

**EVALUATION OF THE SUPERINTENDENT  
(Appraisal Instrument)**

**I. REVIEW OF SUPERINTENDENT RESPONSIBILITIES**

Key:

1. Unsatisfactory - Performance is clearly below the level of acceptability. The Superintendent has not kept pace with changing requirements or job performance is spasmodic or deteriorating seriously.
2. Needs Improvement - Performance is below expected levels of the position and/or lacking in important result areas.
3. Satisfactory - Performance meets expected standards and results are achieved. The required skills and knowledge are in evidence, and occasionally performance exceeds job requirements.
4. Above Average - Performance is consistently above established standards and job knowledge clearly exceeds requirements.
5. Outstanding - Outstanding performance which far exceeds standards.

**Rating**  
**BOE   Supt.**

**Relationships with the Board**

1. Keeps the Board informed on issues, needs, and operation of the school system.
2. Offers professional advice to the Board on items requiring Board action, with appropriate recommendations based on thorough study and analysis.
3. Supports Board policy and actions to the public and staff.
4. Has a harmonious working relationship with the Board.
5. Accepts his responsibility for maintaining liaison between the Board and personnel, working toward a high degree of understanding and respect between the staff and the Board and the Board and the staff.
6. Remains impartial toward the Board, treating all Board members alike.
7. Bases his position with regard to matters discussed by the Board upon principle and is willing to maintain that position without regard for its popularity until an official position has been reached, after which time he supports the decision of the Board, as long as he remains in its employ.

Additional Comments:

**Rating**  
**BOE Supt.**

**Community Relationships**

8. Gains respect and support of the community on the conduct of the school operation.
9. Solicits and gives attention to problems and opinions of all groups and individuals.
10. Develops friendly and cooperative relationships with the news media.

Additional Comments:

**BOE Supt.**

**Staff and Personnel Relationships**

11. Develops and executes sound personnel procedures and practices.
12. Delegates authority to staff members appropriate to the position each holds.
13. Recruits and assigns the best available personnel in terms of their competencies.
14. Evaluates performance of staff members, giving commendation for good work as well as constructive suggestions for improvement.

Additional Comments:

**BOE Supt.**

**Educational Leadership**

15. Understands and keeps informed regarding all aspects of the instructional program.
16. Organizes a planned program of staff evaluation and improvement.
17. Inspires others to highest professional standards.

Additional Comments:

**BOE Supt.**

**Business and Finance**

18. Keeps informed on needs of the school program--plant, facilities, equipment, and supplies.
19. Supervises operations, insisting on competent and efficient performance.
20. Evaluates financial needs and makes recommendations for adequate financing.

Additional Comments:

**BOE Supt.**

**Personal Qualities (Continued on next page.)**

21. Defends principle and conviction in the face of pressure and partisan influence.
22. Maintains high standards of ethics, honesty, and integrity in all personal and professional matters.
23. Devotes his time and energy effectively to his job.

**BOE Supt.**

**Personal Qualities (cont.)**

- 24. Demonstrates his ability to work well with individuals and groups.
- 25. Uses language effectively in dealing with staff members, the Board and the public.
- 26. Writes clearly and concisely.

Additional Comments:

**II. REVIEW OF GOALS**

**Editor’s Note: In this section each district goal from the prior year is listed and the Board rates the Superintendent on “Leadership,” “Managed Process,” and “Overall Status” in meeting the goal.**

**EXAMPLES ONLY>>>>**

- A. Assess district’s space needs based upon anticipated educational program needs, including the long—range technology plan, and make recommendations relative to any additional space requirements.**

Provided Leadership	Superior	Effective	Adequate	Unsatisfactory
Managed Process	Superior	Effective	Adequate	Unsatisfactory
Overall Status	Completed	In Progress	Action	Deferred

Additional Comments:

**B. Evaluate the Special Education program with a focus upon the effectiveness of intervention strategies prior to referral, referral rate trends, compliance with LEPs and the summer program and make appropriate recommendations for improvement.**

Provided Leadership	Superior	Effective	Adequate	Unsatisfactory
Managed Process	Superior	Effective	Adequate	Unsatisfactory
Overall Status	Completed	In Progress	Action Deferred	

Additional Comments:

**C. Assess existing youth development practices and programs, which promote responsible behavior while fostering respect and tolerance for others, and make appropriate recommendations for improvement.**

Provided Leadership	Superior	Effective	Adequate	Unsatisfactory
Managed Process	Superior	Effective	Adequate	Unsatisfactory
Overall Status	Completed	In Progress	Action Deferred	

Additional Comments:



**D. Develop a process that will assure articulation, consistency and alignment of the instructional program to support New York State Standards and Assessments at grades K4, 5-8 and 9-12 to ensure continuous improvement in student achievement at the proficient and distinction levels.**

Provided Leadership	Superior	Effective	Adequate	Unsatisfactory
Managed Process	Superior	Effective	Adequate	Unsatisfactory
Overall Status	Completed	In Progress	Action Deferred	

Additional Comments:

Approved by the Board of Education for discussion with the Superintendent of Schools on \_\_\_\_\_.

President of the Board

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

**Discussed with the Superintendent of Schools on \_\_\_\_\_.**

President of the Board

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

Superintendent

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