

# APPENDIX 5

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## Model Examples

The Evaluations System Work Group working on the Montana Educator Performance Appraisal System (Montana-EPAS) found it very difficult to come up with one single model superintendent evaluation instrument. The Evaluations System Work Group recognizes the differences in size of school districts, the make-up of local trustees, and the models of governance. The model superintendent evaluation instrument examples that follow are meant to reflect the differences in approaches that trustees and superintendents may take in effective evaluation. For example, some trustees and superintendents find that a narrative response works well and leads to a rich discussion during the evaluation process. In other instances, trustees and superintendents may find a numerical ranking works best. In any case, the most important element in effective evaluation is that the evaluation instrument should lead to a rich discussion of the performance of the superintendent and the success of the district.

These models are not the only superintendent evaluation instruments that can work – please feel free to adopt, adapt, or re-create your own instrument. The goal of the Evaluations System Work Group is for this process guide to assist you as you develop your evaluation instrument and the process you will use for an effective superintendent evaluation.



**Superintendent Evaluation (Example #4)**

*Note: This Example refers to the superintendent job description. Please check the references to reflect your superintendent job description.*

**COMPONENTS OF EFFECTIVE ADMINISTRATION**

**1. Serves as chief executive officer of the trustees.**

(Refer to superintendent’s job description – sections \_\_\_\_\_)

**Rating:** \_\_\_\_\_ Exceeds expectations

\_\_\_\_\_ Meets expectations

\_\_\_\_\_ Does not meet expectations

**Comments (including suggestions for improvement and commendations):**

**The following bulleted items, below, serve as examples to illustrate our collective understanding of the superintendent’s responsibilities. The list is not intended to be either exhaustive or complete:**

- Proposes and implements policies of the school board.
- Reports to the school board about the status of programs, personnel, and operations of the district.
- Facilitates the decision-making process for the board by making sound recommendations for board action which are consistent with the district’s vision, mission statements, and board goals.
- Communicates as liaison between the school board and school personnel.
- Informs the school board about statutes and rules of the State of Montana, federal laws, and current trends and developments in education.
- Prepares and distributes notices and agendas of meetings to the school board.
- Keeps school board adequately informed of the superintendent’s activities, particularly those activities affecting the functioning of the school district.
- Attends meetings of the board and takes part in deliberations, but does not vote.
- Ensures the filing of all reports required by statute or regulation.

**2. Acts as the educational leader of the schools.**

(Refer to superintendent’s job description – sections \_\_\_\_\_)

**Rating:** \_\_\_\_\_ Exceeds expectations

\_\_\_\_\_ Meets expectations

\_\_\_\_\_ Does not meet expectations

**Comments (including suggestions for improvement and commendations):**

**The following bulleted items, below, serve as examples to illustrate our collective understanding of the superintendent’s responsibilities. The list is not intended to be either exhaustive or complete:**

- Supervises all administrative staff.
- Oversees planning and evaluation of curriculum and instruction.
- Devises procedures for adopting textbooks and other instructional materials for approval by the school board.
- Visits schools on a regular basis.
- Maintains a current knowledge of developments in curriculum and instruction through continuing education.
- Supervises staff development.
- Keeps the public informed about modern educational practices, educational trends, and the practices and problems of the school district.
- Administers and supervises the educational program of the district.
- Shows respect in dealing with the public, board, and district staff.

**3. Directs community relations activities.**

(Refer to superintendent’s job description – section \_\_\_\_\_)

**Rating:** \_\_\_\_\_ Exceeds expectations

\_\_\_\_\_ Meets expectations

\_\_\_\_\_ Does not meet expectations

**Comments (including suggestions for improvement and commendations):**

**The following bulleted items, below, serve as examples to illustrate our collective understanding of the superintendent’s responsibilities. The list is not intended to be either exhaustive or complete:**

- Establishes and maintains a program of public relations to keep the public well informed of the activities and needs of the school district.
- Responds to concerns expressed in the community.
- Maintains contacts with the news media.
- Maintains a recognized presence in community activities.
- Involves the community in planning and problem solving for the schools.
- Represents the district with other school systems, social institutions, business firms, government agencies and the general public.

**4. Oversees staff personnel management.**

(Refer to superintendent’s job description – section \_\_\_\_\_)

**Rating:** \_\_\_\_\_ Exceeds expectations

\_\_\_\_\_ Meets expectations

\_\_\_\_\_ Does not meet expectations

**Comments (including suggestions for improvement and commendations):**

The following bulleted items, below, serve as examples to illustrate our collective understanding of the superintendent’s responsibilities. The list is not intended to be either exhaustive or complete:

- Organizes recruitment of personnel.
- Assigns personnel to schools and offices.
- Ensures administration of personnel policies and programs.
- Implements an evaluation process for all personnel.
- Maintains up-to-date job descriptions for all personnel.
- Encourages staff initiative and participation in planning and decision making.

**5. Oversees student personnel services.**

(This item is not in the superintendent’s job description)

**Rating:**        \_\_\_\_\_ Exceeds expectations  
                      \_\_\_\_\_ Meets expectations  
                      \_\_\_\_\_ Does not meet expectations

**Comments (Including suggestions for improvement and commendations):**

The following bulleted items, below, serve as examples to illustrate our collective understanding of the superintendent’s responsibilities. The list is not intended to be either exhaustive or complete:

- Ensures adequate student record system.
- Implements policies and programs relating to behavior and discipline of students.
- Oversees programs for health and safety of students.
- Communicates as liaison between schools and community social agencies.

**6. Oversees financial management**

(Refer to superintendent’s job description – sections \_\_\_\_\_)

Rating: \_\_\_\_\_ Exceeds expectations  
\_\_\_\_\_ Meets expectations  
\_\_\_\_\_ Does not meet expectations

**Comments (Including suggestions for improvement and commendations):**

**The following bulleted items, below, serve as examples to illustrate our collective understanding of the superintendent’s responsibilities. The list is not intended to be either exhaustive or complete:**

- Prepares and proposes a balanced district budget in accordance with the law.
- Approves and directs, in accordance with the law and regulations of the board, purchases and expenditures within the limits of the budget.
- Maintains a complete and accurate inventory of district assets.
- Reports to the school board on financial condition of the schools.
- Establishes procedures for procurement of equipment and supplies.

**7. Oversees facilities management.**

(Refer to superintendent’s job description – section \_\_\_\_\_)

Rating: \_\_\_\_\_ Exceeds expectations  
\_\_\_\_\_ Meets expectations  
\_\_\_\_\_ Does not meet expectations

**Comments (Including suggestions for improvement and commendations):**

The following bulleted items, below, serve as examples to illustrate our collective understanding of the superintendent’s responsibilities. The list is not intended to be either exhaustive or complete:

- Prepares long- and short-range plans for facilities and sites.
- Ensures the maintenance of school property and safety of personnel and property.
- Inspects school property on a regular basis.
- Supervises utilization of school property in accordance with board policy.
- Monitors any construction, renovation and demolition of school facilities.
- Represents the school before local or state agencies controlling building requirements or providing financing for buildings.

*Please rate the performance and efforts of the superintendent to accomplish the district’s goals.*

8. School District Goals for the \_\_\_\_\_ School Year: