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Model 2:

Iowa School Boards Association

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# SAMPLE 1: Superintendent Evaluation Form



## PART I Job Responsibilities

**STANDARD #1: A superintendent is an educational leader who promotes the success of all students facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community.**

**Sample Performance Indicators**

- 1.1 Sets priorities in the context of improving student achievement.
- 1.2 Articulates and promotes high expectations for teaching and student learning.
- 1.3 Develops, communicates, and implements a collective vision of comprehensive school improvement.
- 1.4 Formulates comprehensive school improvement plans (CSIP), goals, and change efforts with staff and community.
- 1.5 Formulates procedures for gathering, analyzing and using district data for decision-making.

<b>Supporting Evidence:</b> _____ _____ _____ _____ _____	<b>Summary Rating</b>  Satisfactory  Unsatisfactory
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**STANDARD #2: A superintendent is an educational leader who promotes the success of all students by advocating, nurturing and sustaining a school culture and instructional program conducive to student learning and staff professional development.**

**Sample Performance Indicators**

- 2.1 Provides leadership for annually assessing and setting priorities on student and district needs.
- 2.2 Evaluates and provides direction for improving school district programs.
- 2.3 Examines student achievement data, disaggregates data and creates improvement plans.
- 2.4 Provides leadership for assessing, developing and improving school environment and culture.
- 2.5 Provides leadership encouragement, opportunities, and structure for all staff to continually design more effective teaching and learning experiences for all students.
- 2.6 Evaluates and provides direction for improving instructional strategies.
- 2.7 Develops and offers opportunities that respond to staffs' needs for professional development.
- 2.8 Encourages and facilitates the use of technology to improve teaching and learning
- 2.9 Encourages and supports personal and professional development among staff.
- 2.10 Demonstrates awareness of professional issues and developments in education.
- 2.11 Develops and revises as needed his/her own professional development plan for continued improved performance.

<b>Supporting Evidence:</b> _____ _____ _____ _____ _____	<b>Summary Rating</b>  Satisfactory  Unsatisfactory
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**STANDARD #3: A superintendent is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment.**

**Sample Performance Indicators**

- 3.1 Analyzes and reports on student achievement, attendance, and graduation rate.
- 3.2 Monitors distribution of district resources based on the district's school improvement plan.
- 3.3 Provides direction and support for periodic review of curriculum and school policies and procedures.
- 3.4 Evaluates performance of staff and takes appropriate follow-up action.
- 3.5 Complies with district personnel policies and rules.
- 3.6 Demonstrates the ability to improve performance of staff members.
- 3.7 Monitors recruitment and selection of district personnel and holds staff accountable for performance.
- 3.8 Demonstrates knowledge and keeps well informed of funding sources.
- 3.9 Effectively manages both revenues and expenditures of the district budget.
- 3.10 Facilities are maintained and upgraded according to a district developed plan.
- 3.11 Effectively and consistently applies the legal requirements for personnel selection, retention, and dismissal.
- 3.12 Ensures that policies and rules are uniformly observed and enforced.
- 3.13 Implements a collaborative approach to policy development on student discipline.
- 3.14 Formulate and implement plans for internal staff communications.

<b>Supporting Evidence:</b> _____	<b>Summary Rating</b>
_____	Satisfactory
_____	Unsatisfactory
_____	
_____	

**STANDARD #4: A superintendent is an educational leader who promotes the success of all students by collaborating with families and community members, responding to diverse community interests and needs, and mobilizing community resources.**

**Sample Performance Indicators**

- 4.1 Provides leadership for improving parent/student/community involvement in the schools.
- 4.2 Promotes, demonstrates, and supports clear two-way communication at all levels of the community school district.
- 4.3 Formulates and implements plans for external communication, including communication of the school district priorities to the community and media.
- 4.4 Provides community service and leadership for developing a positive rapport between the schools and the community.

<b>Supporting Evidence:</b> _____	<b>Summary Rating</b>
_____	Satisfactory
_____	Unsatisfactory
_____	
_____	

**STANDARD #5: A superintendent is an educational leader who promotes the success of all students by acting with integrity, fairness, and in an ethical manner.**

**Sample Performance Indicators**

- 5.1 Conducts oneself in an ethical, trustworthy and professional manner in the school environment, board and community.
- 5.2 Demonstrates awareness of professional issues and developments in education.
- 5.3 Treats everyone with fairness.
- 5.4 Demonstrates integrity in all actions.
- 5.5 Establishes practices to promote personal, physical, and emotional health.

<b>Supporting Evidence:</b> _____	<b>Summary Rating</b>
_____	Satisfactory
_____	Unsatisfactory
_____	
_____	

**STANDARD #6: A superintendent is an educational leader who promotes the success of all students by understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context.**

**Sample Performance Indicators**

- 6.1 Serves as an articulate spokesperson for the welfare of all members of the learning community.
- 6.2 Demonstrates respect for diversity in students, staff, and programs.
- 6.3 Advocates in the political environment for issues beneficial to improving teaching and learning.
- 6.4 Communicates clearly and substantively to the community about district issues and performance.
- 6.5 Provides leadership with the board for defining superintendent and board roles, mutual expectations, procedures for working together, and formulating district policies.
- 6.6 Recommends district policy in consideration of state and federal requirements and local expectations.
- 6.7 Knows and supports the district school improvement plan and accurately reports progress on goals.

<b>Supporting Evidence:</b> _____	<b>Summary Rating</b>
_____	Satisfactory
_____	Unsatisfactory
_____	
_____	

**PART II – Job Targets**

List up to five (5) significant job targets and measurable outcomes to be accomplished by the superintendent during the next 12-months that will best move the system forward in achieving the district’s long-term goals.

7.1 Target: \_\_\_\_\_  
Measurable Outcome: \_\_\_\_\_  
Comments: \_\_\_\_\_  
\_\_\_\_\_

7.2 Target: \_\_\_\_\_  
Measurable Outcome: \_\_\_\_\_  
Comments: \_\_\_\_\_  
\_\_\_\_\_

7.3 Target: \_\_\_\_\_  
Measurable Outcome: \_\_\_\_\_  
Comments: \_\_\_\_\_  
\_\_\_\_\_

7.4 Target: \_\_\_\_\_  
Measurable Outcome: \_\_\_\_\_  
Comments: \_\_\_\_\_  
\_\_\_\_\_

7.5 Target: \_\_\_\_\_  
Measurable Outcome: \_\_\_\_\_  
Comments: \_\_\_\_\_  
\_\_\_\_\_

<b>Supporting Evidence:</b> _____ _____ _____ _____ _____	<b>Summary Rating</b>  Satisfactory  Unsatisfactory
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**PART III – Overall Summary [Check (✓) one in each row]**

Job Responsibilities:	Satisfactory	Unsatisfactory
Standard 1		
Standard 2		
Standard 3		
Standard 4		
Standard 5		
Standard 6		
Job Targets:		
<b>Summative Rating:</b>		

**Significant Achievements:**

**Areas for Growth:**

**Superintendent Comments:**

**Board Comments:**

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Superintendent's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Evaluation Period: \_\_\_\_\_, 200\_\_ to \_\_\_\_\_, 200\_\_

Board President's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**SAMPLE 2 – Professional Growth Plan**

Please identify two performance growth goals that capitalize on your professional talents/strengths and one growth goal that would enhance an area of improvement for you by supplying the following information: (Use a separate form for each goal)

Professional Goal:	Action Steps:	Deadline:	Evidence of progress toward success	Peer Coach:
	1.			
	2.			
	3.			

Professional Growth Plan Reviewed by: \_\_\_\_\_

Date: \_\_\_\_\_

**SAMPLE 3– Remediation Target**

A Remediation Target should be identified for each standard or significant performance indicator identified and supported with evidence as unsatisfactory by a majority of board members. A separate target should be written for each performance indicator. The number of targets should be limited to no more than five (5). The evaluator and superintendent should mutually agree on the target to be achieved, supporting evidence or measurable outcome, action plan, and timelines. The timelines should be completed within the next 12-month evaluation cycle.

Remediation Target Number: \_\_\_\_\_ Date Target Developed: \_\_\_\_\_

A. Performance Indicator to be Remediated: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

B. Remediation target including measurable outcome(s) and timeline(s) (what do we want to accomplish?):  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

C. Plan for achieving target: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

D. Evaluation and Supporting Evidence: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

E. Summary Rating: \_\_\_\_\_ Satisfactory \_\_\_\_\_ Unsatisfactory  
Board Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Superintendent Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
Board President Date

\_\_\_\_\_  
Superintendent Date



