

**District Administrator's
Performance Assessment Tool
PAT**

Effectiveness Rating Indicators

1 The administrator *does not* demonstrate this behavior.

2 The administrator *sometimes* demonstrates this behavior.

3 The administrator *most of the time* demonstrates this behavior.

4 The administrator *is highly effective in consistently* demonstrating this behavior.

NA - Not applicable; I do not have enough information to assess at this time.

SCHOOL DISTRICT OF WATERFORD UNION HIGH SCHOOL

District Administrator Performance Assessment Tool

10/20/25

Domain G: Policy and Governance

	Performance Exceeds Criteria	Performance Meets Criteria	Performance Requires Improvement	Performance is Unsatisfactory	Cannot Judge
Performance Standards					
G-1 The District Administrator functions as the primary instructional leader for the school district, relying on support from staff as necessary when advising the School Board.					
G-2 The District Administrator oversees the administration of the school district's day-to-day operations.					
G-3 The District Administrator selects, inducts, supports, evaluates, and retains quality instructional and support personnel.					

Domain G Comments:

Domain B: School Board Relations

Performance Standards	Performance Exceeds Criteria	Performance Meets Criteria	Performance Requires Improvement	Performance is Unsatisfactory	Cannot Judge
B-1 The District Administrator works with the School Board to develop and implement policies that define organizational expectations.					
B-2 The District Administrator submits to the School Board in a timely manner recommendations relative to all matters requiring School Board action, including such information and reports necessary for informed decision-making.					
B-3 The District Administrator works with the School Board to plan the agendas for Board meetings and to maintain an open line of communication with all Board members.					
B-4 The District Administrator responds to School Board needs and concerns in an appropriate and timely manner.					

Domain B Comments:**Domain A: Planning and Assessment**

Performance Standards	Performance Exceeds Criteria	Performance Meets Criteria	Performance Requires Improvement	Performance is Unsatisfactory	Cannot Judge
A-1 The District Administrator effectively employs various processes for gathering, analyzing, and using data for decision making.					
A-2 The District Administrator organizes the collaborative development and implementation of a district strategic plan based on analysis of data from a variety of sources.					
A-3 The District Administrator oversees the planning, implementation, support, and assessment of instructional programs that enhance teaching and student achievement of the state educational standards.					
A-4 The District Administrator develops plans for effective allocation of fiscal and other resources.					

Domain A Comments:

Domain L: Instructional Leadership

Performance Standards	Performance Exceeds Criteria	Performance Meets Criteria	Performance Requires Improvement	Performance is Unsatisfactory	Cannot Judge
L-1 The District Administrator leads the development and implementation of the vision and mission for the school district.					
L-2 The District Administrator communicates a clear vision of excellence, student growth, and continuous improvement consistent with the goals of the school district					
L-3 The District Administrator communicates progress toward the district vision and mission to all stakeholders.					
L-4 The District Administrator oversees the alignment and coordination of curricular areas.					
L-5 The District Administrator selects, inducts, supports, evaluates, and retains quality administrators and supports the retention of quality instructional and support personnel.					
L-6 The District Administrator influences and supports the provision of staff development programs consistent with the program evaluation results and school instructional improvement plans.					
L-7 The District Administrator encourages and supports innovation in curriculum and instruction development and implementation.					
L-8 The District Administrator identifies, analyzes, and resolves problems using effective problem-solving techniques.					
L-9 The District Administrator assesses factors affecting achievement and serves as an agent of change for needed improvements to help all students reach their potential.					
L-10 The District Administrator creates a vision for and influences and supports the integration of appropriate technologies in the curriculum and instruction.					
L-11 The District Administrator seeks resources to support the implementation of the mission and goals.					

Domain L Comments:

Domain M: Organizational Management

Performance Standards	Performance Exceeds Criteria	Performance Meets Criteria	Performance Requires Improvement	Performance is Unsatisfactory	Cannot Judge
M-1 The District Administrator actively supports a safe and positive environment for students and staff.					
M-2 The District Administrator develops procedures for working with the School Board that define mutual expectations, working relationships, and strategies for formulating district policies.					
M-3 The District Administrator effectively manages human, material, and financial resources to ensure student learning and to comply with legal mandates.					
M-4 The District Administrator demonstrates effective organizational skills to achieve school, community, and district goals.					
M-5 The District Administrator implements sound personnel procedures in recruiting, employing, and retaining the best qualified and most competent teachers, administrators, and other personnel.					
M-6 The District Administrator provides staff development for all categories of personnel consistent with individual needs, program evaluation results, and instructional improvement plans.					
M-7 The District Administrator plans and implements a systematic employee performance evaluation system.					
M-8 The District Administrator promotes decisions based on research, expertise of staff, and recommendations of learned societies.					
M-9 The District Administrator identifies, analyzes, and resolves problems using effective problem-solving techniques.					
M-10 When change is needed, decision making is managed through communication, collaboration, and problem solving in the best interest of the district.					

Domain M Comments:

Domain C: Communications & Community Relations

Performance Standards	Performance Exceeds Criteria	Performance Meets Criteria	Performance Requires Improvement	Performance is Unsatisfactory	Cannot Judge
C-1 The District Administrator promotes effective communication and interpersonal relations within the school district.					
C-2 The District Administrator establishes and maintains timely, effective, and meaningful channels of communication with Board members and between feeder schools and community, strengthening support of constituencies and building coalitions.					
C-3 The District Administrator works collaboratively with staff, families, and community members to secure resources and to support the success of a diverse student population.					
C-4 The District Administrator creates an atmosphere of trust and mutual respect with staff and community members.					

Domain C Comments:

Domain P: Professionalism

Performance Standards	Performance Exceeds Criteria	Performance Meets Criteria	Performance Requires Improvement	Performance is Unsatisfactory	Cannot Judge
P-1 The District Administrator models professional, moral, and ethical standards as well as personal integrity in all interactions.					
P-2 The District Administrator works in a collegial and collaborative manner with school personnel, the School Board, and the community to promote and support the mission and goals of the school district.					
P-3 The District Administrator takes responsibility for and participates in a meaningful and continuous process of professional development that results in the enhancement of student learning.					
P-4 The District Administrator provides service to the profession, the district, and the community.					

Domain P Comments:

5 - Level Rating Scale	
Rating	Definition
Exceeds Criteria/Expectations	The District Administrator surpasses required standards, consistently producing exemplary work that optimizes district goals and priorities.
Meets Criteria/Expectations	The performance of the District Administrator consistently fulfills standards resulting in quality work that affects district goals and priorities in a positive manner. This rating is a high performance standard and is expected of all superintendents.
Needs Improvement/Requires Assistance	The superintendent inconsistently meets standards resulting in less than quality work performance where district goals and priorities need improvement.
Unsatisfactory	The District Administrator does not adequately fulfill responsibilities, resulting in inferior work performance and negatively influencing district goals and priorities.
Cannot Judge	Insufficient information to form a judgement at this time