

**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. The school board is no longer required to have any of the items marked with an asterisk in the evaluation instrument. Each board of education should carefully review this document to determine which items the board wishes to utilize in the evaluation of the performance of the Superintendent. The board of education is certainly free to adopt any or none of the items enumerated below.

3 - Commendable                      2 - Meets Expectations                      1 - Needs Improvement

**ADMINISTRATION**

3   2   1

- 1. The superintendent exhibits 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 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

- |   |                  |
|---|------------------|
| <b>RELATIONSHIP WITH THE COMMUNITY</b>  | <b>3   2   1</b> |
| 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: \_\_\_\_\_