

EXHIBIT A

**Superintendent Evaluation Forms -  
Performance Standards – Indicators**

Note: Each Performance Standard has descriptive indicators listed below. These descriptive indicators suggest objective measures to consider; **do not rate each descriptive indicator separately**. Only rate the overall Performance Standard.

<b>1</b>	<b>STUDENT LEARNING</b>  <i>◇Ensures that a district-wide process is in place to regularly assess student learning, analyze achievement data, and change/alter instructional practices to increase academic achievement ◇Establishes a Data Management System that ensures all data is clean, reliable, valid and meaningful to relevant staff ◇Regularly shares data and generates reports to all key stakeholders in a meaningful manner, using the information to draw conclusions and develop solutions for the continual effectiveness of programs, practices and procedures ◇Supports the use of surveys with students for the purpose of gathering information for programmatic changes and an improved school learning environment ◇Promotes the belief that all students will master rigorous academic standards ◇Assesses student progress throughout the school year ◇ Works with team/board to develop policies and procedures to optimize student learning.</i>
<b>2</b>	<b>LEADERSHIP AND DISTRICT CULTURE</b>  <i>◇ Facilitates a community process to develop and implement a shared vision that focuses on improving student achievement ◇Promotes and expects a school-based climate of respect, acceptance and civility that is monitored continually ◇The superintendent creates and implements practices and procedures that promote safe school environments for staff, students and parents ◇Crisis plans exist and are routinely practiced.</i>
<b>3</b>	<b>CURRICULUM PLANNING &amp; DEVELOPMENT</b>  <i>◇Develops effective core curriculum and implementation based on content and assessment standards and best practices ◇Provides final oversight of curriculum framework as it aligns with the Department of Education’s Standards Aligned System (SAS), ensuring the K-12 curriculum’s adherence to the six (6) key components: clear standards, fair assessments, curriculum framework, instruction, materials and resources, and interventions ◇Encourages curriculum planning to anticipate and recognize occupational trends and workforce needs, including the content and skills needed for successful living in the 21<sup>st</sup> century ◇Incorporates and encourages the use of technological resources, online tools, networking, distance learning venues and other technologies in educational programming ◇Involves faculty and stakeholders of student learning in enhancement and renewal of curriculum to ensure alignment of curriculum, instruction and assessment ◇ Keeps focus on student achievement ◇Facilitates development and implementation of long and short term educational goals for the district ◇Provides professional development opportunities for staff to promote the effective transfer of learning into the classroom environment.</i>

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<b>4</b>	<b>INSTRUCTIONAL LEADERSHIP</b>  <i>◇Collaboratively develops, implements and monitors change process to improve student achievement ◇Assesses appropriate research-based teaching strategies and interventions, including best practices for classroom management and meeting the learning needs of all students ◇Analyzes available instructional resources including applications of technology and assigns them in cost effective and equitable manner to enhance student outcomes ◇Promotes active student engagement by supporting teacher implementation of strategies that motivate all students ◇Adopted programs are fully implemented and effectiveness regularly monitored ◇Feedback about effective instruction is encouraged ◇Ensures teacher evaluation process effectively addresses the ongoing professional performance needs of the staff ◇Supports presence of personalization and an environment of shared respect and open feedback within all schools ◇Provides staff development for best instructional practices.</i>
<b>5</b>	<b>POLICY AND GOVERNANCE</b>  <i>◇Understands and articulates the system of public school governance and differentiates between policy-making and administrative roles ◇Establishes procedures for superintendent/board interpersonal and working relationships ◇Uses legal counsel in governance and procedures to prevent/respond to civil and criminal liabilities ◇The superintendent assists the board in developing clear policies that meet federal and state requirements ◇The superintendent understands and communicates legal liability to the district ◇The superintendent serves as a resource to the board in developing, adopting, and updating policies ◇Procedures are aligned with board policy and comply with laws, rules, and regulations ◇Allocates resources to support the compliance of local, state, and federal policies and mandates.</i>
<b>6</b>	<b>VALUES AND ETHICS OF LEADERSHIP</b>  <i>◇The superintendent manifests a professional code of ethics and demonstrates personal integrity in all interactions ◇Describes role of schooling in a democratic society ◇Explores and develops ways to find common ground in dealing with difficult and divisive issues ◇Promotes the establishment of moral and ethical practices in every classroom, every school, and throughout the district ◇The superintendent promotes opportunities for growth in professional competence for staff, administrators, and self.</i>
<b>7</b>	<b>ORGANIZATIONAL MANAGEMENT</b>  <i>◇Demonstrates budget management including financial forecasting, planning, cash flow management, and account monitoring ◇Establishes procedures and practices for dealing with emergencies such as weather, threats to the school, student violence and trauma ◇Recommends appropriate budget that reflects district goals for student achievement ◇District expenses do not exceed revenues; if this occurs, a plan is developed and presented to the board for remediation within an acceptable timeline ◇Finances are managed in accordance with GASB and GAAP standards ◇Annual audit shows no deficiencies and recommendations are effectively implemented ◇Prepares and recommends appropriate budget revisions to the board ◇Regularly reports to the board on district budget, finances, and funding issues ◇Seeks alternative funding sources ◇Complies with state and federal mandates and local board policies ◇Manages fiscal and physical resources responsibly, efficiently, and effectively.</i>

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<b>8</b>	<b>HUMAN RESOURCES MANAGEMENT</b>  <i>◇Demonstrates use of system and staff evaluation data for personnel policies, decision-making, promotion of career growth and professional development ◇Identifies and applies appropriate policies, criteria, processes for the recruitment, selection, induction, compensation, and dismissal of personnel ◇Staff is treated fairly and held accountable ◇Operations are clearly defined, communicated, and implemented ◇Rewards excellence and addresses unsatisfactory performance and needed improvement ◇Personnel contracts are adhered to ◇Identifies contract language issues and proposes modifications ◇Participates in the collective bargaining processes as determined by the board ◇Establishes productive relationships with bargaining groups while managing contracts effectively ◇Develops district procedures for hiring staff ◇Ensures opportunities are provided for orientation, mentoring, and ongoing staff support and learning.</i>
<b>9</b>	<b>COMMUNITY RELATIONS</b>  <i>◇Promotes involvement of all stakeholders to fully participate in the process of schooling ◇Understands the role of media in shaping and forming opinions as well as how to work with the media ◇Works to ensure that parents communicate satisfaction with school experiences ◇Community members are involved in school activities ◇Process is in place to listen to and resolve complaints ◇Encourages collaborative relationships with business, industry, government, and public service organizations.</i>
<b>10</b>	<b>BOARD RELATIONS</b>  <i>◇Supports the board president to maximize the effectiveness of board operations ◇Regularly informs the board about the business of the district and alerts the board about critical issues and areas that may have an impact on the district ◇Maintains a future focus on emerging trends and research ◇Follows agreed-upon board-superintendent guidelines and policies ◇Meets deadlines and follows up on commitments and assignments ◇Provides adequate meeting materials and background information ◇Invites board participation in district activities ◇Contributes to a climate of teamwork ◇Encourages board development ◇Works with the board to establish goals and plans for the future ◇Openly accepts board input and is responsive to board directions.</i>