

**SUPERINTENDENT EVALUATION FORM**

Name of Superintendent \_\_\_\_\_ Date \_\_\_\_\_

All items rated with a “1” require additional explanation. The reverse side of the page may be used for explanations and additional comments. \* *Signifies the State Board of Education minimum criteria for effective administrative performance.*

3 - Commendable

2 - Meets Expectations

1 - Needs Improvement

**ADMINISTRATION**

3 2 1

- |     |   |       |
|-----|---|-------|
| 1.  | The superintendent exerts strong educational leadership, develops a strong management team, and delegates responsibility.   | _____ |
| 2.  | The superintendent provides a written site improvement plan that supports the districts' Comprehensive Local Education Plan describing school goals, objectives, and staff development activities. *      | _____ |
| 3.  | The superintendent achieves the board's goals and policies successfully.  | _____ |
| 4.  | The superintendent and staff develop goal statements which are the result of a needs assessment, a written analysis of student test scores and other data as well as community input. *                   | _____ |
| 5.  | The superintendent employs a team effort in analyzing, planning, implementing, and evaluating policies, programs, and personnel.  | _____ |
| 6.  | The superintendent provides a written analysis of student test scores and other data to assure that the various student populations are benefiting from the instructional program. *                      | _____ |
| 7.  | The superintendent recommends for employment personnel who have proper certification and skills for the position.   | _____ |
| 8.  | The superintendent organizes the roles and responsibilities of staff members so as to optimize their effectiveness and to encourage harmonious relationships among various segments of the school system. | _____ |
| 9.  | The superintendent provides to the board and the general public an organized and informative annual report on the state of the district.  | _____ |
| 10. | The superintendent maintains communications with state and federal legislators, as well as other outside agencies, in efforts to accomplish legislation needed for school improvement.                    | _____ |
| 11. | Routine – The superintendent uses a minimum of instructional time for noninstructional routines thus maximizing time on task. *   | _____ |

**SUPERINTENDENT EVALUATION FORM (Cont.)**

- 12. Discipline – The superintendent works with staff to develop and communicate defined standards of conduct which encourage positive and productive behavior. \* \_\_\_\_\_
- 13. The superintendent provides written discipline policies to which students are expected to perform. \* \_\_\_\_\_
- 14. Learning Environment – The superintendent establishes and maintains rapport with staff and students, providing a pleasant, safe and orderly climate for learning. \* \_\_\_\_\_

COMMENTS: \_\_\_\_\_  
\_\_\_\_\_

Rating for this Category

In the area of administration, what is the superintendent's strongest asset? \_\_\_\_\_  
\_\_\_\_\_

What specific area could be most improved? \_\_\_\_\_  
\_\_\_\_\_

3 - Commendable

2 - Meets Expectations

1 - Needs Improvement

**INSTRUCTION**

3 2 1

- 1. The superintendent identifies and facilitates instruction and student achievement as the focal point of the school district. \_\_\_\_\_
- 2. The superintendent works with the staff to develop a program to recognize academic achievement. \* \_\_\_\_\_
- 3. The superintendent works with the staff to assure that all learners are involved in the learning process. \* \_\_\_\_\_
- 4. The superintendent identifies instructional objectives for students and implements programs to meet their diverse needs. \_\_\_\_\_
- 5. The superintendent assists the staff in monitoring student progress. \* \_\_\_\_\_
- 6. The superintendent provides needed resources for staff. \* \_\_\_\_\_
- 7. The superintendent works with staff to establish curriculum objectives, sequence, and lesson objectives. \* \_\_\_\_\_

**SUPERINTENDENT EVALUATION FORM (Cont.)**

- 8. The superintendent maintains a working knowledge of current educational research, reports, and useful new concepts and shares that information with the board. \_\_\_\_\_
- 9. The superintendent keeps the board informed of the analysis, planning, implementation, and evaluation of instructional activities. \_\_\_\_\_
- 10. The superintendent keeps the community informed about the program of instruction and plans for school improvement. \_\_\_\_\_

COMMENTS: \_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
Rating for this Category

In the area of instruction, what is the superintendent's strongest asset? \_\_\_\_\_  
\_\_\_\_\_

What specific area could be most improved? \_\_\_\_\_  
\_\_\_\_\_

3 - Commendable

2 - Meets Expectations

1 - Needs Improvement

**RELATIONSHIP WITH THE BOARD**

3 2 1

- 1. The superintendent works with the board in the areas of analyzing, planning, implementing, and evaluating policies. \_\_\_\_\_
- 2. The superintendent informs the board about issues, operations, the instructional program, and needs of the school system. \_\_\_\_\_
- 3. The superintendent informs the board about educational activities at the state and national levels. \_\_\_\_\_
- 4. The superintendent maintains a harmonious working and professional relationship with members of the board. \_\_\_\_\_
- 5. The superintendent interprets and supports board policy and decisions to the public and staff. \_\_\_\_\_
- 6. The superintendent provides board members with reports and information that will enable them to sufficiently review the operations of the district. \_\_\_\_\_

**SUPERINTENDENT EVALUATION FORM (Cont.)**

- 7. The superintendent gives constructive advice and guidance to the board regarding opportunities for district improvement. \_\_\_\_\_
- 8. The superintendent states his/her convictions in matters before the board. \_\_\_\_\_
- 9. The superintendent utilizes the strengths of individual board members and the board itself in the decision-making process. \_\_\_\_\_
- 10. The superintendent offers professional advice to the board on items requiring board action, with appropriate recommendations based on thorough study and analysis. \_\_\_\_\_

COMMENTS: \_\_\_\_\_  
 \_\_\_\_\_

\_\_\_\_\_ Rating for this Category

In the area of board relationships, what is the superintendent's strongest asset? \_\_\_\_\_  
 \_\_\_\_\_

What specific area could be most improved? \_\_\_\_\_  
 \_\_\_\_\_

3 - Commendable

2 - Meets Expectations

1 - Needs Improvement

**RELATIONSHIP WITH THE STAFF**

3 2 1

- 1. The superintendent encourages the participation of faculty and staff in the establishment and implementation of district-wide goals, objectives, and programs. \_\_\_\_\_
- 2. The superintendent works with the staff in collegial and nonthreatening ways to promote and improve instruction. \* \_\_\_\_\_
- 3. The superintendent sets high expectations for staff. \* \_\_\_\_\_
- 4. The superintendent educates the staff to recognize and display the teaching criteria upon which evaluation is conducted. \* \_\_\_\_\_
- 5. The superintendent promotes programs for staff growth and development. \_\_\_\_\_

**SUPERINTENDENT EVALUATION FORM (Cont.)**

- 6. The superintendent strives to maintain positive morale by:
  - A. Avoiding arbitrary decision-making and favoritism; \_\_\_\_\_
  - B. Offering fair and impartial treatment to all parties to a dispute; and \_\_\_\_\_
  - C. Granting recognition and appreciation for a job well done. \_\_\_\_\_
- 7. The superintendent instills confidence and self-respect among staff. \_\_\_\_\_
- 8. The superintendent meets and confers with employee groups and represents the interests and directives of the board. \_\_\_\_\_
- 9. The superintendent effectively communicates the concerns of employee groups to the board and board responses to these concerns to employee groups. \_\_\_\_\_

COMMENTS: \_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_ Rating for this Category

In the area of staff relationships, what is the superintendent's strongest asset? \_\_\_\_\_  
\_\_\_\_\_

What specific area could be most improved? \_\_\_\_\_  
\_\_\_\_\_

3 - Commendable

2 - Meets Expectations

1 - Needs Improvement

**RELATIONSHIP WITH THE COMMUNITY**

3 2 1

- 1. The superintendent facilitates communication within the community through an effective public information program based on the needs and successes of the district. \_\_\_\_\_
- 2. The superintendent seeks meaningful community involvement in the establishment, implementation, and evaluation of district-wide goals, objectives, priorities, and programs. \_\_\_\_\_
- 3. The superintendent develops and maintains a cooperative relationship with the news media. \_\_\_\_\_
- 4. The superintendent establishes a procedure for investigating and responding on complaints, criticisms, and concerns of individuals and/or the community. \_\_\_\_\_

**SUPERINTENDENT EVALUATION FORM (Cont.)**

- 5. The superintendent is actively involved in the community. \_\_\_\_\_
- 6. The superintendent maintains a professional posture with other public officials and community leaders. \_\_\_\_\_
- 7. The superintendent has the ability to face controversy and work through it effectively. \_\_\_\_\_
- 8. The superintendent understands and responds to the unique and changing needs of the community. \_\_\_\_\_
- 9. The superintendent solicits and considers input from interested groups and individuals in the decision-making process. \_\_\_\_\_

COMMENTS: \_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_ Rating for this Category

In the area of community relationships, what is the superintendent's strongest asset? \_\_\_\_\_  
\_\_\_\_\_

What specific area could be most improved? \_\_\_\_\_  
\_\_\_\_\_

3 - Commendable

2 - Meets Expectations

1 - Needs Improvement

**PERSONAL QUALITIES**

3 2 1

- 1. The superintendent defends professional principle and conviction in the face of pressure and partisan influence, yet is able to reasonably compromise. \_\_\_\_\_
- 2. The superintendent maintains high standards of ethics, honesty, and integrity in all matters. \_\_\_\_\_
- 3. The superintendent uses grammar effectively in dealing with staff members, the board, and the public. \_\_\_\_\_
- 4. The superintendent employs strong speaking skills before large and small groups, expressing ideas in a logical and forthright manner. \_\_\_\_\_
- 5. The superintendent accepts and shares failure as well as success. \_\_\_\_\_

**SUPERINTENDENT EVALUATION FORM (Cont.)**

- 6. The superintendent is able to identify and discuss his/her own strengths and weaknesses. \_\_\_\_\_
- 7. The superintendent welcomes questions and open discussion when presenting ideas. \_\_\_\_\_
- 8. The superintendent exercises good judgment and involves others as appropriate in the decision-making process. \_\_\_\_\_
- 9. The superintendent maintains a balance of professional development by reading, attending conferences, working on professional committees, visiting other districts, and meeting with other superintendents. \_\_\_\_\_
- 10. The superintendent plans time effectively so that matters of greatest importance are dealt with thoroughly. \_\_\_\_\_

COMMENTS: \_\_\_\_\_  
\_\_\_\_\_

Rating for this Category

In the area of personal qualities, what is the superintendent's strongest asset? \_\_\_\_\_  
\_\_\_\_\_

What specific area could be most improved? \_\_\_\_\_  
\_\_\_\_\_

3 - Commendable

2 - Meets Expectations

1 - Needs Improvement

**FINANCIAL**

3 2 1

- 1. The superintendent keeps informed of the needs of the school program--supplies, equipment, plant, and facilities. \_\_\_\_\_
- 2. The superintendent assumes responsibility for the overall financial planning of the district, including short-term priorities and long range planning. \_\_\_\_\_
- 3. The superintendent coordinates the preparation of the annual budget utilizing teacher and staff input, and submits the budget to the board for input and approval. \_\_\_\_\_
- 4. The superintendent evaluates the district's financial needs and makes timely recommendations for adequate funding. \_\_\_\_\_

**SUPERINTENDENT EVALUATION FORM (Cont.)**

- 5. The superintendent ensures that funds are spent and invested wisely and that adequate controls and accounting are achieved. \_\_\_\_\_
  
- 6. The superintendent provides leadership in solving major problems and achieving maximum utilization of resources. \_\_\_\_\_

COMMENTS: \_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_ Rating for this Category

In the area of finances, what is the superintendent's strongest asset? \_\_\_\_\_  
\_\_\_\_\_

What specific area could be most improved? \_\_\_\_\_  
\_\_\_\_\_

COMMENTS: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Signed: \_\_\_\_\_  
President of the Board

\_\_\_\_\_  
Superintendent

Date: \_\_\_\_\_