

Superintendent Appraisal Instrument II-2

School Year:

Superintendent:

School District:

Directions: *Following the presentation of the superintendent's accountability report, board members should collaboratively complete this document. This instrument is designed to follow Section I. The scores and subsequent comments should reflect the consensus of the board. Should a score of "below expectations" be awarded for any objective, comments must be provided that clearly specify the reasons for the score along with suggestions for improvement.*

2. Provide instructional leadership that promotes the success of all students.

- 2.1 Assess, report, and demonstrate improvement in student achievement, attendance, graduation rate, and other indicators of student performance.
- 2.2 Conduct ongoing assessment of the needs of all students, all student groups, and other district needs in order to effectively establish district priorities.
- 2.3 Implement effective instructional planning methods and strategies to anticipate, assess, and appropriately respond to local, national, and global occupational and economic trends.
- 2.4 Facilitate the effective coordination and integration of district and campus curricular and extracurricular programs.
- 2.5 Establish partnerships with parents, businesses, institutions of higher learning, and community groups to strengthen instructional programs and support district goals.
- 2.6 Ensure that effective student recognition programs are implemented at the campus and district level.

Superintendent Comments:

Board Comments:

Exceeds Expectations Meets Expectations Below Expectations

3. Provide leadership for the development, implementation, and support of a district culture conducive to learning.

- 3.1 Establish and support a district culture that promotes learning, high expectations, and academic rigor for self, student, and staff performance.
- 3.2 Facilitate the implementation of sound, research-based theories and techniques of classroom management; student discipline; and school safety to ensure an environment conducive to learning.
- 3.3 Conduct and analyze district/school climate inventories for effective, responsive decision making.
- 3.4 Frame, analyze, and resolve problems using appropriate problem-solving techniques and decision-making skills.
- 3.5 Develop, implement, and evaluate change processes to improve organizational effectiveness.
- 3.6 Diagnose and improve organizational health/morale by the implementation of strategies and programs designed to provide ongoing assistance and support to student and staff.

Superintendent Comments:

Board Comments:

Exceeds Expectations Meets Expectations Below Expectations

4. Provide leadership in the development of a shared vision for school improvement.

- 4.1 Facilitate the development and implementation of a shared district vision that focuses on the improvement of teaching and learning.
- 4.2 Implement strategies for the involvement of all stakeholders in planning processes, and facilitate planning between constituencies.
- 4.3 Institute strategies to effectively monitor planning processes to ensure the accomplishment of district goals and objectives.
- 4.4 Allocate resources to support the implementation of the district vision and goals.
- 4.5 Recognize and celebrate contributions of staff and community towards the realization of the district's vision.

Superintendent Comments:

Board Comments:

Exceeds Expectations Meets Expectations Below Expectations

5. Provide leadership to enhance instructional delivery systems for the improvement of classroom instruction and student learning

- 5.1 Establish processes for the ongoing improvement and/or implementation of instructional techniques to ensure that all students are provided relevant and engaging learning experiences.
- 5.2 Implement a collaborative process for the continued, systematic renewal and assessment of curriculum to ensure appropriate scope, sequence, content, and alignment.
- 5.3 Evaluate and provide direction for improving curriculum in ways that are based upon sound, research-based practices.
- 5.4 Develop, implement, and evaluate a comprehensive professional development program designed specifically to address areas of identified district, campus, and/or staff need.
- 5.5 Encourage and facilitate the use of technology, telecommunications, and information systems to enrich the curriculum and enhance learning.

Superintendent Comments:

Revised 12/04

Board Comments:

Exceeds Expectations Meets Expectations Below Expectations

6. Provide leadership for the effective management of human resources.

- 6.1 Implement appropriate management techniques and group processes to define roles, delegate activities and responsibilities, and determine accountability for goal attainment.
- 6.2 Implement comprehensive strategies for employee evaluation that includes both formative and summative evaluation processes.
- 6.3 Develop and institute strategies for the recognition of exemplary performance of students and staff both formally and informally.
- 6.4 Develop, implement, and evaluate change processes to improve student and adult learning, and to ensure a conducive learning environment.
- 6.5 Demonstrate and apply appropriate knowledge of personnel policies and rules, and certification requirements and standards.
- 6.6 Implement effective strategies for staff recruitment, selection, induction, development, and promotion.
- 6.7 Actively recruit qualified staff that reflect the diversity of the community.

Superintendent Comments:

Board Comments:

Exceeds Expectations Meets Expectations Below Expectations

7. Provide leadership for the effective management of support services, budget, and facilities.

- 7.1 Prepare and administer appropriate budgets by obtaining competent financial analysis, seeking alternative funding sources, and implementing internal/external audit systems.
- 7.2 Employ strategies of participation to the budget process to enable a variety of stakeholder input into budget allocation.
- 7.3 Acquire, allocate, and manage district resources to ensure the effective support of all students, schools, and programs.
- 7.4 Perform effective budget planning, management, monitoring, and reporting.
- 7.5 Implement strategies to ensure that the physical plant, equipment, and support systems operate safely, efficiently, and effectively to maintain a conducive learning environment.
- 7.6 Apply all applicable legal concepts, regulations, and statutes to school operations.
- 7.7 Manage effectively one's own time and the time of others.
- 7.8 Implement and oversee appropriate administrative procedures and practices to reduce the risk of fraud.

Superintendent Comments:

Board Comments:

Exceeds Expectations Meets Expectations Below Expectations

8. Provide leadership in the development and support of school/business/community partnerships.

- 8.1 Develop and implement systematic methods for effective internal and external communication.
- 8.2 Communicate the school district vision, student and district needs, and district priorities to the community and the media.
- 8.3 Establish partnerships with parents, area businesses, institutions of higher education, and community groups to strengthen district programs and to support district goals.
- 8.4 Implement effective strategies for systematically communicating with and gathering input from all stakeholders.
- 8.5 Provide leadership for developing a positive rapport between the schools and the community.
- 8.6 Participate in service oriented activities in the community.
- 8.7 Respond in an ethical and skillful way to constituents and the media.
- 8.8 Write and speak clearly and effectively.

Superintendent Comments:

Board Comments:

Exceeds Expectations Meets Expectations Below Expectations

<p>9. Model and promote professional and ethical conduct.</p>
<p>9.1 Model the highest standard of conduct, ethical principles, and integrity in decision making, actions, and behaviors. 9.2 Demonstrate commitment to learning through participation in professional organizations, study of current professional literature, and participation in professional development. 9.3 Disseminate new developments in education and research on educational practices to others in the district and community. 9.4 Implement effective strategies as a means to gather comprehensive evaluative information regarding performance. 9.5 Model and promote multicultural awareness, gender sensitivity, and the appreciation of diversity in the education community. 9.6 Serve as an articulate spokesperson for the importance of education to the community and to society in general. 9.7 Maintain personal physical and emotional wellness.</p>
<p>Superintendent Comments:</p>

Board Comments:

Exceeds Expectations Meets Expectations Below Expectations

10. Provide leadership for the development of effective superintendent/board relations.

- 10.1 Facilitate the delineation of superintendent and board roles and the articulation of mutual expectations.
- 10.2 Develop and utilize a systematic means for the communication of pertinent information to members of the board.
- 10.3 Provide the board with periodic data regarding student performance.
- 10.4 Prepare and recommend district policies to improve student learning and district performance.
- 10.5 Prepare and recommend district policies that comply with state and federal requirements.
- 10.6 Provide frequent opportunities for members of the board to participate in training relevant to their role.

Superintendent Comments:

Revised 12/04

Board Comments:

Exceeds Expectations Meets Expectations Below Expectations

Summary Comments:

Superintendent: _____

Date: _____

Board President: _____

Date: _____

Board Member: _____

Date: _____

Board Member: _____

Date: _____

Board Member: _____

Date: _____

Board Member: _____

Date: _____

Board Member: _____

Date: _____

Board Member: _____

Date: _____