One of the most overlooked responsibilities for boards is that of providing the head of school an annual evaluation. While some may think it is that final step before termination, there is a better and real rationale behind a board’s need to evaluate the school head. Here are a variety of assessment approaches and tools, and a consideration of the great benefits that come from a meaningful, thoughtful, and far-thinking evaluation.
Evaluation of the school head ... workshop notes

1. Why evaluate the HOS?
   a. Common reasons given by boards
   b. Two core reasons for HOS evaluation by the school board

2. Evaluations spectrum
   a. The ugly / the bad / the good and the awesome
   b. Where does your board land now?

3. Some groundwork ... how often should the HOS be evaluated and by whom?
   a. General practices
   b. Philosophy of improvement and accountability
   c. Myth of the self-starting, self-motivated school head

4. The evaluations ... samples
   a. The ugly
      i. Never ...
      ii. Verbal and anecdotal, undocumented, sporadic and undefined
      iii. No samples
   b. The bad ... OK, maybe not BAD, but not great
      i. The job description checklist
      ii. The HOS self-exam (only)
      iii. Samples: JD checklist
c. The good  
i. Clear expectations coupled with strategic outcomes  
ii. Combination of self-determined goals and board determined goals  
iii. Use a meaningful leadership frame work ... one idea ... the CSLF (see diagram)  
iv. Awesome ...  
   1. Driven by the school mission – goals with metrics and performance outcomes  
   2. Aligned with the CSLF ... core competencies and alignments with the school mission  

v. How about 360’s? Where do they fit?  
   1. Not actually evals, but perception assessments  
   2. Good for IDing strengths and areas for improvement  
   3. Similar to DISC tests, John Trent’s strengths system, strengths finder  
   4. Valuable, but not driven out outcomes or performance metrics  

5. Wrap up ... now what?  
   a. Start small, grow with the process  
   b. Be creative and flexible  
   c. Beware the bad and the ugly ... but, might have to start there to get the ball rolling  
   d. Keep the goal in sight – professional improvement, accountability, care and support  

NOTE: All samples are on line ... you can download and tweak to your hearts content.  

Your Take-aways .... What to do now / ID several action steps: