

**DIRECTOR OF BUDGET & FISCAL SERVICES**

**SOUTH SAN ANTONIO  
INDEPENDENT SCHOOL DISTRICT**

**ADMINISTRATOR PERFORMANCE APPRAISAL – SUMMATIVE EVALUATION REPORT**

**NAME:** \_\_\_\_\_ **SOCIAL SECURITY NO.:** \_\_\_\_\_

**POSITION:** \_\_\_\_\_ **SCHOOL/DEPARTMENT:** \_\_\_\_\_

**EVALUATOR:** \_\_\_\_\_ **DATE OF REVIEW:** \_\_\_\_\_

**APPRAISAL PERIOD: DATE FROM** \_\_\_\_\_ **DATE TO** \_\_\_\_\_

**DIRECTIONS**

The following statements describe the administrator who achieves success. Based on cumulative performance information, the evaluator estimates the administrator’s effectiveness in meeting each criterion. Rate each criterion using the scale below that most closely describes the administrator’s attainment of that criterion. For each domain, a comment area is provided for general statements and/or recommendations.

<b>Rating scale</b>	<b>E</b>	Exceeds expectations	Performance exceeds expectations
	<b>P</b>	Proficient	Performance meets expectations
	<b>I</b>	Needs Improvement	Performance does not meet expectations
	<b>N/A</b>	Not applicable	Performance is not expected

**Directions:** Use the above descriptions to rate each performance area. Determine the overall job performance by reviewing all ratings. Supporting comments must be given for a rating of (E) exceeds expectations or (I) needs improvement.

DOMAINS	RATING SCALE	PERFORMANCE CRITERIA (Refer to example criteria and/or use job description for each administrative position.)	COMMENTS
I. SCHOOL CLIMATE	_____ _____ _____ _____ _____ _____	1. Employs collaborative decision-making processes, fosters and promotes collegiality and team building. 2. Communicates and supports expectations that are consistent with district objectives. 3. Deals consistently and equitably with all personnel. 4. Demonstrates high expectations and high regard for community, district, schools, staff, and students in an enabling, non-threatening way. 5. Anticipates, manages, and resolves conflict effectively. 6. Employs effective interpersonal skills.	

DOMAINS	RATING SCALE	<p align="center"><b>PERFORMANCE CRITERIA</b> (Refer to example criteria and/or use job description for each administrative position.)</p>	<p align="center"><b>COMMENTS</b></p>
<p align="center"><b>II. SCHOOL DISTRICT IMPROVEMENT</b></p>	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	<ol style="list-style-type: none"> <li>1. Assesses and responds to needs related to one’s job responsibilities.</li> <li>2. Helps clarify and pursue a common vision for school improvement.</li> <li>3. Contributes to the recommendation of sound policies directed toward improvement.</li> <li>4. Focuses on accomplishing the district’s mission and goals.</li> <li>5. Develops and/or maintains, and uses appropriate information systems and records required for attainment of district goals and overall improvement efforts.</li> </ol>	
<p align="center"><b>III. INSTRUCTIONAL MANAGEMENT</b></p>	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	<ol style="list-style-type: none"> <li>1. Ensures that program operations are supportive of the instructional goals of the district.</li> <li>2. Uses evidence of program outcomes for corrective action and improvement, as well as for recognition of success.</li> <li>3. Is familiar with the district’s curricula and instructional implementation strategies and articulates the specific ways in which one’s area of responsibility supports instruction.</li> <li>4. Provides appropriate time, resources, and materials to support staff with accomplishing educational goals.</li> </ol>	
<p align="center"><b>IV. PERSONNEL MANAGEMENT</b></p>	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	<ol style="list-style-type: none"> <li>1. Demonstrates a clear understanding of the respective roles of the board, superintendent, and staff.</li> <li>2. Prepares, reviews, and revises job descriptions in one’s area of responsibility.</li> <li>3. Coordinates or supports effectively the district’s program of employee evaluation.</li> <li>4. Complies with applicable personnel policies, statutes, and rules (e.g., EEO, Title IX, Fair Labor Standards Act).</li> <li>5. Makes sound recommendations relative to personnel , placement, transfer, retention, and dismissal.</li> <li>6. Delegates duties, responsibilities, and functions effectively.</li> </ol>	

DOMAINS	RATING SCALE	<p align="center"><b>PERFORMANCE CRITERIA</b> (Refer to example criteria and/or use job description for each administrative position.)</p>	COMMENTS
<p align="center">V. ADMINISTRATION AND FISCAL/ FACILITIES MANAGEMENT</p>	<p align="center">                     _____                      _____                      _____                      _____                      _____                      _____                      _____                      _____                 </p>	<ol style="list-style-type: none"> <li>1. Directs and manages district programs.</li> <li>2. Obtains broad-based input for the identification, review, and analysis of resource, facility, and equipment needs.</li> <li>3. Compiles reasonable budgets and cost estimates based upon documented program needs and demonstrates responsible fiscal control.</li> <li>4. Implements the policies established by federal and state law, State Board of Education rule, and the local board policy in the area(s) supervised.</li> <li>5. Reports to one's supervisor on the status of performance and outcomes related to one's responsibility.</li> <li>6. Demonstrates responsible fiscal control over assigned budgets.</li> <li>7. Prepares and submits accurate and descriptive financial reports as needed.</li> </ol>	
<p align="center">VI. STUDENT MANAGEMENT</p>	<p align="center">                     _____                      _____                 </p>	<ol style="list-style-type: none"> <li>1. Demonstrates support for the district's student management policies and expected student behavior related to programs.</li> <li>2. Encourages and promotes a district, school, and classroom management policy that ensures harmony.</li> </ol>	
<p align="center">VII. PROFESSIONAL GROWTH AND DEVELOPMENT</p>	<p align="center">                     _____                      _____                      _____                      _____                 </p>	<ol style="list-style-type: none"> <li>1. Takes the initiative to attend staff development appropriate for job enhancement</li> <li>2. Demonstrates behavior that is professional, ethical, and responsible and serves as a role model for all district staff.</li> <li>3. Disseminates ideas and information to other professionals; provides leadership in addressing the challenges facing the profession.</li> <li>4. Uses information and insights gained in professional development programs for self-improvement.</li> </ol>	
<p align="center">VIII. SCHOOL/ COMMUNITY RELATIONS</p>	<p align="center">                     _____                      _____                 </p>	<ol style="list-style-type: none"> <li>1. Demonstrates awareness of district community needs and initiates activities to meet those identified needs.</li> <li>2. Assists in planning the district's agenda and shares that agenda with the community; organizes and shares (with community) the philosophy, culture, and climate of the school district; implements and shares (with community) the district's goals, programs, and outcomes.</li> </ol>	

**ADMINISTRATOR'S COMMENTS – May include statements as to disagreement with any of the criterion ratings.**

**Recommendation of Evaluator:**

\_\_\_\_\_ **Renewal and/or Extension of Contract**

\_\_\_\_\_ **Non-renewal of Contract**

\_\_\_\_\_ **Termination of Contract**

\_\_\_\_\_ **Non-extension of Contract**

**I have read and received a copy of this evaluation. This instrument has been reviewed by me.**

\_\_\_\_\_  
**Administrator's Signature**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Evaluator's Signature**

\_\_\_\_\_  
**Date**