

1. Board Relations: The superintendent provides leadership to accomplish the Board's goals and actively communicates progress on those goals to all members of the Board. The superintendent works effectively with the Board to formulate district policy, defining mutual expectations of performance with the Board and demonstrates good school governance to the Board. The superintendent works effectively with the Board to administer all policies established by the Board.

	Very good	Good	Fair	Poor	No opportunity to observe	Total	Weighted Average
Effectively communicates with all members of the Board.							
Anticipates events which may require Board awareness and attention.							
Effectively works with the Board at all Board meetings.							
Recommends appropriate policy issues to the Board for their consideration.							
Effectively shares governance of the school district with the Board following the partition of responsibilities described by state law and district policy.							
Effectively and appropriately responds to school-board input and requests.							

Comments:

2. Staff Relations: The superintendent works effectively with staff to develop a strong district team. The superintendent is visible and accessible to staff and communicates effectively with them. The superintendent demonstrates respect for all levels of staff within the district and works to support the development of all members of the district team. The superintendent delegates and holds administrators accountable for decisions, progress of students, or lack thereof with appropriate consequences in accord with applicable legal/procedural due process standards.

	Very good	Good	Fair	Poor	No opportunity to observe	Total	Weighted Average
Knows and interacts with staff members who serve the district in a variety of roles							
Visits staff work spaces while staff are engaged in work on a regular basis.							
Meets with staff regularly formally and informally.							
Values and solicits staff input prior to making decisions affecting staff							
Supports professional development for all staff.							
Fosters pride in our district and high morale among faculty and staff.							

Comments:

3. Communications: The superintendent demonstrates and utilizes the skills necessary to establish effective two-way communications with students, staff, parents, and the community as a whole including beneficial relationships with the media. The superintendent responds appropriately to community feedback and builds community support for the district.

	Very good	Good	Fair	Poor	No opportunity to observe	Total	Weighted Average
Develops formal and informal techniques to gain external perceptions of district							
Demonstrates effective communication skills (written, verbal and non-verbal contexts, formal and informal settings, large and small group and one-on-one environments).							
Promotes and invites involvement of all stakeholders to fully participate in the process of schooling.							
Understands the role of media in shaping and forming opinions as well as how to work with the media.							
Seeks and values input from a wide range of sources.							

Comments:

4. Community Relations: The superintendent is an educational leader who promotes the success of all students by collaborating with staff, students, families and community members to respond to diverse community interests and needs. The superintendent promotes the success of all students by understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context.

	Very good	Good	Fair	Poor	No opportunity to observe	Total	Weighted Average
Provides leadership for improving parent/student/community involvement in the schools.							
Establishes effective school/community relations, school/business partnerships and public service							
Formulates and implements plans for external communication, including communication of the school district priorities to the community and media.							
Provides community service and leadership for developing a positive rapport between the school and the community.							
Demonstrates respect for the diversity in the community.							

Comments:

5. Instructional Leadership: The superintendent promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by all members of the school community. The superintendent supports the success of all students by advocating, nurturing, and sustaining a school culture and instructional program conducive to student learning and staff professional development.

	Very good	Good	Fair	Poor	No opportunity to observe	Total	Weighted Average
Sets priorities in the context of improving student achievement.							
Articulates and promotes high expectations for teaching and student learning.							
Develops, communicates, and implements a collective vision of comprehensive school improvement through the Educational Plan for Student Success (EPSS) process.							
Formulates procedures for gathering, analyzing and using district data for decision-making.							
Encourages various staffing patterns, student grouping plans, class scheduling plans, school organizational structures, and facilities design processes to support various teaching strategies and desired student outcomes.							
Collaboratively develops, implements, and monitors change process to improve student and adult learning.							
Effectively champions the district's overarching goals.							

Comments:

6. Organizational Management: The superintendent gathers and analyzes data for decision making and for making recommendations to the Board on the operations of the district. The superintendent ensures efficient and effective use of district financial resources. The superintendent demonstrates the skills necessary to meet internal and external customer expectations and to effectively allocate resources to maintain a clean, safe, and healthy working environment for staff and students.

	Very good	Good	Fair	Poor	No opportunity to observe	Total	Weighted Average
Demonstrates budget management including financial forecasting, planning, cash flow management, account auditing and monitoring, purchasing, and budget development.							
Develops and monitors long range plans for school and district technology and information systems making informed decisions about computer hardware and software and staff development and training needs.							
Demonstrates knowledge of school facilities and develops a process that builds internal and public support for facility needs, including bond issues.							
Establishes procedures and practices for dealing with emergencies such as weather, threats to the school, student violence and trauma.							
Effectively manages subordinates.							

Comments:

7. Values and Ethics: The superintendent is an educational leader who promotes the success of all students by acting consistently with integrity and fairness. The superintendent understands and models an appropriate value system, ethical behavior, and moral leadership. The superintendent exhibits multi-cultural and ethnic understanding and coordinates with social agencies and human services to help all students grow and develop as caring, informed citizens.

	Very good	Good	Fair	Poor	No opportunity to observe	Total	Weighted Average
Models a high standard of moral and ethical behavior in all interactions.							
Demonstrates integrity in all actions.							
Manifest a professional code of ethics.							
Explores and develops ways to find common ground in dealing with difficult and divisive issues.							
Promotes the value that moral and ethical practices are established and practiced in every classroom and throughout the district.							

Comments:

Superintendent's Goals: At the (Date) Board meeting the Board approved generated the following goals for Superintendent Carpenter to address. Please share your perspective on how Superintendent Carpenter has progressed on accomplishing each of the goals.

	Very good progress on goal	Good progress on goal	Fair progress on goal	Poor or no progress on goal	No opportunity to observe	Total	Weighted Average
Goal 1:							
Goal 2:							
Goal 3:							
Goal 4:							
Goal 5:							
Goal 6:							
Goal 7:							

Comments:

Are there any other comments you wish to offer which will help Superintendent Carpenter improve his performance?

Roger Collins

President, Aztec Municipal School District Board of Education _____ Date _____

Kirk Carpenter

Superintendent, Aztec Municipal School District _____ Date _____