willingly accepts assistance. Promotes and contributes to a culture of sharing effective practices within the school and the organization. | | |
| Responsibility | Demonstrates professionalism at all times. Is on time for all meetings/events, completes all reports in a timely manner, and presents oneself appropriately. Follows through on commitments. Takes responsibility for behavior, mistakes, and results. Understands urgency of the work. | | |
| Courage | Takes calculated risks and teaches other to do the same. Demonstrates flexibility when plans or situations change unexpectedly. Embraces the unknown. | | |
| Excellence | Sets high standards and challenges the | | |

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| | status quo. | | |
| Initiative | Comes with ideas and makes those ideas happen | | |
| Teamwork | Promotes collaboration among team. Is collaborative with other leaders in the Crescent City Schools Network. Believes that we are more powerful together than we are alone | | |
| Enthusiasm | Takes joy in the work at hand. | | |