

ASSISTANT TO THE SUPERINTENDENT
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PART A: EVALUATION FORM FOR THE ASSISTANT TO THE SUPERINTENDENT

Name: _____

Evaluation Year: _____

School Assignment/Position: _____

Total Years of Administrative/Teaching Experience: _____

Evaluation of the effectiveness of being an administrator is basic to improved instruction and professional growth. The criteria listed in each category of performance will assist both administrators and evaluators in the evaluation process and in order to draw conclusions regarding the overall effectiveness of administrators. Administrators will be rated as highly effective, effective, improvement necessary, or ineffective based on the evaluation criteria and student growth data.

Evaluators Will Use the Following Rubrics to Score Each Question:

Highly Effective - Performance consistently exhibits multiple strengths that have a strong, positive impact on students and the school climate. Counselor serves as a model. Areas for professional growth are self-directed. Score = 3

Effective - Performance typically exhibits multiple strengths that favorably impact students and the school climate. Counselor serves as a model in some areas. Areas for professional growth are generally self-directed. Score = 2

Improvement Necessary - Performance typically exhibits strengths that impact favorably on students and school climate. Areas of professional growth can be identified. Score = 1

Ineffective - Performance frequently exhibits weaknesses that negatively impact students and the school climate. Areas for professional growth will be identified, and an improvement plan will be developed. Direct and immediate intervention is required by administrator. Score = 0

Administrator Effectiveness: The demands and accountability requirements placed upon public schools and the scarcity of resources makes the assistant superintendent position one requires that they are efficient, effective and economical stewards of the school corporation.

This position is one that depends upon communication skills, sound business practices and effective planning. Scoring is a 3, 2, 1 or 0 for each question with 45 points possible

- _____ 1. There is evidence that the administrator exudes high expectations for employees under their supervision;
- _____ 2. Manages the property tax funds in Capital Projects, School Bus Replacement in an cost effective manner.
- _____ 3. Monitors the effectiveness of the systems involved and/or conducts the recruiting, hiring, and support of effective workers who are diligent individuals who fit the school district culture.
- _____ 4. Treats staff fairly in monitoring the time and/or evaluation procedures to consistently improve their performance.
- _____ 5. Follows state law in obtaining quotes and bids on various purchases and projects.
- _____ 6. Operates and maintains corporation facilities as required.
- _____ 7. Operates and maintains the transportation vehicles as required.
- _____ 8. Tracks remediation plans and stays in frequent communication with employees on improvement plans to ensure necessary support is occurring.
- _____ 9. Supports a school-wide vision and/or mission through Goal #3 of the AdvancED/NCA plan.
- _____ 10. Monitors and measures progress toward the Goal #3 AdvancED/NCA plan.. The administrator will frequently revisit and discuss the goals to ensure appropriateness and rigor.
- _____ 11. Prepares budgets for the school board in property funds in Capital Projects, School Bus Replacement and Transportation funds.
- _____ 12. Operates and maintains the school lunch program as required.
- _____ 13. Operates and maintains the CARES program as required.
- _____ 14. Effectively works with principals and assistant principals in the maintenance and cleaning of the buildings.
- _____ 15. Communicates effectively with the school corporation insurance agents concerning different issue that arise.

_____ **Total score out of 45 points possible**

Evidence:

Leadership Actions: Assistant Superintendents are deliberate in making decisions to maintain communications and with other administrators, parents, students employees. Certain leadership actions are critical to achieving transformative results: (1) modeling the personal behavior that sets the tone for all student and adult relationships in the school; (2) building relationships to ensure all key stakeholders work effectively with one another; and (3) developing a school-wide

culture of expectations aligned to the AdvancED/NCA Goal #3. Scoring is a 3, 2, 1 or 0 for each question with 45 points possible

- _____1. Modeling professional, ethical, and respectful behavior at all times, while expecting students and colleagues to display professional, ethical and respectful behavior at all times, as well.
- _____2. Articulates and communicates appropriate behavior to all stakeholders, while creating mechanisms, systems, and/or incentives to motivate staff/students/colleagues to do so.
- _____3. Establishes and monitors yearly, monthly, weekly and daily priorities and objectives by identifying and consistently prioritizing activities by placing the highest-emphasis on student achievement.
- _____4. Develops systems that actively solicit feedback and help from all key stakeholders. Acts upon feedback when appropriate to shape strategic priorities aligned to student achievement
- _____5. Consistently achieves and/or exceeds expected goals (as established with evaluator) by regularly identifying, communicating, and addressing the school's most significant obstacles.
- _____6. Supports and creates opportunities to establish potential partnerships with groups/organizations.
- _____7. Messaging and monitoring the impact of key concepts (school's goals, needs, plans, successes and failures) by interacting with a variety of stakeholders (students, families, community groups, central office, teacher associations, etc.) and utilizing a variety of communications approaches (face-to-face conversations, newsletters, websites, presentations, etc.).
- _____8. Using and guiding others to utilize effective strategies to work toward consensus for change and improvement while monitoring the success of such strategies, revising strategies, and securing cooperation and/or building consensus from key stakeholders in implementing change and driving improvement.
- _____9. Benchmarking and setting clear, high performance expectations for staff that model high performing schools. This includes setting clear expectations (and creating systems and approaches to monitor such) regarding practices in the corporation.
- _____10. Creating ambitious goals and priorities that are accepted as fixed and immobile, which have systems to monitor and celebrate the progress towards achievements of such goals.
- _____11. Goals and priorities are clearly articulated with high expectations for all staff, including rules and procedures that maintain a safe and positive culture which reflect a demonstration of the values, beliefs, and attitudes that inspire staff and students to higher levels of achievement.
- _____12. Data will be used as a basis for informed decision-making by the administrator and staff which is transparent, communicated to all stakeholders, monitored to formulate action plans, and includes review of further areas for additional data.
- _____13. Works in cooperation with the superintendent in the development of the budget, in negotiations and with day-to-day operations.
- _____14. Effectively manages Workman's Compensation Insurance and claims.
- _____15. Effectively manages VEBA accounts with vendors.

_____ **Total score out of 45 points possible**

Evidence:

Managerial Leadership: Administrators manage their fiscal resources with integrity and the best interest of students in mind. They focus their fiscal resources on student learning and ensure that the corporation buildings provide the best learning atmosphere possible. Facilities are safe, well-maintained, and available to support student and community activities. Scoring is a 3, 2, 1 or 0 for each question with 6 points possible

_____ 1. Help develop, leverage, and prioritize resources to fully fund corporation initiatives necessary to maintain a safe and clean learning environment while monitoring and meeting all fiscal, physical and personnel resources efficiently and effectively.

_____ 2. Meets or exceeds all state and IDOE health and safety standards. Standard operating procedures will include community access to facilities through a developed and well-maintained facility use procedure(s).

_____ **Total score out of 6 points possible**

Evidence:

Professionalism: Administrators display the highest degree of integrity, character, and ethics at all times. They are exemplary examples to both students and staff and are highly respected by their staff and their communities. An atmosphere of trust and respect is evident in the interaction of staff and students. Scoring is a 3, 2, 1 or 0 for each question with 9 points possible

_____ 1. Conscientiously and routinely studies and maintains the school's compliance with local/state/national laws and district policies while ensuring that professional, ethical and respectful behavior is maintained at all times.

_____ 2. Communicates and demonstrates mechanisms, systems, and/or incentives that establish the expectation of students and colleagues valuing diversity, encouraging an inclusive environment, and display of professional, ethical, and respectful behavior by staff and students at all times.

_____ 3. Exhibits excellence in attendance, models punctuality for meetings, and establishes timelines/routines/mechanisms/procedures/policies for timely/methodical communication to staff and students of events, required meetings, building/district/state report completion, etc.

_____ **Total score out of 9 points possible**

Evidence:

Mandatory Core of Employment: The Assistant to the Superintendent is given one evaluation point through their ongoing professional core of performance necessary for success. These include the following mandatory areas: Attends school events as needed and expected; is cooperative with peers and supervisors; follows all rules, procedures, board policies and mandates set forth by the school corporation; and sets the example for his/her staff for timeliness and attendance. **Pass = 1 point; Failure = 0 points and placed on improvement plan with mandatory improvement or termination at the end of the second school year.**

_____ **One Point or No Points Awarded**

Evidence: (None needed unless an area is deemed Improvement Necessary to maintain his/her position.)

Part A Total Overall Score: _____ (Out of a total 100 points possible)

Part A Evaluation Summary Comments:

PART B EVALUATION FORM FOR THE ASSISTANT TO THE SUPERINTENDENT

An Assistant to the Superintendent receives the same grade as his/her corporation but only after two years in the job.

- Grade of A = 100 points = Highly Effective
- Grade of B = 80 points = Effective
- Grade of C = 60 points = Improvement Necessary
- Grade of D = 40 points = Improvement Necessary
- Grade of F = 20 points = Ineffective

Bonus points = 15 for Four Star School Status

Evidence: (None needed unless an area is deemed Improvement necessary to maintain his/her position.)

Part B Total Overall Score: _____ (Out of a total 100 points possible)

Part B Evaluation Summary Comments:

Part A and Part B Total

Ineffective	Improvement Necessary	Effective	Highly Effective
Performance frequently exhibits weaknesses that negatively impact students, staff, and the school climate. Points 40 - 79	Performance typically exhibits strengths that impact students, staff, and school climate. Point 80 - 119	Performance typically exhibits multiple strengths that favorably impact students, staff, and the school climate. Points 120-159	Performance consistently exhibits multiple strengths that have strong, positive impact on students, staff, and the school climate. Point 160-200

Total Points

Part A Total Score _____

Part B Total Score _____

Part A and B Total Score _____ (Out of a total 200 points possible)

Signatures

School Year _____

Date of Post Conference Evaluation Meeting _____

Evaluator's Signature

I acknowledge that I have reviewed and discussed this evaluation.

Administrator's Signature

(Administrator's signature does not automatically indicate agreement.)