



June 15, 2026

*THIS LETTER OF AGREEMENT by and between the Kalkaska Board of Education (Employer) and the Kalkaska Education Association/NMEA/MEA/NEA (Association) sets forth the understandings and agreements of the parties regarding Teacher Evaluation.*

## *SECTION 2.3: T EACHER E VALUATION*

*The Board of Education, through the powers derived from the School Code and other relevant statutes, is responsible for the employment and discharge of all personnel. To carry out this responsibility, with involvement of professional staff, the Board delegates to the Superintendent the function of establishing and implementing a performance evaluation system that aligns with current evaluation laws.*

- 1. The formal year-end evaluation reports of teachers shall be the responsibility of the administration. Teachers shall be evaluated by a qualified principal, assistant principal, or an administrator who is their immediate supervisor, unless an exception is agreed upon by the administration and Association.*
- 2. Teachers will receive performance goals through an Individualized Development Plan (IDP). Teachers with questions or who request training regarding the growth plan, evaluation tool, and timelines, may schedule a meeting with the evaluator. The evaluation and growth plan tools shall be posted to the District's online evaluation platform.
  - a. As provided for in Section 1526 of the School Code of 1976, the IDP for probationary teachers shall include participation in a minimum of fifteen (15) days of in-service and/or other similar type of training programs (including programs offered by university-linked professional development schools and/or regional seminars). The District shall pay all costs incurred, and provide release of time without loss of pay to the teacher to attend the training.*
  - b. For probationary teachers rated 'Developing' (formerly 'Minimally Effective') or 'Needing Support' (formerly 'Ineffective'), the administration shall meet with the teacher and their mentor teacher, or a representative of the Association to review the teacher's IDP. The IDP shall set forth with specificity the goals to be met by the teacher during the school year, and the actions to be taken by the teacher in reaching those goals. The goals and actions to be followed by the teacher must be consistent with the criteria for evaluation tools. The goals and actions required shall be finalized in written form and signed by the administrator and the teacher.**



3. *The written year-end evaluation report shall contain areas of performance where concerns are shown or improvement required, with a timeline established and specific recommendations for improvement provided. Goals accomplished and new goals established shall be designated. The evaluation will conclude with a rating of job performance using categories of 'Effective', 'Developing', or 'Needing Support'.*
4. *Beginning in the 2024-25 school year, twenty percent (20%) of the year-end evaluation must be based on student growth and assessment data, or student learning objective (SLO) metrics. The district will use data from a local building-wide assessment that can produce an aggregate score or the teacher's individual data from the same assessment, if higher, to determine the 20%.*
5. *The parties agree that the teacher evaluation procedure shall provide for informal opportunities for the evaluator to document the teaching performance, in addition to the scheduled formal classroom observation(s). Within ten (10) school days of an informal observation, the teacher and administrator shall schedule a meeting to discuss the observation. If an attempt has been made to schedule the meeting, but unforeseen circumstances intervene, the meeting time should be rescheduled within a reasonable time outside the 10 days. If the teacher is both tenured and 'Effective', and both parties agree that a meeting is not necessary, this meeting can be waived. Following formal observations, informal observations, or walkthroughs, teachers must schedule a meeting with the evaluator to discuss these observations.*
6. *Any observation report used toward a teacher's mid-year or final evaluation shall contain positive comments, constructive criticism and/or suggestions for improvement or growth. It shall include a review of the lesson plan, state curriculum standards being taught, and student engagement in the lesson. If an administrator believes a teacher is deficient, or there is an unsatisfactory performance of assigned duties, the reasons therefore shall be set forth in specific terms as shall the specific ways in which the teacher is to improve. The observation report may include the assistance to be given by the administrator and other staff members.*
7. *Following the meeting scheduled to debrief an observation, the Administrator shall prepare a written summary of the observation.*
8. *All tenure teachers rated 'Effective' (or higher) for three (3) consecutive evaluations shall be evaluated at least every three (3) years.*
  - a. *Tenured teachers that are on the 3 year evaluation cycle shall complete the growth plan at the beginning of the year, which includes the three district goals and three teacher goals.*
9. *Teachers (probationary and tenured) that move to a new building shall be evaluated the first semester by the building administrator.*



- a. If their mid year evaluation is “effective” they are then put into the three year evaluation cycle.
- b. If their mid year evaluation is less than “effective” they will continue to be observed and evaluated that school year.

10. Any teacher whose year end evaluation instructional practice score was below the effective rating for the previous year shall be evaluated the following school year.

11. All tenure teachers rated ‘Effective’ (or higher) for three (3) consecutive evaluations shall be evaluated on the classroom teaching process by using at least fifteen (15) ~~thirty~~ (30) minutes of classroom observation.

a. In place of the lengthy district formal observation form, tenured teachers shall provide their lesson plans to the observing administrator for observations that include:

- i. Standards for the lesson
- ii. Objective
- iii. Learning Target
- iv. Success Criteria
- v. Engagement Strategies

12. The parties agree that it is the duty of the Administration to evaluate probationary teachers, and teachers rated ‘Developing’ (formerly ‘Minimally Effective’) or ‘Needing Support’ (formerly ‘Ineffective’) under a procedure which will provide them a statement of goals for each year, identify areas of concern, and provide appropriate and specific techniques and/or resources for the improvement of performance.

13. Probationary teachers (4 years of probation for a non-tenured teacher) shall be evaluated.

14. Newly hired Kalkaska Public Schools teachers shall have an informal observation within the first 9 weeks of school.

15. Probationary teachers and teachers rated ‘Developing’ (formerly ‘Minimally Effective’) or ‘Needing Support’ (formerly ‘Ineffective’) shall receive a written mid-year evaluation, and a written year-end evaluation aligned with the school calendar.

a. “First year” mid-year evaluations: if a teacher was effective after their first year evaluation, they may not need to have a mid-year evaluation in subsequent years. They would only need to have an end of year evaluation.

16. Each evaluation of probationary teachers rated ‘Developing’ (formerly ‘Minimally Effective’) or ‘Needing Support’ (formerly ‘Ineffective’) shall be preceded by a minimum of two (2) classroom observations. Each semester, there will be a minimum of one (1) formal and one (1) informal, or walkthrough observation. The formal observation shall be scheduled at a mutually agreed upon



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*Rick Heitmeyer, Superintendent*

time, and be a minimum of thirty (30) minutes.

17. The administrator shall hold a conference with each teacher prior to the submission of the written evaluation to the Superintendent. The teacher is to receive a copy of the evaluation prior to the submission to the Superintendent, which is to occur prior to the end of the teacher work


year. A teacher who disagrees with an evaluation or recommendation may submit a written response which shall be attached to the file copy of the evaluation or recommendation in question.

18. Both parties recognize that teachers may engage in legitimate Association activities, which shall not be considered in any evaluation.

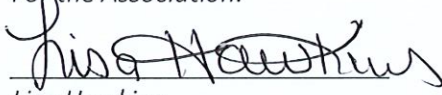
19. The district's determinations regarding the achievement of specific goals of the IDP shall be subject to the grievance procedure up to and including arbitration.

20. The parties acknowledge and agree that this provision is consistent with the rights provided probationary teachers under the Tenure Act, and is drafted in conformity thereto. The rights and remedies provided by this Article are in addition, and supplemental to the rights and remedies provided by the Act.

*For the Employer:*

  
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Richard Heitmeyer  
Superintendent of Schools

*For the Association:*

  
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Lisa Hawkins  
Kalkaska Public Schools EA President