

Administrator Evaluation – (Policy Governance Executive Limitations with Instructional Leadership Documentation)

School administrators have always been tasked with the ultimate goal of increasing student learning while helping staff to grow professionally. Managerial tasks have now been combined with leadership responsibilities that require expertise in finance, technology, public relations and school community development. Though these responsibilities are large, effective administrators address, prioritize, balance and carry out these responsibilities well.

The following Executive Limitations (EL) are part of the Policy Governance structure adopted and implemented by the MBTA Governing Board in 2011. This evaluation also requires documentation of appropriate evidence of student progress and staff development for the year. This document serves as the primary template for the yearly evaluation of all administrators at MBTA.

Policy EL #1: Global Executive Limitations Policy

The principal shall not cause or allow any school practice, activity, decision or circumstance that is either unlawful, imprudent, or in violation of commonly accepted educational and professional ethics and practices, or that is in material deviation with MBTA's charter.

Policy EL #2a: Treatment of Families & Prospective Families

With respect to interactions with parents and students (including prospective, exiting, and former families), the PRINCIPAL shall not cause or allow conditions, procedures, or decisions that are unsafe, untimely, undignified or unnecessarily intrusive.

The Administration Team has done the following over the past year to assure that interactions with parents and students are frequent, positive and encouraging.

Policy EL #2b: Treatment of Faculty & Staff

With respect to the treatment of paid and volunteer faculty & staff, the PRINCIPAL may not cause or allow conditions that are unfair, undignified, disorganized or unclear.

Policy EL #2c: Financial Planning/Budgeting

The PRINCIPAL shall not cause or allow financial planning for any fiscal year or the remaining part of any fiscal year to deviate materially from the board's Ends priorities (even those that are provisional), risk financial jeopardy, or fail to be derived from a multiyear plan.

Policy EL #2d: Financial Condition and Activities

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With respect to the actual, ongoing financial conditions and activities, the PRINCIPAL shall not cause or allow the development of financial jeopardy or material deviation of actual expenditures from board priorities established in its Ends policies (even those that are provisional).

Policy EL #2e: Emergency PRINCIPAL Succession

To protect the board from sudden loss of PRINCIPAL services, the PRINCIPAL shall not permit a situation in which there are not at least two other school executives who are sufficiently familiar with board and PRINCIPAL issues and processes to enable either of them to take over with reasonable proficiency as an acting or interim successor.

Policy EL #2f: Asset Protection

The PRINCIPAL shall not cause or allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

Policy EL #2g: Compensation and Benefits

With respect to employment, compensation and benefits to employees, consultants, contract workers, and volunteers, the PRINCIPAL shall not cause or allow jeopardy to financial integrity or to public image.

Policy EL #2h: Communication and Support to the Board

The PRINCIPAL shall not cause or allow the board to be uninformed or unsupported in its work.

Policy EL #2i: Ends Focus on Grants or Contracts

The PRINCIPAL may not enter into any grant or contract arrangements that fail to emphasize primarily the production of the board's states Ends.

Policy EL #3a: Treatment of Families & Prospective Families

The PRINCIPAL shall not:

1. Elicit information for which there is no clear necessity.
2. Use methods of collecting, reviewing, transmitting or storing student information that fail to protect against improper access to the data.
3. Fail to operate facilities with appropriate accessibility.
4. Fail to establish with families and prospective families:
 - a. clear understanding of what may be expected and what may not be expected from the programs offered by the school.

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5. Fail to establish and adhere to a fair lottery system in the event that the school is oversubscribed
6. Fail to inform families and prospective families of this policy or to provide a way to be heard for persons who believe they have not been accorded a reasonable interpretation of their rights under this policy

Policy EL #3b: Treatment of Faculty & Staff

The PRINCIPAL shall not:

1. Operate without written personnel rules that :
 - a. clarify rules for faculty and staff
 - b. provide for effective handling of grievances, and
 - c. protect against wrongful conditions such as grossly preferential treatment for personal reasons.
2. Retaliate against any staff member for non-disruptive expression of dissent
3. Fail to acquaint faculty and staff with the PRINCIPAL's interpretation of their protections under this policy.
4. Allow faculty or staff to be unprepared to deal with emergency situations.
5. Fail to have a whistleblower policy that protects any staff member in the event they allege an impropriety.

Policy EL #3c: Financial Planning/Budgeting

The PRINCIPAL shall not make plans that:

1. Risk incurring those situations or conditions described as unacceptable in the board policy "Financial Condition and Activities."
2. Omit credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
3. Provide less for board prerogatives during the year than is set forth in the "Cost of Governance Policy."

Policy EL #3d: Financial Condition and Activities

The PRINCIPAL shall not:

1. Expend more funds than have been received in the fiscal year to date unless the board's debt guideline is met.
2. Incur debt in an amount greater than can be repaid by certain and otherwise unencumbered revenues within sixty days.
3. Use any long-term reserves.
4. Conduct interfund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain and otherwise unencumbered revenues within thirty days.

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5. Fail to settle payroll and debts in a timely manner.
6. Allow tax payments or other government-order payments or filings to be overdue or inaccurately filed.
7. Make a single purchase commitment of greater than \$5000.00 Splitting orders to avoid this limit is not acceptable.
8. Acquire, encumber or dispose of real estate.
9. Fail to aggressively pursue receivables after a reasonable grace period.
10. The school leader shall not fail to monitor and inform the board on a monthly basis of key enrollment metrics including the number and grade level of current students, prospective students on the waiting list, attrition data, including the number and stated reasons why students leave MBTA, and any other pertinent information useful to the board in ensuring that MBTA is accurately reporting its enrollment and that it is maintaining an optimal enrollment.

Policy EL #3f: Asset Protection

The PRINCIPAL shall not:

1. Fail to insure adequately against theft and casualty to the school and against liability losses to board members, staff, and the organization itself.
2. Allow unbounded personnel access to material amounts of funds.
3. Subject facilities and equipment to improper wear and tear or insufficient maintenance.
4. Unnecessarily expose the organization, its board, or its faculty and staff to claims of public liability.
5. Make any purchase wherein normally prudent protection has not been given against conflict of interest.
6. Fail to protect information and files from loss or significant damage.
7. Receive process, or disburse funds under controls insufficient to meet the board-appointed auditor's standards.
8. Compromise the independence of the board's audit or other external monitoring or advice, such as by engaging parties already chosen by the board as consultants or advisors.
9. Invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA rating at any time, or in non-interest bearing accounts except when necessary to facilitate ease in operational transactions.
10. Endanger the organization's public image, its credibility, or its ability to accomplish its Ends.
11. Change the organization's name or substantially alter its identity in the community.

Policy EL #3g: Compensation and Benefits

The PRINCIPAL shall not:

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1. Change the PRINCIPAL's own compensation and benefits, except as those benefits are consistent with a package for all other employees.
2. Promise or imply permanent or guaranteed employment.
3. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
4. Create obligations over a longer term than revenues can be safely projected in no event longer than one year and in all events subject to losses in revenue.
5. Establish or change pension benefits or systems.

Policy EL #3h: Communication and Support to The Board

The PRINCIPAL shall not:

1. Neglect to submit monitoring data or evidence required by the board in Board—Management Delegation Policy “Monitoring PRINCIPAL Performance” in a timely accurate and understandable fashion, directly addressing provisions of board policies being monitored, including PRINCIPAL interpretations consistent with Board—Management Delegation Policy” Delegation to the PRINCIPAL,” as well as relevant data or evidence.
2. Allow the board to be unaware of any actual or anticipated noncompliance with any Ends or Executive Limitations policy regardless of the board's monitoring schedule.
3. Allow the board to be without decision information required periodically by the board or let the board be unaware of relevant trends.
4. Let the board be unaware of any significant incidental information it requires including anticipated media coverage, threatened or pending lawsuits, and material internal and external changes.
5. Allow the board to be unaware that, in the PRINCIPAL's opinion, the board is not in compliance with its own policies on Governance Process and Board Management Delegation particularly in the case of board behavior that is detrimental to the work relationship between the board and the PRINCIPAL.
6. Present information in unnecessarily complex or length form or in a form that fails to differentiate among information of three types:
 - a. monitoring
 - b. decision preparation, an
 - c. other.
7. Allow the board to be without a workable mechanism for official board, officer, or committee communications.
8. Deal with the board in a way that favors or privileges certain board members over others, except when:
 - a. fulfilling individual requests for information or
 - b. responding to officers or committees duly charged by the board.
9. Fail to submit to the board consent agenda containing items delegated to the PRINCIPAL yet required by law, regulation or contract to be board—approved, with applicable monitoring information.

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4. INSTRUCTIONAL LEADERSHIP DOCUMENTATION (see attached Performance Standard #1)

Evaluation of overall Instructional Leadership – Documentation to show progress in the promotion and support of teaching and learning. (i.e. AYP and Strive HI scores; entrance/exit student data; student safety/welfare/health data, etc.)

- Student progress as seen in summative tests; promotion and retention comparative data; disciplinary action; graduation and college/career transitions)
- Number and types of professional development for staff and administrators
- Involvement of parents and school community stakeholders with administration.

Executive Limitation Policy #1	Met	Not met	Comments
The principal shall not cause or allow any school practice, activity, decision or circumstance that is either unlawful, imprudent, or in violation of commonly accepted educational professional ethics and practices, or that is in material deviation with MBTA's charter.			
Executive Limitation Policy #2a: Treatment of Families & Prospective Families			
With respect to interactions with parents and students (including prospective, exiting, and former families), the PRINCIPAL and VICE PRINCIPALS shall not cause or allow conditions, procedures, or decisions that are unsafe, untimely, undignified, or unnecessarily intrusive.			
Executive Limitation Policy #2b: Treatment of Faculty & Staff			
With respect to the treatment of paid and volunteer faculty and staff, the PRINCIPAL and VICE PRINCIPALS may not cause or allow conditions that are unfair, undignified, disorganized or unclear.			
Executive Limitation Policy #2c: Financial Planning/Budgeting			
The PRINCIPAL and VICE PRINCIPALS shall not cause or allow financial planning for any fiscal year or the remaining part of any fiscal year to deviate materially from the board's Ends priorities (even those that are provisional), risk financial jeopardy, or fail to be derived from a multiyear plan.			
Executive Limitation Policy #2d: Financial Condition and Activities			
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Executive Limitation Policy #2f: Asset Protection			

MBTA 2011 PRINCIPAL shall not cause or allow corporate assets to be unprotected, inadequately maintained, or unnecessarily risked.			
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Executive Limitation Policy #2i: Ends Focus and Grants or Contracts			
The PRINCIPAL may not enter into any grant or contract arrangements that fail to emphasize primarily the production of the board's stated Ends.			
Executive Limitation Policy #3a: Treatment of Families & Prospective Families			
The PRINCIPAL shall not:			
1. Elicit information for which there is no clear necessity.			
2. Use methods of collecting, reviewing, transmitting, or storing student information that fail to protect against improper access to the data.			
3. Fail to operate facilities with appropriate accessibility.			
4. Fail to establish with families and prospective families a clear understanding of what may be expected and what may not be expected from the programs offered by the school.			
5. Fail to establish and adhere to a fair lottery system in the event that the school is oversubscribed.			
6. Fail to inform families and prospective families of this policy or to provide a way to be heard for persons who believe they have not been accorded a reasonable interpretation of their rights under this policy.			
Executive Limitation Policy #3b: Treatment of Faculty & Staff			
The PRINCIPAL shall not:			
1. Operate without written personnel rules that (a) clarify rules for faculty and staff, (b) provide for effective handling of grievances, and (c) protect against wrongful conditions such as grossly preferential treatment for personal reasons			
2. Retaliate against any staff member for non-disruptive expression of dissent.			
3. Fail to acquaint faculty and staff with the PRINCIPAL's interpretation of their protections under this policy.			
4. Allow faculty or staff to be unprepared to deal with emergency situations.			
5. Fail to have a whistleblower policy that protects any staff member in the event they allege an impropriety.			
Executive Limitation Policy #3c: Financial Planning/Budgeting			

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		3. Use any long-term reserves.			
		4. Conduct interfund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain and otherwise unencumbered revenues within thirty days.			
		5. Fail to settle payroll and debts in a timely manner			
		6. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.			
		7. Make a single purchase commitment of greater than \$5K. Splitting orders to avoid this limit is not acceptable.			
		8. Acquire, encumber, or dispose of real estate.			
		9. Fail to aggressively pursue receivables after a reasonable grace period.			
		10. The school leader shall not fail to monitor and inform the board on a monthly basis of key enrollment metrics including the number and grade level of current students, prospective students on the waiting list, attrition data, including the number and stated reasons why students leave MBTA, and any other pertinent information useful to the board in ensuring the MBTA is accurately reporting its enrollment and that it is maintaining an optimal enrollment.			
Executive Limitation Policy #3f: Asset Protection					
		The PRINCIPAL shall not:			
		1. Fail to insure adequately against theft and casualty to the school and against liability losses to board members, staff, and the organization itself.			

MBTA 2.01b	2. Allow unbounded personnel access to material amounts of funds.		
	3. Subject facilities and equipment to improper wear and tear or insufficient maintenance.		
	4. Unnecessarily expose the organization, its board, or its faculty and staff to claims of public liability.		
	5. Make any purchase wherein normally prudent protection has not been given against conflict of interest.		
	6. Fail to protect information and files from loss or significant damage.		
	7. Receive, process, or disburse funds under controls insufficient to meet the board-appointed auditor's standards.		
	8. Compromise the independence of the board's audit or other external monitoring or advice, such as by engaging parties already chosen by the board as consultants or advisors.		
	9. Invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA rating at any time, or in non-interest bearing accounts except when necessary to facilitate ease in operational transactions.		
	10. Endanger the organization's public image, its credibility, or its ability to accomplish its ends.		
	11. Change the organization's name or substantially alter its identity in the community.		
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	4. Create obligations over a longer term than revenues can be safely projected, in no event longer than one year and in all events subject to losses in revenue.		
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Executive Limitation Policy #3h: Communication and Support to The Board			
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MBT 2.01b	Allow the board to be unaware of any actual or anticipated noncompliance with any Ends or Executive Limitations policy regardless of the board's monitoring schedule.			
	3. Allow the board to be without decision information required periodically by the board or let the board be unaware of relevant trends.			
	4. Let the board be unaware of any significant incidental information it requires including anticipated media coverage, threatened or pending lawsuits, and material internal and external changes.			
	5. Allow board to be unaware that, in the PRINCIPAL's opinion, the board is not in compliance with its own policies on Governance Process and Board-Management Delegation, particularly in the case of board behavior that is detrimental to the work relationship between the board and the PRINCIPAL.			
	6. Present information in unnecessarily complex or length form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other.			
	7. Allow the board to be without a workable mechanism for official board, officer, or committee communications.			
	8. Deal with the board in a way that favors or privileges certain board members over others, except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the board.			
	9. Fail to submit to the board consent agenda containing items delegated to the PRINCIPAL yet required by law, regulation, or contract to be board-approved, along with applicable monitoring information.			

4. Instructional Leadership Documentation

AYP scores- Hawaii Assessment; Graduation; Retention; College/Career			
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