

Superintendent Evaluation

At the January 3rd board meeting, Dr. Morris stated, “I believe this board has become too administratively focused and must return to its function of providing vision and direction. We must empower our superintendent to act and evaluate her results.” What I have outlined for your consideration is a framework that enables us to identify specific goals, allows her to develop tasks to accomplish these goals, and provides opportunity for an ongoing dialog about what is important to our district – student success.

In preparing this framework I reviewed a number of different articles, evaluation tools and solicited feedback from a variety of people.

“The superintendent is the chief executive officer of the school district. A proper evaluation of the superintendent is crucial to the advancement of the educational program, the relationship between the board and the superintendent, the fairness with which a board deals with its superintendent, and to the perception the school staff and the community have of the board” Sharp, W. L., (1989) Evaluating your superintendent. *Ohio School Board Journal*.

During a conversation that I had with Cathy Milligan, she referenced the *Interstate School Leaders Licensure Consortium Standards for School Leaders*, from which I have referenced the 6 standards.

Standards for School Leaders

Standard 1

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

- **vision and mission are effectively communicated** and modeled to staff, parents, students, and community members
- **barriers** to achieving the vision are **identified, clarified and addressed**
- **existing resources are sought and obtained to support** the implementation of the school mission and goals

Standard 2

A school administrator is an educational leader **who promotes the success of all students by advocating, nurturing and sustaining a school culture and instruction program conducive to student learning and staff professional growth.**

- **professional development promotes a focus on student learning** consistent with the school vision and goals
- **diversity is considered** in developing learning experiences
- **technologies are used** in teaching and learning
- **student achievement data**, focusing on continuous improvement

Standard 3

A school administrator is an educational leader **who promotes the success of all students by ensuring management of the organization, operation, and resources for a safe, efficient, and effective learning environment.**

- operational procedures are designed and managed to **maximize opportunities for successful learning**
- **collective bargaining and other contractual agreements** related to the school are effectively managed
- the school plan, **equipment and support systems operate safely**, efficiently and effectively
- **financial, human and material resources** are aligned to the goals of the school

Standard 4

A school administrator is an educational leader **who promotes the success of all students by collaborating with faculty and community members, responding to diverse community interests and needs, and mobilizing community resources.**

- **relationships** with community leaders are identified and nurtured
- there is **outreach** to different business, religious, political, and service organizations
- **partnerships** are established with area businesses, institutions of higher education, and community groups to strengthen programs and support school goals

- **diversity is recognized** and valued
- public resources and **funds are used appropriately and wisely**
- **community collaboration** is modeled for staff

Standard 5

A school administrator is an educational leader **who promotes the success of all students with integrity, fairness, and in an ethical manner.**

- examines and considers the **prevailing values** of the diverse school community
- opens the school to **public scrutiny**
- applies **laws and procedures** fairly, wisely, and considerably

Standard 6

A school administrator 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.**

- the **environment** in which schools operate is influenced on behalf of students and their families
- **communication occurs among the school community** concerning trends, issues, and potential changes in the environment in which schools operate
- **lines of communication are developed** with decision makers outside the school community

What does the evaluation process look like?

1. Goal Setting (not tasks) – Within the framework approved by the board the superintendent and board members identify goals that reflect these standards for the year.
2. Annual Evaluation tool is written.
3. Superintendent reviews Evaluation tool and responds in writing to the board president or designee. Written response will include action plans for implementation.
4. Superintendent reports regularly to board in writing regarding progress toward goals. These reports help update the board on progress toward achieving annual goals and provide feedback to the superintendent on how this progress is viewed by the board.

5. Gather feedback (survey monkey) on superintendent's performance from key stakeholders in the district, including board members, teachers, administrators, support staff, community leaders and parents. (Given the limited opportunities school board members have to observe superintendent directly on the job, the use of multiple raters produces a more valid assessment of her performance.)
6. Superintendent completes self-evaluation and submits to board president or designee.
7. Board members individually complete evaluation tool.
8. Board meets in executive session to come to consensus on her achievement of goals.
9. Board presents evaluation summary to superintendent and together establishes goals for next year.

Next Step

Schedule executive session to discuss specific goals.