

NHSBA APPENDIX CBI-R

EVALUATION OF THE SUPERINTENDENT

The SAU Board shall conduct a minimum of one (1) annual formal evaluation of the Superintendent.

Members of the Board will first evaluate the Superintendent independently, using a written form adopted by the Board for this purpose. The Board will convene to discuss the assessments and to prepare a composite evaluation. The composite evaluation will be discussed by the full Board and the Superintendent. The Board and the Superintendent will each retain a copy of the written evaluation report.

Evaluation of the Superintendent shall be conducted in such manner as to:

1. Provide positive and constructive feedback to the Superintendent that will support and promote the Superintendent's professional growth and development;
2. Help the Board evaluate its work in planning the educational program in this community; and
3. Strengthen the working relationship between the Board and the Superintendent by providing a comprehensive vehicle of communication.
4. Identify strengths and weaknesses of the Superintendent, and make appropriate recommendations.

See Superintendent Evaluation Form

-- Sample --

SUPERINTENDENT EVALUATION FORM

Name of Superintendent _____

Date _____

All items rated with a "1" require additional explanation. The reverse side of the page may be used for explanations and additional comments.

3 - Commendable

2 - Meets Expectations

1 - Needs Improvement

ADMINISTRATION

3 2 1

1. Exerts strong educational leadership, develops a strong management team, and delegates responsibility. _____
2. Establishes and maintains a sound plan of organization and assignment of staff personnel which will provide the proper framework for accomplishing District objectives. _____
3. Fulfills the Board's goals and policies successfully. _____
4. Demonstrates skill in developing long-range planning activities based on program needs and enrollment projections. _____
5. Employs a team effort in analyzing, planning, implementing, and evaluating policies, programs, and personnel. _____
6. Implements procedures to carry out a continuous program of evaluation. _____
7. Recommends for employment personnel who have proper certification and skills for the position. _____
8. Organizes the roles and responsibilities of staff members so as to optimize their effectiveness and to encourage harmonious relationships among various segments of the school system. _____
9. Provides to the Board and the general public an organized and informative annual report of the state of the District. _____
10. Maintains liaison with state and federal legislators, as well as other outside agencies, in efforts to accomplish legislation needed for school improvement. _____

Rating for this Category

In the area of administration, what is the strongest asset? _____

COMMENTS: _____

What specific area could be most improved? _____

INSTRUCTION

3 2 1

- | | | |
|-----|--|-------|
| 1. | Provides overall leadership in the development and implementation of a productive instructional delivery system. | _____ |
| 2. | Identifies and facilitates instruction and student achievement as the focal point of the School District. | _____ |
| 3. | Identifies instructional objectives in terms of students and implements programs to meet the diverse needs of students. | _____ |
| 4. | Capitalizes on the abilities and talents of the professional staff in curriculum development, implementation, and evaluation. | _____ |
| 5. | Provides to staff throughout the system the time for organization and the resources required to improve instruction. | _____ |
| 6. | Provides for continued monitoring and evaluation of instructional activities. | _____ |
| 7. | Promotes high academic expectations and standards for students. | _____ |
| 8. | Incorporates useful new ideas into the instruction program. | _____ |
| 9. | Maintains a working knowledge of current educational research, reports useful new concepts and shares that information with the Board. | _____ |
| 10. | Keeps the Board informed on the analysis, planning, implementation, and evaluation of instructional activities. | _____ |
| 11. | Keeps the community informed of the program of instruction and plans for improvement. | _____ |

Rating for this Category

COMMENTS: _____

In the area of instruction, what is the strongest asset? _____

What specific area could be most improved? _____

RELATIONSHIP WITH THE BOARD

3 2 1

- 1. Works with the Board in the areas of analyzing, planning, implementing and evaluating policies. _____
- 2. Informs the Board on issues, operations, the instruction program, and needs of the school system. _____
- 3. Informs the Board on educational activities at the state and national levels. _____
- 4. Has an harmonious working relationship and maintains a professional relationship with members of the Board. _____
- 5. Interprets and supports Board policy and decisions to the public and staff. _____
- 6. Provides the Board members with reports and information which will enable them to sufficiently review the operations of the district. _____
- 7. Gives constructive advice and guidance to the Board regarding possibilities for District improvement. _____
- 8. States his/her convictions in matters before the Board. _____
- 9. Utilizes the strengths of individual Board members and the Board itself in the decision-making process. _____
- 10. Offers professional advice to the Board on items requiring Board action, with appropriate recommendations based on thorough study and analysis. _____

Rating for this Category

COMMENTS: _____

In the area of Board relationship, what is the strongest asset? _____

What specific area could be most improved? _____

RELATIONSHIP WITH THE STAFF

3 2 1

- 1. Includes the participation of faculty and staff in the establishment and the implementation of District-wide goals, objectives, and programs. _____
- 2. Facilitates high standards of performance for all staff members. _____
- 3. Facilitates evaluation of staff performance as required by state law and by Board policy. _____
- 4. Facilitates two-way communication and interaction with staff. _____
- 5. Promotes programs for staff growth and development. _____
- 6. Strives to maintain positive morale by:
 - a. minimizing arbitrary decision-making and favorites; _____
 - b. giving fair and impartial treatment to all parties in a dispute; and _____
 - c. giving recognition and appreciation for a job well done. _____
- 7. Instills confidence and self-respect among staff. _____
- 8. Meets and confers with employee groups representing the interests and directives of the Board. _____
- 9. Communicates effectively the concerns of employee groups to the Board and Board responses to these concerns to employee groups. _____

Rating for this Category

COMMENTS: _____

In the area of staff relationship, what is the strongest asset? _____

What specific area could be most improved? _____

RELATIONSHIP WITH THE COMMUNITY

3 2 1

- 1. Facilitates communication within the community through an effective public information program based on the needs and successes of the district. _____
- 2. Seeks meaningful community involvement in the establishment, _____

- implementation, and evaluation of district-wide goals, objectives, priorities, and programs. _____
3. Develops and maintains a cooperative relationship with the news media. _____
 4. Establishes a procedure for studying and acting on complaints, criticisms, and concerns of individuals and/or community. _____
 5. Is actively involved in community arenas. _____
 6. Maintains a professional posture with other public officials and community leaders. _____
 7. Has the ability to face controversy and work effectively with it. _____
 8. Understands and responds to the unique and changing needs of the community. _____
 9. Accepts and solicits input from interested groups and individuals in the decision-making process. _____

Rating for this Category

COMMENTS: _____

In the area of community relationships, what is the strongest asset? _____

What specific area could be most improved? _____

PERSONAL QUALITIES

3 2 1

1. Sustains physical and mental health and appropriate energy to cope with the Superintendent's tasks. _____
2. Defends principle and conviction in the face of pressure and partisan influence, yet is able to compromise. _____
3. Maintains high standards of ethics, honesty, and integrity in all personal and professional matters. _____
4. Uses English effectively in dealing with staff members, the Board and the public. _____
5. Speaks well before large and small groups, expressing ideas in a logical and forthright manner. _____
6. Accepts and shares failure as well as success. _____
7. Is able to identify and discuss own strengths and weaknesses. _____
8. Welcomes questions and open discussion when presenting ideas. _____

9. Exercises good judgment and involves appropriate others in the decision-making process. _____

10. Maintains a balance of professional development by reading, attending conferences, working on professional committees, visiting other Districts and meeting with other Superintendents. _____

Rating for this

Category

COMMENTS: _____

In the area of personal qualities, what is the strongest asset? _____

What specific area could be most improved? _____

In the area of Board relationship, what is the strongest asset? _____

What specific area could be most improved? _____

FINANCIAL

3 2 1

1. Keeps informed of the needs of the school program -- supplies, equipment, plant, and facilities. _____

2. Assumes responsibility for overall financial planning for the District, including short-term priorities and long-range planning. _____

3. Coordinates the preparation of the annual budget utilizing teacher and staff input; submits the budget to the Board for input and approval. _____

4. Evaluates financial needs and makes timely recommendations for adequate funding. _____

5. Determines that funds are spent and invested wisely; ensures that adequate controls and accounting are achieved. _____

6. Provides leadership in solving major problems and achieving maximum utilization of resources. _____

Rating for this Category

In the area of finances, what is the strongest asset? _____

