

ADMINISTRATIVE STAFF

All administrative and supervisory positions shall be established initially by the Board upon the Superintendent's recommendation. All positions established must have state recognized job titles and/or be approved by the New Jersey State Department of Education. Prior to creating a new position, the Board will approve a job description for that position prepared by the Superintendent.

Before approving the hiring, the Board shall interview all finalists recommended by the Superintendent for the positions of Principal, Business Administrator/Board Secretary and any other district level personnel who report directly to the Superintendent. The Board recognizes the importance of the Superintendent selecting and working with a compatible and effective administrative team.

Evaluation of Administrators

The Board of Education believes that the evaluation of effective leadership and administration practices improves success in the achievement of the educational goals of this district, including student achievement of the Common Core Curriculum Content Standards. The Board shall implement an effective system for the evaluation of certified administrative staff. The purpose of this evaluation shall be:

- A. To promote professional excellence and improve the skills;
- B. Improve student learning and growth;
- C. Provide a basis for the review of performance.

The Board is committed to establishing educator evaluation rubrics for the evaluation of administrative staff members' effectiveness in order to increase student achievement as well as to further the development of a professional corps of State educators. The district evaluation system shall facilitate:

- A. Continual improvement of leadership and instruction;
- B. Meaningful differentiation of performance using four performance levels;
- C. Use of multiple valid measures in determining performance levels, including objective measures of student performance and measures of professional practice;
- D. Evaluation of certified administrative staff on a regular basis;
- E. Delivery of clear, timely and useful feedback, including feedback that identifies areas for growth and guides professional development; and
- F. District personnel decisions.

Training

Certified administrative staff shall be provided, as appropriate:

- A. Training on the teacher and principal practice instruments. Training shall be provided for any supervisor who will conduct observations for the purpose of evaluation of teachers,

Training (continued)

Certified administrative principals, assistant principals, or vice principals. Training shall be provided before the observer conducts his/her first observation for the purpose of evaluation;

- B. Annual updates and refresher training on the teacher and principal practice instruments. Training shall be provided for any supervisor who will observe teaching and/or principal practice for the purpose of increasing accuracy and consistency among observers.

Principal Evaluation

Principals, vice principals, or assistant principals shall be evaluated according to an evaluation rubric. The evaluation rubric shall be submitted to the Commissioner by June 1 for approval by August 1 of each year.

The components of the principal evaluation rubric shall apply to teaching staff members holding the position of principal, vice principal, or assistant principal and holding a valid and effective standard, provisional, or emergency administrative certificate.

The principal evaluation rubric shall meet the standards provided in N.J.S.A. 18A:6-123, including, but not limited to:

- A. Measures of student achievement pursuant to N.J.A.C. 6A:10-5.2 including:
1. The median school wide student growth percentile measure; and/or
 2. The measure of the average student growth objective for all teachers;
 3. The measure of the administrator goals developed in consultation with his/her supervisor which are specific and measurable and aligned to his/her job description.
 4. Administrator goals and the criteria for assessing performance which are determined and recorded in the principal, vice principal, or assistant principal's personnel file by October 15 of the school year.
- B. Measures of principal practice including the following components:
1. A measure determined through a Commissioner-approved principal practice instrument;
 2. A leadership measure determined through the State Department-of Education (SDOE) created leadership rubric.

Principal practice component rating shall be based on the measurement of the principal, assistant principal, or vice principal's performance according to the school district's Commissioner-approved principal practice instrument. Observations pursuant to N.J.A.C. 6A:10-5.4 shall be used as one form of evidence for this measurement.

Leadership practice shall be determined by a score on a leadership rubric, which will assess the principal, vice-principal, or assistant principal's ability to improve student achievement and teaching staff member effectiveness through identified leader behaviors. The rubric will be posted on the SDOE's website and annually maintained.

Principal, Assistant Principal, and Vice Principal Observations

The Superintendent/designee shall conduct observations for the evaluation of principals. The Superintendent shall be trained according to law on the components of the evaluation rubric including student achievement measures and all aspects of the practice instrument.

Principal, Assistant Principal, and Vice Principal Observations (continued)

A Principal, or the Superintendent/designee, shall conduct observations for the evaluation of assistant principals and vice principals.

For the purpose of collecting data for the evaluation of a principal, assistant principal, or vice principal, an observation may include, but is not limited to: building walk-through, staff meeting observation, parent conference observation, or case study analysis of a significant student issue.

Each tenured Principal, assistant Principal, and vice Principal shall be observed at least two times during each school year. Each nontenured Principal, assistant Principal, and vice Principal shall be observed at least three times during each school year, as required by N.J.S.A. 18A:27-3.1.

A post-observation conference shall follow each observation. The post-observation conference shall consist of a meeting, either in-person or remotely, between the evaluator and the observed individual for the purpose of evaluation to discuss the data collected in the observation.

Post-observation conferences shall include the following procedures:

- A. The supervisor who was present at the observation shall conduct a post-observation conference with the individual being observed. A post-observation conference shall occur no more than 15 teaching staff member working days following each observation;
- B. The post-observation conference shall be for the purpose of:
 1. Reviewing the data collected at the observation,
 2. Connecting the data to the practice instrument and the individual professional development plan,
 3. Collecting additional information needed for the evaluation,
 4. Offering areas to improve effectiveness;
- C. With the consent of the observed individual, post-observation conferences for individuals who are not on a corrective action plan may be conducted via written communication, including electronic communication;
- D. One post-observation conference may be combined with the Principal, assistant Principal, or individual's annual summary conference as long as it occurs within the required 15 teaching staff member working days following the observation.
- E. A written evaluation report shall be signed by the supervisor who conducted the observation and post-observation conference and the individual who was observed;
- F. The Principal, assistant Principal, or vice Principal shall submit his or her written objection(s) of the evaluation within 10 working days following the conference. The objection(s) shall be attached to each party's copy of the annual written performance report.

An additional observation and post-observation conference shall be required as part of the corrective action plan for any principal, assistant principal or vice-principal who has been rated ineffective or partially effective on the annual summative evaluation, as measured by the evaluation rubrics.

Professional Development Plans

The Superintendent shall oversee and review for each Principal and supervisor, professional development that links to individual, school, and district professional development goals and the school district's professional development plan.

The Principals and supervisors shall fulfill the professional development requirement through the creation, implementation, and completion of a professional development plan that:

- A. Aligns with the Professional Standards for School Leaders (N.J.A.C. 6A:9-3.4) and the Standards for Professional Learning (N.J.A.C. 6A:9-15.3);
- B. Derives from the results of observations, evidence, and recommendations included in the annual performance evaluation of the Superintendent, principals, or supervisors;
- C. Identifies professional goals that address specific individual, school, or district goals;
- D. Grounds professional development activities in objectives related to improving teaching, learning, and student achievement, which support the school and/or district professional development plan.

If a Principal, assistant Principal or vice-Principal has a corrective action plan; the corrective action plan shall replace content of the individual professional development plan until the next annual summary conference.

Additional specifics on professional development are found in policy 4131/4131.1 Staff Development; Inservice Education/Visitations/Conferences.

Corrective Action Plans

A corrective action plan shall be developed for each Principal, assistant Principal or vice-Principal rated ineffective or partially effective on the annual summative evaluation, as measured by the evaluation rubrics. The plan shall be developed by the individual evaluated and the Superintendent's or principal's, assistant principal's or vice-principal's supervisor.

The Superintendent/designee, and the Principal, as appropriate, shall conduct a mid-year evaluation of any Principal, assistant Principal, or vice Principal who is evaluated as ineffective or partially effective in his/her most recent annual summative evaluation. If the corrective action plan was created before the start of the year, the mid-year evaluation shall occur before February 15; if the corrective action plan was created after the start of the academic year, the mid-year evaluation shall occur before the annual summary conference. The mid-year evaluation shall include, at a minimum:

- A. One observation in addition to the observations required for the regular evaluation process;
- B. One post-observation conference in addition to the post-observation conferences required for the regular evaluation process. During this post-observation conference progress toward the individual's goals outlined in the corrective action plan shall be reviewed.

The content of the corrective action plan shall replace the content of the individual professional development plan until the next annual summary conference.

Records

All information contained in written performance reports and all information collected, compiled, and/or maintained by employees of the district for the purposes of conducting the educator evaluation process pursuant to this chapter shall be confidential. Such information shall not be

Records (continued)

subject to public inspection or copying pursuant to the Open Public Records Act, N.J.S.A. 47:1A-1 et seq. Nothing contained in this section shall be construed to prohibit the Department of Education from, at its discretion, collecting evaluation data pursuant to N.J.S.A. 18A:6-123.e or distributing aggregate statistics regarding evaluation data.

Contracts

Contracts for assistant superintendents and business administrators shall not exceed one year. The Executive County Superintendent must review and approve all Assistant Superintendents' and Business Administrators' contracts including

- A. New contracts,
- B. Contracts that replace existing contracts,
- C. Renegotiations, extension, amendments or other alterations of the terms of existing contracts that have been previously reviewed by the executive county superintendent,
- D. Provisions for contract extensions where such terms were not included in the original employment contract or are different from the provisions contained in the original approved contract.

The contract review and approval must take place prior to any required public notice and hearing. The Board shall provide the executive county superintendent with a detailed statement setting forth the total cost of the contract for each applicable year, including salary, longevity (if applicable), benefits and all other emoluments.

The review shall ensure comparability of salary, benefits and other emoluments to contracts of similarly credentialed and experienced administrators in similar districts within the region. In addition the review shall require that the contract must:

- A. Comply with all statutory requirements relating to travel reimbursement.
- B. Not include provisions providing for reimbursement or payment of employee contributions that are required either by law or by a contract with other teaching staff members.
- C. Provide payment upon separation from service that is not excessive and does not exceed the lesser of the remaining salary due under the contract, or the three months pay for every year remaining on the contract (not to exceed 12 months) with proration for partial years
- D. Allow payment for unused sick leave that does not exceed statutory limit of \$15,000.00, is paid on retirement only and is not paid to an individual's estate or beneficiaries.
- E. Permit payment, at time of separation, for unused vacation time only for vacation accrued in the current or immediately previous year unless that vacation time has been accrued prior to 2007.
- F. Include calculation of per diem for 12 month employees based on a 260 day work year.
- G. Not include a bonus except where payment is contingent upon achievement of measurable specific performance objectives.
- H. Not provide payment at the time of separation or retirement for work not performed.

Contracts (continued)

- I. Not include any monthly allowance except for a reasonable car allowance which cannot exceed the average monthly miles traveled for business purposes multiplied by the NJOMB allowable mileage reimbursement.

Contract Modifications

In order to renegotiate, extend, amend or otherwise alter the terms of the business administrator/Board secretary or assistant superintendent contract, the Board must:

- A. Provide notice to the public at least 30 days prior to any scheduled action;
- B. Hold a public hearing on the proposed contract and not take action until the hearing has been held;
- C. Provide the public with at least 10 days notice of the public hearing.

The requirement for a public hearing does not apply to new contracts, including contracts that replace expired contracts for existing employees in accordance with 6A:23A-3.1.

Professional Development

All those administrators whose positions require a School Administrator, Principal or Supervisor Certificate shall complete training on school ethics, school law and school governance as part of their required professional development.

Legal References:

<u>N.J.S.A.</u> 18A:4-15	General rule-making power
<u>N.J.S.A.</u> 18A:4-16	Incidental powers conferred
<u>N.J.S.A.</u> 18A:6-10 <u>et seq.</u>	Dismissal and reduction in compensation of persons under tenure in public school system
<u>N.J.S.A.</u> 18A:6-117 <u>et seq.</u>	Teacher Effectiveness and Accountability for the Children of New Jersey (TEACHNJ) ACT
See particularly:	Definitions relative to the TEACHNJ Act
<u>N.J.S.A.</u> 18A:6-119	County Superintendents
<u>N.J.S.A.</u> 18A:7 <u>et seq.</u>	General mandatory powers and duties
<u>N.J.S.A.</u> 18A:11-1	School improvement panel
<u>N.J.S.A.</u> 18A:6-120	Evaluation of principal, assistant principal, vice-principal
<u>N.J.S.A.</u> 18A:6-121	Annual submission of evaluation rubrics
<u>N.J.S.A.</u> 18A:6-122	Review, approval of evaluation rubrics
<u>N.J.S.A.</u> 18A:6-123	Secretaries, assistant secretaries and school business administrators
<u>N.J.S.A.</u> 18A:17-5	Superintendents and assistant superintendent of schools ...
through -14.3	
<u>N.J.S.A.</u> 18A:17-15	
through -23	
<u>N.J.S.A.</u> 18A:17-24.1 <u>et seq.</u>	Sharing of personnel by school Boards
<u>N.J.S.A.</u> 18A:27-3.1	Non-tenured teaching staff; observation and evaluation; conference; purpose
through -3.3	
<u>N.J.S.A.</u> 18A:27-10 <u>et seq.</u>	Nontenured teaching staff member; offer of employment for next succeeding year or notice of termination before May 31
<u>N.J.S.A.</u> 18A:28-5	Tenure of teaching staff members
<u>N.J.S.A.</u> 18A:29-14	Withholding increments; causes; notice of appeals
<u>N.J.S.A.</u> 18A:-30.5	Payment for accumulated sick leave
<u>N.J.S.A.</u> 18A:30-9	Payment for accumulated vacation leave
<u>N.J.S.A.</u> 18A:54-20	Powers of Board (county vocational schools)
<u>N.J.A.C.</u> 6:30-2.1(a)8	Purpose and program descriptions
<u>N.J.A.C.</u> 6A:9-12	Requirements for Administrative Certification

Legal References: (continued)

<u>N.J.A.C. 6A:9-15.1 et seq.</u>	Required professional development for teachers and school leaders
<u>See particularly:</u>	
<u>N.J.A.C. 6A:9-15.7</u>	Implementation of professional development requirement for school leaders
<u>N.J.A.C. 6A:9-15.8</u>	Requirements for school leader professional development in ethics, law and governance
<u>N.J.A.C. 6A:10-1.1 et seq.</u>	Educator effectiveness
<u>See particularly:</u>	
<u>N.J.A.C. 6A:10-1.2</u>	Definitions
<u>N.J.A.C. 6A:10-2.2</u>	Duties of district Boards of education
<u>N.J.A.C. 6A:10-5.1 et seq.</u>	Components of principal evaluation
<u>See particularly:</u>	
<u>N.J.A.C. 6A:10-5.1 through -5.3</u>	Components of principal evaluation rubrics
<u>N.J.A.C. 6A:10-5.4</u>	Principal, assistant principal and vice-principals observations
<u>N.J.A.C. 6:11-9.7</u>	School business administrator
<u>N.J.A.C. 6A;-23A:-3.1</u>	Review of contracts for superintendents, assistant superintendents and business administrators
<u>N.J.A.C. 6A:28-1.1 et seq.</u>	School Ethics Commission
<u>N.J.A.C. 6A:32-5.1 et seq.</u>	Standards for determining seniority

<u>Cross References:</u> *2121	Line of Responsibility
*2131	Superintendent
*2210	Administrative leeway in absence of Board policy

*Indicates policy is included in the Critical Policy Reference Manual.

Key Words

Administrative Positions, Administrative Evaluation, Administrative Professional Development

Cross References:

*2121	Line of Responsibility
*2131	Superintendent
*2210	Administrative leeway in absence of Board policy

*Indicates policy is included in the Critical Policy Reference Manual.

Key Words

Approved: April 28, 2008
Revised: November 30, 2009, October 2, 2014.