

Superintendent Evaluation Instrument

General Information

The Evaluation Instrument consists of two parts: *Priority Performance Goals for the Superintendent* and items for *Assessment of Ongoing Responsibilities* that assess performance on ongoing management responsibilities of the superintendent. In assessing performance on both the goals and the ongoing responsibilities, the board will consult data provided by the superintendent, data referred to in the specific items, and other data the board as a whole deems relevant to the assessment.

Priority Performance Goals for the Superintendent form the primary focus of the evaluation. They should be developed in relation to established district goals or other priorities established by the board for the superintendent.

The function of the *Assessment of Ongoing Responsibilities* is both to assess general management performance and to assist the board and superintendent in identifying issues and areas they may wish to address with a *Priority Performance Goal* during the following evaluation year. This is a secondary aspect of the evaluation and should be used primarily to assess ongoing improvements in the district and plan for superintendent priorities in coming years.

Most items in the *Assessment of Ongoing Responsibility* section include:

- A measure of the effectiveness that the administration uses to drive decision-making in the particular function addressed by the item.
- Indicators that the measure is being monitored.
- Indicators that the district is continually improving
- Provision of data that board can review to feel comfortable that the above is happening. The board should use this data assessing superintendent performance.

Rating Scale:

- FE Far exceeds expectations and criteria noted in the instrument
- ME+ Meets expectations and criteria noted in the instrument
- ME- Meets expectations and criteria noted in the instrument
- NI Needs Improvement: Progress does not meet the expectations and criteria noted in the instrument

Comments may be made on any item. Any rating of “Needs Improvement” must be accompanied by a comment indicating the nature of the deficiency or a statement of what the board expected to see in performance that was not evident.

Priority Performance Goals

The board, in discussion with the superintendent, established the following priority performance goals for the year:

District Goal or Board Priority:
(to be inserted by the district.)

Superintendent Priority Performance Goal:
(to be inserted by the district.)

Rating:

Comments:

District Goal or Board Priority:
(to be inserted by the district.)

Superintendent Priority Performance Goal:
(to be inserted by the district.)

Rating:

Comments:

District Goal or Board Priority:
(to be inserted by the district.)

Superintendent Priority Performance Goal:
(to be inserted by the district.)

Rating:

Comments:

Assessment of Ongoing Responsibilities

I. Educational Leadership

The superintendent provides leadership and direction for an educational system that is based on desired student achievement.

A. Instructional Management: The superintendent manages an assessment and improvement system for student learning in the major academic subjects for which the district does standardized testing that results in the ongoing improvement in student achievement. The board shall see:

- Annual reports with
 1. information on how the district determines deficiencies or areas for improvement in instruction and curriculum
 2. information about remediation and instructional improvement efforts implemented, cost, progress, and results.
 3. information on instructional areas needing attention, as revealed by the system.
 4. A trend of ongoing improvement as reflected in longitudinal data on student scores.
 5. information on process of enrichment programs

Rating:

Comments:

B. Student Services Management: The superintendent oversees a program of students services, tied to defined goals and objectives. The board shall see:

- Annual reports with targets, or benchmarks and rationale behind them, for
 1. counseling services,
 2. health, safety and well-being programs,
 3. extracurricular programs,
 4. students' discipline.
 5. before and after school programs, (including tutoring), associated financial reports

Rating:

Comments:

C. Staff Development and Professional Growth: The superintendent oversees a program of staff development designed to improve district performance. The board shall see:

- An annual summary of the staff development plan, including
 1. goals for the program tied to district assessment data
 2. goals for the program tied to staff appraisal data and
 3. Administration-defined measures for assessing program success.
- An annual report on the success of the staff development program as demonstrated by administration-defined measures and staff surveys

Rating:

Comments:

II. District management

The superintendent demonstrates effective planning and management of the district administration, finances, operations, and personnel.

A. Facilities and Operations Management: The superintendent maintains a management system designed to produce ongoing efficiencies in major district operations, including transportation, food services, and building maintenance and operations. The board shall see:

- An annual report with
 1. goals, targets, or benchmarks and the monitoring process, to be used by administration, to assess efficiency in the targeted areas.
 2. success in terms of the goals, including longitudinal data.
 3. information showing a general trend toward improvement in each area, as defined by the goals, targets, and benchmarks used.

Rating:

Comments:

B. Fiscal Management: The superintendent manages a budget development, implementation, and monitoring process that reflects sound business and fiscal practices and that supports district goals. The board shall see:

- An annual report including
 1. Contingency plans for addressing any anticipated changes in district circumstances that could affect district finances in future years.
 2. End of year results that are generally consistent with adopted budget.
 3. Administrative procedures instituted to reduce the risk of fraud.
 4. Recommended budget in line with established assumptions and district priorities.
- Monthly financial reports showing implementation compared to adopted budget.

Rating:

Comments:

C. Human Resources Management: The superintendent oversees a comprehensive human resources program (recruitment, retention, staffing organization, compensation and benefits, staff recognition and support), tied to defined goals and targets developed by administration for board review. The board shall see:

- An annual report of
 1. goals, targets, or benchmarks for human resource services, related to one or more of the major functions listed above.
 2. district successes toward meeting the year’s goals, targets or benchmarks. (the board and superintendent should specify at the beginning of the evaluation cycle what data will be used to assess success in meeting human resource targets, as well as whether the board wishes to see certain standard, easily retrieved data including retention rates, numbers of teachers assigned outside their area of certification, and educator attendance rates.)
 3. examples of encouragement of mentoring relationships to assist with professional development.
 4. examples of contributions to positive staff morale through flexibility, support, and recognition of groups and individuals working toward department/school development

Rating:

Comments:

Board and Community Relations

The superintendent maintains a positive and productive working relationship with the board of trustees and the community.

A. Board Relations: The superintendent maintains a positive and productive working relationship with the board of trustees. The board shall see:

- Evidence that during the prior evaluation year the board was kept informed of significant issues as they arose.
- Evidence that during the prior evaluation year the superintendent responded in a timely and complete manner to board requests for information that were consistent with board policy and established procedures.
- Recommendations and appropriate supporting materials on matters for board decision.
- Evidence that the superintendent’s actions appropriately supported board policy and decisions with the staff and community.

(The board acknowledges that individual members’ judgment on the indicators above may vary from member to member and from incident to incident. Differences among members of the board about superintendent performance in this area should be discussed among the board so that consistent direction and expectations can be provided to the superintendent.

Board members should assess this item based on whether or not the members feel the superintendent exercised sound judgment in a **generally** consistent basis in meeting the corporate body’s expectations in the above areas. The board’s rating on this item should reflect the assessment of a majority of the board.)

Rating:

Comments:

B. Community Relations: The superintendent maintains a positive and productive working relationship with the community. The board shall see:

- An annual report with
 1. Information detailing the district’s internal and external communication strategies.

2. Evidence of methods or programs to encourage community and business participation in and with the school district.

Rating:

Comments: