

Superintendent Standards Survey Form

A high quality Superintendent evaluation process helps develop good Board/Superintendent relationships, provides clarity of roles, creates common understanding of the leadership being provided and provides a mechanism for public accountability.

Standard 1: Leadership and District Culture

This standard stresses the Superintendent's performance in leadership through empowering others, visioning, helping shape school culture and climate, and understanding multicultural and ethnic differences.

Performance Indicators:

(Do not rate individual indicators. These are listed only to help you think about the standard.)

- 1.1 Facilitates a community process to develop and implement a shared vision that focuses on improving student achievement.
- 1.2 Promotes academic rigor that focuses on learning and excellence for schools.
- 1.3 Creates and supports a community of learners that empowers others to reach high levels of performance to achieve the school's vision.
- 1.4 Models learning for staff and students.
- 1.5 Promotes understanding and celebrating school/community cultures.
- 1.6 Promotes and expects a school based climate of tolerance, acceptance and civility.
- 1.7 Develops, implements, promotes and monitors continuous improvement processes.

The Superintendent's performance for Standard 1 is:

- _____ Unacceptable
- _____ Needs Improvement
- _____ Good
- _____ Excellent
- _____ Outstanding

Standard 2: Policy and Governance

Work with the Board to formulate internal and external district policy, defining mutual expectations of performance with the Board and demonstrating good school governance to staff, students and the community at large.

Performance Indicators:

(Do not rate individual indicators. These are listed only to help you think about the standard.)

- 2.1 Understands and articulates the system of public school governance and differentiates between policy-making and administrative roles.
- 2.2 Establishes procedures for Superintendent/Board interpersonal and working relationships.
- 2.3 Understands and interprets the role of federal, state and regional governments, policies and politics and their relationships to local districts and schools.
- 2.4 Uses legal counsel in governance and procedures to avoid civil and criminal liabilities.

The Superintendent's performance for Standard 2 is:

- Unacceptable
- Needs Improvement
- Good
- Excellent
- Outstanding

Standard 3: Communications and Community Relations

This standard emphasizes the skills necessary to establish effective two-way communications not only with students, staff and parents, but the community as a whole including beneficial relationships with the media. It also stresses responding to community feedback and building community support for the district.

Performance Indicators:

(Do not rate individual indicators. These are listed only to help you think about the standard.)

- 3.1 Develops formal and informal techniques to gain external perceptions of district.
- 3.2 Demonstrates effective communication skills (written, verbal and non-verbal contexts, formal and informal settings, large and small group and one-on-one environments).
- 3.3 Promotes involvement of all stakeholders to fully participate in the process of schooling.
- 3.4 Establishes effective school/community relations, school/business partnerships and public service.
- 3.5 Understands the role of media in shaping and forming opinions as well as how to work with the media.

The Superintendent's performance for Standard 3 is:

_____ Unacceptable

_____ Needs Improvement

_____ Good

_____ Excellent

_____ Outstanding

Standard 4: Organizational Management

This standard requires the Superintendent to gather and analyze data for decision making and for making recommendations to the Board. It stresses the skills necessary to meet internal and external customer expectations and to effectively allocate resources.

Performance Indicators: (Do not rate individual indicators. These are listed only to help you think about the standard.)

- 4.1 Demonstrates budget management including financial forecasting, planning, cash-flow management, account auditing and monitoring.
- 4.2 Develops and monitors long-range plans for school and district technology and information systems, making informed decisions about computer hardware and software, and staff development and training needs.
- 4.3 Demonstrates knowledge of school facilities and develops a process that builds internal and public support for facility needs, including bond issues.
- 4.4 Establishes procedures and practices for dealing with emergencies such as weather, threats to the school, student violence and trauma.

The Superintendent's performance for Standard 4 is:

- Unacceptable
- Needs Improvement
- Good
- Excellent
- Outstanding

Standard 5: Curriculum Planning Development

This standard addresses the Superintendent's skills in staying up-to-date in curriculum, teaching, learning and testing theories. It requires the Superintendent to make sound recommendations for learning technologies.

Performance Indicators: (Do not rate individual indicators. These are listed only to help you in thinking about the standard.)

- 5.1 Develops core curriculum design and delivery system based on content and assessment standards and best practices.
- 5.2 Establishes curriculum planning to anticipate occupational trends and school-to-career needs.
- 5.3 Uses child development and learning theories and the process to create developmentally appropriate curriculum and instruction.
- 5.4 Includes the use of computers, the Internet, networking, distance learning and other technologies in educational programming.
- 5.5 Assesses student progress using a variety of appropriate techniques.
- 5.6 Involves faculty and stakeholders in enhancement and renewal of curriculum to ensure alignment of curriculum, instruction and assessment.

The Superintendent's performance for Standard 5 is:

- Unacceptable
- Needs Improvement
- Good
- Excellent
- Outstanding

Standard 6: Instructional Leadership

Standard #5 addresses what is to be taught; this standard emphasizes how it should be taught. It emphasizes the skills required to ensure that the most effective teaching techniques are in place and that all instructional resources are used to maximize student achievement. This standard also requires applying research and best practices with respect to diversity sensitivities.

Performance Indicators: (Do not rate individual indicators. These are listed only to help you think about the standards.)

- 6.1 Collaboratively develops, implements and monitors change process to improve student and adult learning.
- 6.2 Implements appropriate safety and security practices in schools.
- 6.3 Formulates plan to assess appropriate teaching methods, classroom management and strategies for all learners.
- 6.4 Analyzes available instructional resources including applications of technology and assign them in cost effective and equitable manner to enhance student outcomes.
- 6.5 Establishes instructional strategies that include cultural diversity and differences in learning styles.
- 6.6 Applies effective methods of providing, monitoring, evaluating and reporting student achievement and uses good research and assessments to improve the learning process.
- 6.7 Encourages various staffing patterns, student grouping plans, class scheduling plans, school organizational structures, and facilities design processes to support various teaching strategies and desired student outcomes.

The Superintendent's performance for Standard 6 is:

- _____ Unacceptable
- _____ Needs Improvement
- _____ Good
- _____ Excellent
- _____ Outstanding

Standard 7: Human Resources Management

This performance standard requires skills in developing and implementing a staff performance-evaluation system. It also requires skills in applying ethical, contractual and legal requirements for personnel selection, development, retention, promotion and dismissal.

Performance Indicators: (Do not rate individual indicators. These are listed only to help you think about the standard.)

- 7.1 Demonstrates use of system and staff evaluation data for personnel policies, decision-making, promotion of career growth and professional development.
- 7.2 Identifies and applies appropriate policies, criteria, and processes for the recruitment, selection, induction, compensation and separation of personnel with attention to issues of equity and diversity.

The Superintendent's performance for Standard 7 is:

- Unacceptable
- Needs Improvement
- Good
- Excellent
- Outstanding

Standard 8: Values and Ethics of Leadership

This standard requires the understanding and modeling of appropriate value systems, ethics and moral leadership. It also requires Superintendents to exhibit multicultural and ethic understanding and to coordinate with social agencies and human services to help students grow and develop as caring, informed citizens.

Performance Indicators: (Do not rate individual indicators. These are listed only to help you think about the standard.)

- 8.1 Exhibits multicultural and ethnic understanding and sensitivity.
- 8.2 Describes role of schooling in a democratic society.
- 8.3 Manifests a professional code of ethics and demonstrates personal integrity.
- 8.4 Models accepted moral and ethical standards in all interactions.
- 8.5 Explores and develops ways to find common ground in dealing with difficult and divisive issues.
- 8.6 Promotes the establishment of moral and ethical practices in every classroom, every school, and throughout the district.

The Superintendent's performance for Standard 8 is:

- _____ Unacceptable
- _____ Needs Improvement
- _____ Good
- _____ Excellent
- _____ Outstanding

Standard 9: Employee Relations

This performance standard requires the Superintendent to have a comprehensive working knowledge of employee relations and collective bargaining. This includes Interest Based Bargaining (IBB) as well as traditional bargaining techniques. The Superintendent is expected to provide technical advice to the Board during IBB discussions and negotiations, to understand and effectively administer the current contract and to keep abreast of any legislation which might affect labor relations in the District.

Performance Indicators: (Do not rate individual indicators. These are listed only to help you think about the standard.)

- 9.1 Develops bargaining strategies based upon collective bargaining laws and processes.
- 9.2 Identifies contract language issues and propose modification.
- 9.3 Participates in the collective bargaining processes as determined by the Board.
- 9.4 Establishes productive relationships with bargaining groups while managing contracts effectively.

The Superintendent's performance for Standard 9 is:

- Unacceptable
- Needs Improvement
- Good
- Excellent
- Outstanding