

SPLENDORA INDEPENDENT SCHOOL DISTRICT SUPERINTENDENT'S EVALUATION CRITERIA

Using the guidelines below, rate the criteria in the following form.

- 3 - Demonstrates effective level of competency
(Exceeds Expectations)
- 2 - Demonstrates adequate or satisfactory level of competency, but could be improved.
(Meets Expectations)
- 1 - Demonstrates less than satisfactory level of competency and should be substantially improved.
(Needs Attention)

| CRITERIA | SELF EVALUATION | BOARD'S EVALUATION |
|---|--------------------|-----------------------|
| 1. INSTRUCTIONAL MANAGEMENT - 1 2 3 | | |
| Promotes the improvement of instruction through activities such as the monitoring of student achievement and attendance, diagnosing student needs, assisting teachers in designing learning experiences for students, encouraging the development and piloting of innovative instructional programs, and facilitating the planning and application of emerging technologies in the classroom. | | |
| <p><i>Performance Objectives:</i></p> <p>1.1 Continuous use of an internal accountability system to measure and track student learning in reading, writing, math and to include social studies and science at appropriate grade levels.</p> <ul style="list-style-type: none"> • Present results, trends, and analyses prior to both formative and summative evaluations. <p>1.2 All student groups will increase their reading, writing, and math scores each year by 5%.</p> <p>1.3 Correlate test scores to grades to prevent grade inflation.</p> <p>1.4 Increase number of recognized campuses as defined by state criteria to two.</p> <ul style="list-style-type: none"> • Ratings to be for the 2004-2005 school year <p>1.5 Attain a Recognized District rating as defined by state criteria.</p> <ul style="list-style-type: none"> • Rating to be for the 2004-2005 school year. <p>1.6 Increase student attendance rate to 95.5%.</p> <ul style="list-style-type: none"> • For the 2004-2005 school year <p>1.7 Develop a portfolio for each 8th grade student that follows them through high school noting dates and activities regarding career counseling. Determine student goal toward goal attainment.</p> <ul style="list-style-type: none"> • Evaluate and analyze the effectiveness of using student portfolios to address individualized education plans and student attainment. • Report status spring 2005 <p>1.8 Continue to offer and evaluate quality career (college or entry level work skills) counseling to all students starting in the 8th grade to ensure goal attainment.</p> <ul style="list-style-type: none"> • Report status spring 2005. <p>1.9 The number of students taking college entrance exams will be at or above the state average.</p> <p>1.10 Expand the fine arts' program.</p> <p><i>Superintendent's Comments:</i></p> <p><i>Board's Comments:</i></p> | | |

2. ORGANIZATIONAL CLIMATE - 1 2 3

Fosters a positive organizational climate through activities such as assessing and planning improvement of district/community environment, reinforcing excellence, promoting a positive caring climate of learning, and employing effective communication skills.

Superintendent's Comments:

Board's Comments:

3. ORGANIZATIONAL IMPROVEMENT - 1 2 3

Promotes leadership in organizational improvement efforts through activities such as collaborating in the development and articulation of a common vision of improvement, encouraging appropriate risk-taking, and ensuring continuous renewal of curriculum, policies, and methods.

Performance Objectives:

- 3.1 Encourage appropriate risk taking.
- 3.2 Ensure continuous renewal of curriculum.
- 3.3 Ensure continuous renewal of policies and methods.

Superintendent's Comments:

Board's Comments:

4. PERSONNEL MANAGEMENT - 1 2 3

Manages personnel effectively through activities such as delegating appropriately, recognizing exemplary performance of a subordinate, encouraging personal and professional growth and leadership among staff, complying with applicable personnel policies and rules, securing the necessary personnel resources to meet objectives, and evaluating the job performance of subordinates.

Performance Objectives

- 4.1 Demonstrate effectiveness of using personal growth plans.
 - Status report in August 2005.
- 4.2 Use personnel report showing demographics and retirement predictability in hiring strategies.

Superintendent's Comments:

Board's Comments:

5. ADMINISTRATION AND FISCAL MANAGEMENT - 1 2 3

Manages administrative and fiscal functions responsibly through activities such as obtaining broad-based input for fiscal/financial analysis, compiling reasonable budgets, and making cost estimates.

Performance Objectives:

- 5.1 Broad-based input for fiscal / financial analysis.
- 5.2 Compiles reasonable budgets.
- 5.3 Makes accurate cost estimates.
- 5.4 Implement and oversee appropriate administrative procedures to reduce the risk of fraud.

Superintendent's Comments:

Board's Comments:

6. FACILITIES MANAGEMENT - 1 2 3

Ensures that facilities are maintained and upgraded as necessary and manages a broad range of school operations.

Performance Objectives:

6.1 Develop a short and long-term preventative maintenance plan.

Superintendent's Comments:

Board's Comments:

7. STUDENT MANAGEMENT - 1 2 3

Promotes positive student conduct through activities such as helping students develop a sense of self-worth, developing and communicating guidelines for student conduct, ensuring rules are observed uniformly, ensuring that students are disciplined for misconduct in an effective and fair manner, supporting collaboration among faculty, and encouraging student/parent participation.

Performance Objectives:

7.1 Helping students develop a sense of self-worth.

7.2 Developing and communicating guidelines for student conduct.

7.3 Ensuring rules are observed uniformly, ensuring that students are disciplined for misconduct in an effective and fair manner.

7.4 Supporting collaboration among faculty, and encouraging student/parent participation.

Superintendent's Comments:

Board's Comments:

8. DISTRICT/COMMUNITY RELATIONS - 1 2 3

Promotes a positive tone for district/community relations through activities such as fostering collaborative educational efforts among members of the total district community, articulating the district mission and needs to the community, seeking support for district programs, and involving oneself in community activities that foster rapport between the district and the larger community.

Performance Objectives:

- 8.1 Ensure parental/community participation in the campus activities and decision-making process. (i.e. ensure that we have community **participation** in the campus and district improvement teams).
- 8.2 Determine effectiveness of parent report card with performance indicators for district and self-assessment.
- 8.3 Ensure the district web site has a means for input from the community and that it is monitored.

Superintendent's Comments:

Board's Comments:

9. PROFESSIONAL GROWTH AND DEVELOPMENT - 1 2 3

Engages in professional growth and development through activities such as participating actively in professional associations, conducting oneself in an ethical and professional manner, disseminating ideas and information to other professionals, seeking and using evaluative information for improvement of performance.

Superintendent's Comments:

Board's Comments:

10. BOARD/SUPERINTENDENT RELATIONS - 1 2 3

Promotes and supports a positive relationship with the board of education in an ethical, sensitive, and professional manner, demonstrating competence in written and verbal communications to the board, and recommending policies to the board to enhance teaching and learning.

Performance Objectives:

- 10.1 Communicate with board members on a weekly basis via most convenient means (phone, mail, e-mail) on issues facing the district, policy recommendations, and district activities.
- 10.2 Communicate with the board in a timely manner on issues of importance.

Superintendent's Comments:

Board's Comments: