



Fayetteville ISD

Superintendent Summative Evaluation Instrument

Superintendent: _____

Date of Review: _____

Board Member: _____

Performance Period: _____

Directions:

Reflected in this instrument are the major responsibilities of the superintendent in managing the district. The board will assess the superintendent’s performance in fulfilling each of these responsibilities. Each statement is followed by a list of indicators that represent some of the behaviors a superintendent could exhibit in fulfilling the responsibility statement. The sets of indicators are not exhaustive. They are provided to board members as a common reference in assessing the superintendent’s performance.

Use the scale below to rate each job performance statement. Use the “Comments” section at the end of each statement to note specific aspects of the superintendent’s performance that merit commendation or that represents deficiencies.

In completing this section of the instrument, the board shall consider data from the student performance domain along with other appropriate data.

Rating Scale:

- | | | |
|---|-------------------|--|
| E | Exceptional | Progress exceeds expectations and criteria noted in the instrument |
| P | Proficient | Progress meets the expectations and criteria noted in the instrument |
| N | Needs Improvement | Progress does not meet the expectations and criteria noted in the instrument |

I. INSTRUCTIONAL MANAGEMENT

- 1) *The Superintendent coordinates a program of instruction that supports the philosophy and goals of the school district.*
 - Keeps informed regarding all aspects of the instructional program
 - Recommends appropriate instructional goals for the district.
 - Communicates high expectations for student achievement.
 - Initiates the planning for development and evaluation of new programs and services designed to achieve specific instructional goals and objectives.

Rating	E – Exceptional	P – Proficient	N – Needs Improvement
Comments:			

II. ADMINISTRATIVE AND SCHOOL CLIMATE

- 2) *The Superintendent displays effective personal leadership attributes.*
- Demonstrates ability to gain staff support and commitment to district goals.
 - Maintains poise and emotional stability in full range of professional activities.
 - Demonstrates ability to work well with individuals and groups.
 - Demonstrates the ability to speak and write effectively.
 - Demonstrates sensitivity in dealing with staff, students, and community members from diverse cultural backgrounds.
 - Maintains high standards of ethics, honesty, and integrity in all personal and professional matters.

Rating	E – Exceptional	P – Proficient	N – Needs Improvement
Comments:			

- 3) *The Superintendent effectively delegates authority and responsibility.*
- Clearly communicates performance expectations to staff.
 - Provides those responsible for delegated tasks with ample authority and support.
 - Effectively monitors progress of delegated tasks.
 - Uses collaborative decision making with staff when appropriate and feasible.

Rating	E – Exceptional	P – Proficient	N – Needs Improvement
Comments:			

III. SCHOOL IMPROVEMENT

- 4) *The Superintendent effectively plans district programs and services to meet identified needs.*
- Recommends appropriate goals and objectives for the districts.
 - Develops effective long and short range plans to implement district goals and improve programs.
 - Uses collaborative planning processes when appropriate and feasible.
 - Evaluates progress toward established program goals in a systematic fashion.
 - Organizes resources, personnel, and facilities for the effective implementation of district goals.

Rating	E – Exceptional	P – Proficient	N – Needs Improvement
Comments:			

IV. PERSONNEL MANAGEMENT

- 5) *The Superintendent provides for personnel practices that promote high quality staffing and job performance.*
- Anticipates and recommends the number, types, and organization of positions needed to effectively and efficiently implement district programs.
 - Maintains employment practices that provide for high quality staff.
 - Recommends equitable pay systems and appropriate pay increases for personnel.
 - Effectively evaluates the performance of district management personnel.

Rating	E – Exceptional	P – Proficient	N – Needs Improvement
Comments:			

- 6) *The Superintendent initiates and promotes an effective employee program.*
- Provides for the development and execution of fair and effective personnel procedures and practices.
 - Provides for clear lines of authority and communication in district’s management organization.
 - Displays sensitivity to needs and concerns of staff.
 - Promotes a positive work environment that supports high staff morale.
 - Supports the professional development of all personnel through a well-planned comprehensive training program.

Rating	E – Exceptional	P – Proficient	N – Needs Improvement
Comments:			

V. MANAGEMENT OF ADMINISTRATIVE, FISCAL, AND FACILITIES FUNCTIONS

- 7) *The Superintendent directs the preparation and expenditure of the district budget within the district’s fiscal capabilities.*
- Anticipates and plans for long range financial needs.
 - Prepares sound recommendations and priorities for the annual budget.
 - Provides for effective management of financial accounting and investment systems.
 - Ensures that funds are expended in accordance with the approved budget.

Rating	E – Exceptional	P – Proficient	N – Needs Improvement
Comments:			

- 8) *The Superintendent anticipates the district’s needs for facilities and materials and establishes an effective system for their use.*
- Keeps informed on physical needs of school programs including facilities, equipment, and supplies.
 - Anticipates facility needs and administers building projects effectively and efficiently.
 - Ensures that school plant and facilities are efficiently maintained.

Rating	E – Exceptional	P – Proficient	N – Needs Improvement
Comments:			

VI. STUDENT MANAGEMENT

- 9) *The Superintendent oversees a system of student services and student discipline that is effective and equitable.*
- Recommends sound discipline policies and ensures that they are equitably administered.
 - Ensures that students’ rights are protected.
 - Promotes support services for students that encourage student growth.

Rating	E – Exceptional	P – Proficient	N – Needs Improvement
Comments:			

VII. SCHOOL OR COMMUNITY RELATIONS

- 10) *The Superintendent promotes community relations through effective communications and involvement of community members.*
- Develops and implements a planned program for communication between the school and the community.
 - Promotes district-wide community support and involvement with the schools.
 - Gains community support for bond issues, tax issues, and other referenda that promote the district’s goals and objectives.
 - Represents the district in activities involving other school systems, institutions, agencies, and professional or community groups.
 - Maintains a cooperative relationship with the news media.

Rating	E – Exceptional	P – Proficient	N – Needs Improvement
Comments:			

VIII. PROFESSIONAL GROWTH AND DEVELOPMENT

11) *The Superintendent seeks opportunities for continued professional growth.*

- Plans for specific improvement in professional performance.
- Pursues continuing professional development through reading, attending conferences, and involvement with related agencies.

Rating	E – Exceptional	P – Proficient	N – Needs Improvement
Comments:			

IX. STUDENT ACHIEVEMENT

12) *The Superintendent ensures an assessment and improvement system for student learning that results in the ongoing improvement in student achievement.*

- Monitors student performance data.
- Analyze trends of ongoing improvement as reflected in longitudinal data.
- Stays current and monitors state accountability.
- Initiates plans for improved student performance.

Rating	E – Exceptional	P – Proficient	N – Needs Improvement
Comments:			

X. BOARD RELATIONS

13) *The Superintendent maintains a positive and productive working relationship with the board of trustees.*

- Keeps board adequately informed on issues, needs, and operations of the school system.
- Prepares board agendas and meeting materials with the board president.
- Presents pertinent and objective facts and explanations in assisting the board with its policy decisions.
- Is responsive to the concerns of board members.
- Supports board policies and actions in a positive manner.

Rating	E – Exceptional	P – Proficient	N – Needs Improvement
Comments:			

14) *The Superintendent assists in the development of and effectively administers board policy.*

- Recommends effective policies on organization, finance, instructional programs, personnel, school plant, and related functions of the district.
- Communicates and interprets board policies to staff and community and executes them as communicated.
- Effectively and promptly initiates administrative procedures necessary to implement board policy.
- Ensures compliance with all laws and state regulations in district policies and procedures.

Rating	E – Exceptional	P – Proficient	N – Needs Improvement
Comments:			