

**DIRECTOR OF SPECIAL EDUCATION**

**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. Communicates, demonstrates, and supports high expectations consistent with district objectives with high regard for community, district, schools, staff, and students in an enabling, non-threatening way. 2. Employs communication and decision-making processes which foster collegiality and team building. 3. Recognizes and reinforces excellence which promotes a positive caring climate for learning. 4. Employs effective interpersonal skills in dealing consistently and equitably with all personnel.	

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 align="center">                     _____                      _____                      _____                      _____                      _____                      _____                 </p>	<ol style="list-style-type: none"> <li>1. Obtains and uses evaluative findings, including student achievement data, to examine program/service effectiveness to ensure that curriculum is responsive to student needs.</li> <li>2. Assesses, responds and focuses one’s area of responsibility towards accomplishing the district’s mission and goals.</li> <li>3. Maintains and uses database information systems and records toward the attainment of district goals and program improvement efforts.</li> <li>4. Works with staff and community in providing services based on needs and resources.</li> <li>5. Identifies feasible projects for implementing special innovative programs.</li> </ol>	
<p align="center"><b>III. INSTRUCTIONAL MANAGEMENT</b></p>	<p align="center">                     _____                      _____                      _____                      _____                      _____                      _____                 </p>	<ol style="list-style-type: none"> <li>1. Assists teachers effectively in designing learning experience which support the development of self-worth in all students.</li> <li>2. Monitors instructional and managerial processes to ensure that program activities produce desired outcomes.</li> <li>3. Ensure that student progress is evaluated on a regular, systematic basis, and the findings are used to make instructional programs and services more effective.</li> <li>4. Encourages and supports development of innovative instructional strategies, ideas, and programs.</li> <li>5. Provides appropriate time, resources, and materials to support staff in the development of the whole child.</li> </ol>	
<p align="center"><b>IV. PERSONNEL MANAGEMENT</b></p>	<p align="center">                     _____                      _____                      _____                      _____                      _____                      _____                 </p>	<ol style="list-style-type: none"> <li>1. Communicates the respective roles of the board, superintendent, and staff.</li> <li>2. Encourages personal and professional growth and leadership among the support staff through job performance evaluation and jointly developed growth plans as appropriate.</li> <li>3. Delegates, duties, responsibilities, and functions effectively.</li> <li>4. Uses developmental supervision and provides resources to the instructional and support staff concerning the teaching and learning process.</li> <li>5. Complies with applicable personnel policies, statutes, and rules (e.g., EEOC, Title IX, Fair Labor Standards Act)</li> <li>6. Interviews, selects, and orients new staff effectively.</li> </ol>	

DOMAINS	RATING SCALE	PERFORMANCE CRITERIA (Refer to example criteria and/or use job description for each administrative position.)	COMMENTS
V. ADMINISTRATION AND FISCAL/ FACILITIES MANAGEMENT	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	<ol style="list-style-type: none"> <li>1. Manages, supports, or facilitates a broad range of district-school operations (including attendance accounting, energy management, purchasing, transportation, payroll, assigned budgets, equipment and facilities maintenance as appropriate.)</li> <li>2. Obtains broad-based input for the identification, review, and analysis of programs and resource to include facility and equipment needs.</li> <li>3. Schedules activities effectively and secures necessary resources.</li> <li>4. Reports to one’s supervisor on the status of performance and outcomes related to one’s responsibilities.</li> <li>5. Determines the fiscal needs of programs, ensures that fiscal resources appropriately address these needs and complies with all laws, rules, and policies related to fiscal management.</li> </ol>	
VI. STUDENT MANAGEMENT	<p>_____</p> <p>_____</p>	<ol style="list-style-type: none"> <li>1. Demonstrate support for the district’s student management policies and expected student behavior related to programs.</li> <li>2. Promotes teaming by working with faculties, support staff, and parents to develop a more positive school climate.</li> </ol>	
VII. PROFESSIONAL GROWTH AND DEVELOPMENT	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	<ol style="list-style-type: none"> <li>1. Demonstrates behavior that is professional, ethical, and responsible and serves as a role model for all district staff.</li> <li>2. Takes the initiative in the performance of job assignments.</li> <li>3. Participates actively in professional associations, makes professional presentations, and shares and disseminates ideas and information with other professionals.</li> <li>4. Takes the initiative to develop needed professional skills appropriate to job assignments.</li> </ol>	
VIII. SCHOOL/ COMMUNITY	<p>_____</p> <p>_____</p>	<ol style="list-style-type: none"> <li>1. Nurtures two-way communication between the school and the community and communicates the district’s needs and programs to the parents.</li> <li>2. Demonstrates the use of appropriate and effective techniques with parents and the community at large.</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**