Director's Evaluation Guidelines

One of the board's chief responsibilities is nurturing and promoting the professional development of the head of school. One fundamental component of that process is the annual review of the head's performance.

The evaluation process is meant to be growth- and improvement-focused. The tools used in that process should be developed collaboratively by the board and head of school, based on the following guidelines:

1. It is the Board's responsibility and task; only the Board really can judge the full scope of the HoS's job performance.

2. The foundation of an effective HoS evaluation process is clear mutual understanding of expectations, both those established in the Job Description, annually board-approved annual goals and other documented goals that might arise during the school year.

3. The HoS appraisal process and instrument should be designed collaboratively by Board (Chair or Governance Committee) and HoS. Ideally, measures of performance should be linked to rubrics based on specific expectations previously identified; agreed-upon goals AND his/her performance of job description/good practice/established principles.

4. The "data gathering" should include self-appraisal by the HoS as well as input from all Board members. (Note: caution in applying the "360" model to a HoS evaluation - not a good fit for the international school context)

5. The HoS appraisal is meant to enhance professional development, not merely serve as a "report card." The instrument used to facilitate/document the evaluation of the Head of School should be viewed primarily as a prompt for discussion between Board and HoS to clarify her/his performance assessment and inform goal setting and professional development strategies.

RMD/2019