

SUPERINTENDENT APPRAISAL PROCEDURES



CLEAR CREEK INDEPENDENT SCHOOL DISTRICT

Adopted by the School Board on
January 27, 2025

Introduction

This document includes ten sections:

- Introduction;
- Superintendent Targets/District Goals;
- Performance Domains;
- Rating Categories;
- Evaluation Comments;
- Evaluation Process;
- Rating Methodology;
- Evaluation Timeline;
- Indicators for Each Performance Domain
- Summative Evaluation Form

The purpose of this evaluation process is to support the Superintendent's professional growth, to maintain Superintendent accountability to the School Board, and to contribute to the success of the Clear Creek Independent School District. This process is designed to be a collaborative effort marked by open communication.

This document, entitled the CCISD Superintendent Appraisal Procedures, complies with Policy BJCD (LEGAL) and Texas statutes, such as Texas Education Code §21.354 and §39.307(3)(C). Several documents were consulted in developing these procedures: the TASB sample Superintendent Evaluation Instrument; the Key Work of School Boards Guidebook, published by the National School Boards Association; and a white paper from the American Association of School Administrators entitled Evaluating the Superintendent.

Superintendent Targets/District Goals

One component of the evaluation instrument will be Superintendent Targets/District Goals that are mutually agreed upon by the Superintendent and the Board of Trustees. The Targets/Goals will relate directly to the district's strategic plan and community-based accountability pillars. The Superintendent will propose the Targets/Goals, solicit feedback from the Board, and, as appropriate, set forth revised Targets/Goals for Board consideration. The Board's approval of Targets/Goals proposed by the Superintendent (or revised Targets/Goals proposed by the Superintendent) constitutes mutual agreement of the Superintendent Targets/District Goals.

Performance Domains

Six performance domains serve as the basis of the performance appraisal. Each of these domains are a primary consideration in the evaluation of the performance of the superintendent.

- 1. Leadership in Support of Progressing towards Superintendent Targets/District Goals:** The superintendent works collaboratively to develop Superintendent Targets/District Goals and to support progress towards meeting them.

2. **Mission and Goals:** The superintendent works with the CCISD Board of Trustees to formulate and implement the school district's beliefs, mission, parameters, strategies, and specific result statements to promote the academic and social-emotional growth of students.
3. **Instructional Leadership in Support of Improving Student Performance:** The superintendent fosters the success of all teachers, staff, and students by ensuring the development, communication, implementation, and evaluation of effective teaching and learning that leads to student academic progress and school improvement.
4. **District Management:** The superintendent manages a process for budget development and implementation that reflects sound business and fiscal practices and supports district goals. The superintendent maintains a management system designed to produce ongoing efficiencies in major district operations, including human resources, transportation, school nutrition services, and building maintenance and operations.
5. **Board and Community Relations:** The superintendent skillfully seeks a positive and productive working relationship with the Board and community.
6. **Professionalism:** The superintendent fosters the success of teachers, staff, and students by demonstrating professional domains and ethics, engaging in continuous professional development, and contributing to the profession.

Performance indicators for each of the six domains are included as Appendix A.

Rating Categories

Each Board member rates the Superintendent's performance during the evaluation period at one of the three following levels for each domain:

- exceptional - performance exceeds expectations (3 points);
- proficient - adequate progress (2 points); or
- developing/needs improvement - performance does not meet expectations (1 point).

In rating the Superintendent's performance for each domain, each trustee considers the context in which the Superintendent is operating, including challenges the Superintendent faces as well as available resources, and must assign the whole number of points indicated above that correspond with the selected rating. The extent of challenges and the availability of resources provides context for the evaluation of the Superintendent.

Evaluation Comments

Comment sections are provided for each domain. Each board member will have the opportunity to make one or more comments related to each domain. It is not required that every board member make a comment related to every domain or that one or more comments be listed related to all six domains. The comments are simply an opportunity for qualitative feedback. If the Board rating for any performance domain is developing/needs improvement, the Board must include one or more comments relating to the way in which the Superintendent's performance does not meet expectations.

Appraisal Process

The Superintendent shall be evaluated annually. The School Board may meet at any time, with or without the Superintendent, to discuss the Superintendent's evaluation and performance. The School Board is responsible for convening one to three closed meetings between the School Board and the Superintendent as part of each annual evaluation cycle. A first optional closed meeting is a goal-setting conference focused on Superintendent Targets/District Goals and may supplement any discussions regarding the Superintendent Targets/District Goals held in open session.

The second optional closed meeting is a mid-year conference. The mid-year conference provides an opportunity for the School Board and the Superintendent to discuss quantitative and qualitative data relating to the six performance domains, including the Superintendent Targets/District Goals. If, as of the time of the mid-year conference, a Board member perceives that the Superintendent's performance is developing/needs improvement as it relates to a particular domain, the Board member must share this information at the conference in order to give the Superintendent the opportunity to provide reflections relating to his/her performance on this domain and for the Superintendent to have the benefit of this feedback prior to the summative evaluation conference.

The third meeting is the final closed session summative evaluation meeting, which is a required meeting. The Superintendent has the opportunity to provide information regarding his/her performance relating to the six domains at least five calendar days before the final closed session evaluation meeting. For example, for a closed session evaluation meeting on a Monday evening, the Superintendent would provide the information by Wednesday evening.

Prior to the final closed session evaluation meeting, the Superintendent's performance for the evaluation period is tentatively rated by each School Board member on each of the six domains as either exceptional (performance exceeds expectations), proficient (adequate progress), or developing/needs improvement (performance does not meet domains). These ratings are based on observations of the School Board members and evidence submitted by the Superintendent. The tentative ratings are shared verbally with the Superintendent as described below.

At the summative evaluation conference, the Superintendent will have the opportunity to provide information in writing and verbally regarding his/her performance as it relates to

the six domains. Individual Board members may revise their tentative ratings based on the information presented. The Board President facilitates a conversation regarding each domain, with Board members sharing their tentative individual ratings and feedback on each domain. The Superintendent has the opportunity to share additional information for Board consideration after Board members provide ratings and feedback for each domain. After each Board member provides a tentative rating and feedback on the first domain, the Superintendent has the opportunity to share additional information, and then the Board moves through each domain in this manner.

School Board members submit their final individual ratings and comments to the Board President during the summative evaluation conference. The Board President will create consolidated ratings for each of the six domains using the approach described in the *Rating Methodology* section and will compile the comments made under each domain. The Board President will provide the Superintendent with the completed evaluation document no later than one week after the summative evaluation conference.

Rating Methodology

After receiving the final individual ratings, the Board President calculates a group rating for each domain as follows:

1. Assign a numerical value to each rating as follows:
 - a. exceptional - performance exceeds expectations (3 points);
 - b. proficient - adequate progress (2 points); or
 - c. developing/needs improvement - performance does not meet domains (1 point).
2. Add the ratings
3. Divide the sum of the ratings by the number of ratings.

Figure 1: Two Examples of How Rating is Determined for a Single Domain

Board Member Ratings	Domain 3: Instructional Leadership	Domain 4: District Management
Board Member 1	3	3
Board Member 2	3	3
Board Member 3	3	3
Board Member 4	2	2
Board Member 5	3	2
Board Member 6	3	3
Board Member 7	3	3
Sum of Ratings	20	19
Average of Ratings	2.86	2.71

Overall Rating

The Superintendent's overall rating in each Domain shall be determined as follows:

- 2.71 – 3.0 Exceptional – performance exceeds expectations
- 2.01 – 2.7 Proficient – adequate progress
- 1.31 – 2.0 Developing/Needs Improvement – performance does not meet domains
- 1.00 – 1.3 Unsatisfactory – performance is unacceptable

Evaluation Timeline

Each evaluation cycle runs from February 16 of one year to February 15 of the next year.

February 16 - April 15	Goal-Setting Conference completed and Superintendent Targets/District Goals adopted by the Board, if they have not already been adopted (optional closed meeting)
June 1 - July 31	Mid-Year Conference completed (optional closed meeting)
January 1 – February 15	Summative Evaluation Conference held in closed session

Appendix A

Performance Domains and Indicators

Performance Domain 1: Leadership in Support of Progressing towards Superintendent Targets/District Goals

The superintendent works collaboratively to develop the Superintendent Targets/District Goals and to support progress towards meeting them.

The superintendent:

- Works collaboratively with staff members to develop recommended Superintendent Targets/District Goals that align with the district strategic plan and the community-based accountability program, and are responsive to the needs of stakeholders
- Leads the collaborative development of, monitoring of, and revision of action plans that relate to the Superintendent Targets/District Goals and are responsive to evolving needs and information
- Promotes ongoing internal and external communication relating to Superintendent Targets/District Goals
- Incorporates multiple types of metrics within Superintendent Targets/District Goals, including fidelity metrics that relate to the extent to which the initiatives/changes are implemented as intended and planned

Performance Domain 2: Mission and Goals

The superintendent works with the CCISD Board of Trustees to formulate and implement the school district's beliefs, mission, parameters, strategies, and specific result statements to promote the academic and social-emotional growth of students.

The superintendent:

- Recommends a strategic planning process to the board that incorporates participation by a broad base of stakeholders
- Coordinates a periodic review of the strategic plan
- Ensures that short- and long-range plans related to the vision are developed and carried out both at the district- and school-level, with particular focus on Superintendent Targets/District Goals
- Communicates the vision underlying the strategic plan to internal and external stakeholders
- Links the strategic plan to key decisions and recommendations, making the connections explicit
- Recommends resources needed to support the strategic plan through the budgeting process

Performance Domain 3: Instructional Leadership in Support of Improving Student Performance

The superintendent fosters the success of all teachers, staff, and students by ensuring the development, communication, implementation, and evaluation of effective teaching and learning that leads to student academic progress and school improvement, including student performance as reflected by the district's annual performance report.

The superintendent:

- Articulates a shared vision to all constituencies and facilitates staff members working in concert with the district's strategic plan and towards realizing the shared vision
- Sets forth curricular goals, objectives and frameworks to staff and other stakeholders
- Promotes best practices in curriculum and instruction
- Explores, disseminates and applies knowledge and information about innovative methods of instruction or related issues
- Shares data relating to the CCISD community-based accountability report and other sources, as well as plans for continuous improvement, with staff and other stakeholders
- Provides direction and support in planning and implementing activities and programs consistent with continuous improvement efforts and attainment of instructional goals
- Facilitates the inclusion in curricular design, instructional strategies, and learning environments of appropriate technologies to maximize student learning and engagement
- Leads the development and implementation of professional learning opportunities in support of the district strategic plan, Superintendent Targets/District Goals, and community-based accountability program

Performance Domain 4: District Management

The superintendent manages a process for budget development and implementation that reflects sound business and fiscal practices and supports district goals. The superintendent promotes ongoing efficiencies and effectiveness in major district operations, including human resources, transportation, school nutrition services, and building maintenance and operations.

The superintendent:

- Effectively manages human, material, and financial resources to promote student learning and to comply with legal mandates
- Collaboratively plans and prepares a fiscally responsible budget to support the organization's mission and goals
- Regularly reports to the Board on the financial condition of the district
- Implements sound personnel procedures in recruiting, employing and retaining the best-qualified and most competent teachers, administrators and other personnel
- Promotes ongoing efficiencies and effectiveness in major district operations
- Facilitates a safe, orderly, and positive environment conducive to teaching and learning, as well as the operations of the district
- Demonstrates effective organizational skills to achieve district goals
- Complies with federal, state and local statutes, regulations, policies, and procedures

Performance Domain 5: Board and Community Relations

The superintendent skillfully seeks a positive and productive working relationship with the Board and community.

The superintendent:

- Works with the School Board to develop, recommend, and refine policies that define organizational expectations and appropriately enforces them
- Promotes a climate of mutual respect, trust and professionalism with the School Board and staff that reflects an authentically collaborative leadership style
- Keeps the School Board informed in a timely manner, on needs and issues confronting school district employees and students, including identifying areas for improvement and recommending actions to address them
- Actively participates in school and community events
- Visits schools on an ongoing basis in order to maintain visibility and an understanding of the needs and accomplishments of students and staff members
- Engages parents, community members, and community organizations, including the Clear Creek Education Foundation, in supporting teaching and learning within the district
- Establishes and maintains effective channels of communication between schools and community, strengthening the support of stakeholders
- Provides leadership in district efforts to influence state legislative actions, including collaborating with members of our legislative delegation and others to influence state legislative actions

Performance Domain 6: Professionalism

The superintendent fosters the success of teachers, staff, and students by demonstrating professional domains and ethics, engaging in continuous professional development, and contributing to the profession.

The superintendent:

- Models professional, moral, and ethical domains as well as personal integrity in all interactions
- Works in a collegial and collaborative manner with stakeholders to promote and support the mission and goals of the school district
- Respects and maintains appropriate confidentiality
- Takes responsibility for and participates in a meaningful and continuous process of professional development that results in the enhancement of student learning
- Takes a leadership role within the profession and encourages staff to do so as well through active engagement in local, state, regional, or national forums that foster best practices, encourage innovation and enhance collaboration
- Maintains a high level of personal knowledge regarding innovative developments and techniques, the latest research on educational leadership, and educational best practices.



Superintendent's Summative Evaluation Form

School Year:

Superintendent's Name:

Performance Domain 1: Leadership in Support of Progressing towards Superintendent Targets/District Goals

The superintendent works collaboratively to develop the Superintendent Targets/District Goals and to support progress towards meeting them.

The superintendent:

- Works collaboratively with staff members to develop recommended Superintendent Targets/District Goals that align with the district strategic plan and the community-based accountability program, and are responsive to the needs of stakeholders
- Leads the collaborative development of, monitoring of, and revision of action plans that relate to the Superintendent Targets/District Goals and are responsive to evolving needs and information
- Promotes ongoing internal and external communication relating to Superintendent Targets/District Goals

Information from Superintendent for Board Member Consideration: (expand box as needed)

Collective Rating by the Board:

_____ exceptional - performance exceeds expectations

_____ proficient - adequate progress

_____ developing/needs improvement - performance does not meet domains

_____ unsatisfactory - performance is unacceptable

Board Member Comments (names listed in parentheses after each comment reflect which Board member made that comment): (expand box as needed)

Performance Domain 2: Mission and Goals

The superintendent works with the CCISD Board of Trustees to formulate and implement the school district's beliefs, mission, parameters, strategies, and specific result statements to promote the academic and social-emotional growth of students.

The superintendent:

- Recommends a strategic planning process to the board that incorporates participation by a broad base of stakeholders
- Coordinates a periodic review of the strategic plan
- Ensures that short- and long-range plans related to the vision are developed and carried out both at the district- and school-level, with particular focus on Superintendent Targets/District Goals
- Communicates the vision underlying the strategic plan to internal and external stakeholders
- Links the strategic plan to key decisions and recommendations, making the connections explicit
- Recommends resources needed to support the strategic plan through the budgeting process

Information from Superintendent for Board Member Consideration: (expand box as needed)

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Board Member Comments (names listed in parentheses after each comment reflect which Board member made that comment): (expand box as needed)

Performance Domain 3: Instructional Leadership in Support of Improving Student Performance

The superintendent fosters the success of all teachers, staff, and students by ensuring the development, communication, implementation, and evaluation of effective teaching and learning that leads to student academic progress and school improvement.

The superintendent:

- Articulates a shared vision to all constituencies and facilitates staff members working in concert with the district's strategic plan and towards realizing the shared vision
- Sets forth curricular goals, objectives and frameworks to staff and other stakeholders
- Promotes best practices in curriculum and instruction
- Explores, disseminates and applies knowledge and information about innovative methods of instruction or related issues
- Shares data relating to the CCISD community-based accountability report and other sources, as well as plans for continuous improvement, with staff and other stakeholders
- Provides direction and support in planning and implementing activities and programs consistent with continuous improvement efforts and attainment of instructional goals
- Ensures that curricular design, instructional strategies, and learning environments integrate appropriate technologies to maximize student learning and engagement
- Leads the development and implementation of professional learning opportunities in support of the district strategic plan, Superintendent Targets/District Goals, and community-based accountability program

Information from Superintendent for Board Member Consideration: (expand box as needed)

Collective Rating by the Board:

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_____proficient - adequate progress

_____developing/needs improvement - performance does not meet domains

_____unsatisfactory - performance is unacceptable

Board Member Comments (names listed in parentheses after each comment reflect which Board member made that comment): (expand box as needed)

Performance Domain 4: District Management

The superintendent manages a process for budget development and implementation that reflects sound business and fiscal practices and supports district goals. The superintendent promotes ongoing efficiencies and effectiveness in major district operations, including human resources, transportation, school nutrition services, and building maintenance and operations.

The superintendent:

- Effectively manages human, material, and financial resources to promote student learning and to comply with legal mandates
- Collaboratively plans and prepares a fiscally responsible budget to support the organization's mission and goals
- Regularly reports to the Board on the financial condition of the district
- Implements sound personnel procedures in recruiting, employing and retaining the best-qualified and most competent teachers, administrators and other personnel
- Promotes ongoing efficiencies and effectiveness in major district operations
- Facilitates a safe, orderly, and positive environment conducive to teaching and learning, as well as the operations of the district
- Demonstrates effective organizational skills to achieve district goals
- Complies with federal, state and local statutes, regulations, policies, and procedures

Information from Superintendent for Board Member Consideration: (expand box as needed)

Collective Rating by the Board:

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_____proficient - adequate progress

_____developing/needs improvement - performance does not meet domains

_____unsatisfactory - performance is unacceptable

Board Member Comments (names listed in parentheses after each comment reflect which Board member made that comment): (expand box as needed)

Performance Domain 5: Board and Community Relations

The superintendent skillfully seeks a positive and productive working relationship with the Board and community.

The superintendent:

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- Actively participates in school- and community events
- Visits schools on an ongoing basis in order to maintain visibility and an understanding of the needs and accomplishments of students and staff members
- Engages parents, community members, and community organizations, including the Clear Creek Education Foundation, in supporting teaching and learning within the district
- Establishes and maintains effective channels of communication between schools and community, strengthening the support of stakeholders
- Provides leadership in district efforts to influence state legislative actions, including collaborating with members of our legislative delegation and others to influence state legislative actions

Information from Superintendent for Board Member Consideration: (expand box as needed)

Collective Rating by the Board:

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_____proficient - adequate progress

_____developing/needs improvement - performance does not meet domains

_____unsatisfactory - performance is unacceptable

Board Member Comments (names listed in parentheses after each comment reflect which Board member made that comment): (expand box as needed)

Performance Domain 6: Professionalism

The superintendent fosters the success of teachers, staff, and students by demonstrating professional domains and ethics, engaging in continuous professional development, and contributing to the profession.

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- Works in a collegial and collaborative manner with stakeholders to promote and support the mission and goals of the school district
- Respects and maintains appropriate confidentiality
- Takes responsibility for and participates in a meaningful and continuous process of professional development that results in the enhancement of student learning
- Takes a leadership role within the profession and encourages staff to do so as well through active engagement in local, state, regional, or national forums that foster best practices, encourage innovation and enhance collaboration
- Maintains a high level of personal knowledge regarding innovative developments and techniques, the latest research on educational leadership, and educational best practices.

Information from Superintendent for Board Member Consideration: (expand box as needed)

Collective Rating by the Board:

_____exceptional - performance exceeds expectations

_____proficient - adequate progress

_____developing/needs improvement - performance does not meet domains

_____unsatisfactory - performance is unacceptable

Board Member Comments (names listed in parentheses after each comment reflect which Board member made that comment): (expand box as needed)

Superintendent Signature/Date

Board President Signature/Date

Rating Worksheet (for use by Board President)

After receiving the final individual ratings, the Board President calculates a group rating for each domain as follows:

1. Assign a whole numerical value to each rating as follows:
 - a. exceptional - performance exceeds expectations (3 points);
 - b. proficient - adequate progress (2 points); or
 - c. developing/needs improvement - performance does not meet domains (1 point).
2. Add the ratings;
3. Divide the sum of the ratings by the number of ratings.

Domain 1

1. *Insert board member name* Rating: _____
2. *Insert board member name* Rating: _____
3. *Insert board member name* Rating: _____
4. *Insert board member name* Rating: _____
5. *Insert board member name* Rating: _____
6. *Insert board member name* Rating: _____
7. *Insert board member name* Rating: _____

Sum of ratings: _____

Quotient after step 3 (dividing sum of ratings by the number of ratings): _____

Collective Rating by the Board for this Domain:

_____ exceptional - performance exceeds expectations

_____ proficient - adequate progress

_____ developing/needs improvement - performance does not meet domains

_____ unsatisfactory - performance is unacceptable

Domain 2

- 1. *Insert board member name* Rating: _____
- 2. *Insert board member name* Rating: _____
- 3. *Insert board member name* Rating: _____
- 4. *Insert board member name* Rating: _____
- 5. *Insert board member name* Rating: _____
- 6. *Insert board member name* Rating: _____
- 7. *Insert board member name* Rating: _____

Sum of ratings: _____

Quotient after step 3 (dividing sum of ratings by the number of ratings): _____

Collective Rating by the Board for this Domain:

- _____ exceptional - performance exceeds expectations
- _____ proficient - adequate progress
- _____ developing/needs improvement - performance does not meet domains
- _____ unsatisfactory - performance is unacceptable

Domain 3

- 1. *Insert board member name* Rating: _____
- 2. *Insert board member name* Rating: _____
- 3. *Insert board member name* Rating: _____
- 4. *Insert board member name* Rating: _____
- 5. *Insert board member name* Rating: _____
- 6. *Insert board member name* Rating: _____
- 7. *Insert board member name* Rating: _____

Sum of ratings: _____

Quotient after step 3 (dividing sum of ratings by the number of ratings): _____

Collective Rating by the Board for this Domain:

_____exceptional - performance exceeds expectations

_____proficient - adequate progress

_____developing/needs improvement - performance does not meet domains

_____unsatisfactory - performance is unacceptable

Domain 4

1. *Insert board member name* Rating:_____

2. *Insert board member name* Rating:_____

3. *Insert board member name* Rating:_____

4. *Insert board member name* Rating:_____

5. *Insert board member name* Rating:_____

6. *Insert board member name* Rating:_____

7. *Insert board member name* Rating:_____

Sum of ratings: _____

Quotient after step 3 (dividing sum of ratings by the number of ratings): _____

Collective Rating by the Board for this Domain:

_____exceptional - performance exceeds expectations

_____proficient - adequate progress

_____developing/needs improvement - performance does not meet domains

_____unsatisfactory - performance is unacceptable

Domain 5

1. *Insert board member name* Rating:_____

2. *Insert board member name* Rating:_____

3. *Insert board member name* Rating:_____

4. *Insert board member name* Rating:_____

5. *Insert board member name* Rating:_____

6. *Insert board member name* Rating: _____

7. *Insert board member name* Rating: _____

Sum of ratings: _____

Quotient after step 3: _____

Collective Rating by the Board for this Domain:

_____ exceptional - performance exceeds expectations

_____ proficient - adequate progress

_____ developing/needs improvement - performance does not meet domains

_____ unsatisfactory - performance is unacceptable

Domain 6

1. *Insert board member name* Rating: _____

2. *Insert board member name* Rating: _____

3. *Insert board member name* Rating: _____

4. *Insert board member name* Rating: _____

5. *Insert board member name* Rating: _____

6. *Insert board member name* Rating: _____

7. *Insert board member name* Rating: _____

Sum of ratings: _____

Quotient after step 3 (dividing sum of ratings by the number of ratings): _____

Collective Rating by the Board for this Domain:

_____ exceptional - performance exceeds expectations

_____ proficient - adequate progress

_____ developing/needs improvement - performance does not meet domains

_____ unsatisfactory - performance is unacceptable