

1 The [Transylvania County Board of Education \(the “board”\)](#) recognizes that an effective staff is  
2 critical to the smooth operation of the school system and to creating a learning environment in  
3 which students can succeed. The board further believes that students will not excel in  
4 performance unless those who most directly affect students, including school administrators,  
5 teachers, and other licensed professionals, excel in their performance. It is the intent of the board  
6 to employ only those licensed employees who continuously exhibit a pattern of behavior that  
7 exemplifies excellent performance.

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9 The board places a high priority on securing the most competent personnel available and, once  
10 they are employed, in assisting them in their professional growth and development throughout  
11 their careers. An effective evaluation program that clearly describes an employee’s performance  
12 is a critical aspect of professional growth and assistance. Further, performance evaluation data is  
13 an important factor for consideration in decisions regarding continued employment. The  
14 superintendent must be able to substantiate any recommendation for continued employment with  
15 evaluation data, among other factors.

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17 The superintendent is directed to develop and implement an effective evaluation system for  
18 licensed personnel that is consistent with State Board of Education policies. School  
19 administrators who are responsible for conducting evaluations shall comply with all state  
20 requirements with regard to the type and frequency of evaluation, **including, as applicable, the**  
21 **process for evaluating licensed employees in schools designated as low performing.** The school  
22 principal shall evaluate teachers and may incorporate any guidelines or strategies developed by  
23 the State Board to assist in the evaluations. The principal shall provide teachers’ access to  
24 EVAAS data as required by law and shall notify teachers at least annually when the data is  
25 updated to reflect teacher performance from the previous school year. The superintendent or  
26 designee shall evaluate principals and assistant principals.

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28 All licensed personnel must be evaluated at least annually using state-approved evaluation  
29 instruments in conformance with the processes established by the State Board in the North  
30 Carolina Educator Evaluation System for that class of personnel. Teachers with fewer than three  
31 consecutive years of experience shall be evaluated annually in accordance with the  
32 comprehensive evaluation cycle established in State Board Policy TCP-C-004. For teachers with  
33 three or more years of experience, the abbreviated evaluation process established in State Board  
34 Policy TCP-C-004 satisfies the annual evaluation requirement; however, a teacher receiving an  
35 abbreviated evaluation may request that the evaluator conduct a formal observation. In addition,  
36 in any given year, the principal may elect to use the comprehensive or standard evaluation  
37 processes set forth in State Board Policy TCP-C-004 or require additional formal or informal  
38 observations to evaluate a teacher with three or more years of experience. The principal also  
39 may supplement the State Board evaluation processes for other categories of licensed personnel  
40 by requiring additional observations or other evaluation measures. The annual evaluation of  
41 principals and assistant principals must include a mid-year review.

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43 The evaluation system must incorporate the following directives.  
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- 45 1. Evaluators must clearly identify exemplary performance as well as deficiencies in  
46 performance.  
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- 48 2. Evaluators are encouraged to use supplementary means of assessing and documenting  
49 performance in addition to the state performance standards, assessment rubrics, and  
50 evaluation instruments, including, but not limited to, additional formal observations,  
51 informal observations, conferences, reviews of lesson plans and grade books, interactions  
52 with the employee, plans of growth or improvement, and any other accurate indicators of  
53 performance.  
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- 55 3. Student performance and growth data will be considered as a part of the evaluation of  
56 licensed personnel, as provided in the assessment rubric for the class of employees under  
57 evaluation. For teachers, such data shall include analysis of student work for  
58 performance-based courses and student performance as measured by the statewide  
59 growth model for educator effectiveness or as otherwise authorized by the State Board of  
60 Education and approved by the local board. Multiple means of assessing student  
61 performance must be used whenever possible. If only one method is used to measure  
62 student performance, it must be a clearly valid tool for evaluating an employee's impact  
63 on student performance.  
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- 65 4. Peer observations of teachers with fewer than three consecutive years of experience must  
66 be conducted as required by law using the evaluation instrument and process established  
67 by the State Board and must be considered by the school administrator in evaluating  
68 teacher performance.  
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- 70 5. Supervisors and principals should facilitate open communication with employees about  
71 performance expectations.  
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- 73 6. An employee who is unclear about how performance is being assessed or who desires  
74 additional evaluation opportunities should address these issues with his or her immediate  
75 supervisor.  
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- 77 7. Evaluators will be held accountable for following the evaluation system and all  
78 applicable state guidelines on the evaluation of employees.  
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- 80 8. Evaluation data will be submitted to the central office personnel file in accordance with  
81 state law and policy 7820, Personnel Files.  
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- 83 9. Evaluation data will be used in making employment decisions, including decisions  
84 related to professional and staff development (see policy 1610/7800, Professional and  
85 Staff Development) and suspension, demotion, and dismissal of employees (see policy  
86 7930, Professional Employees: Demotion and Dismissal and policy 7940, Classified  
87 Personnel: Suspension and Dismissal). Employment decisions may be made by the board  
88 and administrators regardless of whether evaluators have followed the evaluation system,

89           so long as there is a legally sufficient basis for the decisions.

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91 10.    The superintendent and all evaluators are encouraged to develop ways to recognize  
92 distinguished performance and to capitalize on the abilities of such exemplary employees  
93 in helping other employees. The superintendent and evaluators are encouraged to involve  
94 employees in developing these processes.

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96 The superintendent shall develop any other necessary procedures and shall provide training, as  
97 necessary, to carry out the board’s directives and to meet state requirements.

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99 Legal References: G.S. 115C-47(18), -286.1, -325, -333, -333.1, -333.2; State Board of  
100 Education Policies TCP-C-004, -005, -006, -022

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102 Cross References: Professional and Staff Development (policy 1610/7800), School  
103 Administrator Contracts (policy 7425), Plans for Growth and Improvement of Licensed  
104 Employees (policy 7811), Personnel Files (policy 7820), Professional Employees: Demotion and  
105 Dismissal (policy 7930), Classified Personnel: Suspension and Dismissal (policy 7940)

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107 Adopted:  
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