

HORSEHEADS CENTRAL SCHOOL DISTRICT

**EVALUATION OF THE SUPERINTENDENT OF
SCHOOLS**

July 1, 2012 **TO** June 30, 2013

BY: _____
Board Member's Signature

DATE: _____

HORSEHEADS CENTRAL SCHOOL DISTRICT
Timeline for the Annual Evaluation of the Superintendent of Schools
(Pursuant to the Employment Agreement)

DATE	EVALUATION OF THE SUPERINTENDENT
On or before, September 1 of each year	The Superintendent shall provide to the Board a written statement of the annual goals and objectives which the Superintendent intends to concentrate on during the upcoming school year. The Board shall review said goals and objectives. (Contract clause #8.a.)
December Board of Education Mtg. each year	The Board will conduct a mid-year assessment with the Superintendent related to the Superintendent's progress towards the agreed upon goals and objectives. (Contract clause #8.b.)
First of March of each year	On or about March 1 of each year, the Superintendent shall notify the Board of Education of the Board's obligation to evaluate the Superintendent, determine his salary for the upcoming year, contract extension, and any other terms and conditions of employment, prior to May 31. (Contract clause #7) Admin. Assistant to the Superintendent will distribute the Supts.' annual evaluation document to members of the Board of Education in March with a return deadline.
April Board of Education Mtg. each year	The Board shall meet in Executive Session to review annual evaluation results and any contract changes (as per Contract clause #8.c.—The Board shall meet to conduct an annual evaluation of the performance of the Superintendent during each year of his Employment Agreement and shall provide the Superintendent with a written evaluation to be discussed in an executive session of the Board, no later than May 31.
May Board of Education Mtg. each year	The Board of Education will act upon the Superintendent's contract at the May Board of Education meeting.

RM:cmk:071211
RM:SuptAnnualEvalTimeline

INTRODUCTION AND PURPOSE

The primary purpose of the Superintendent's evaluation is the improvement of his/her performance and professional growth. The performance evaluation requires the Board and Superintendent to address the Superintendent's goals and to define areas and priorities for improvement. An effective evaluation process should provide the foundation for a good Superintendent-Board Relationship.

THE PROCESS :

Completion Date	Item
Summer	Superintendent establishes goals in collaboration with the Board; and Board approves goals based upon previous evaluation and Board discussions
December	Mid-year review of progress on goals
April	Year-end evaluation
May	Act upon Superintendent's Contract

INSTRUCTIONS ON USE OF APPRAISAL FORM

- A. Each Board member completes an appraisal form. In this phase of the evaluation process, each Board member works independently--without consulting any other Board member--to rate the performance of the Superintendent. Written comments relating to any item are encouraged. Comments with specific reference to documents or events are particularly valuable for any unusual ratings.
- B. The Superintendent will complete an appraisal form as a self-evaluation.
- C. Completed forms from individual Board members are returned to the Cathy Knowles (before the deadline).
- D. Cathy Knowles will compile the data. Scores will be recorded in groupings (i.e., 3/As, 2/Bs, etc.).
- E. A copy of the composite evaluation is given to each Board member prior to the evaluation meeting with the Superintendent. This is a confidential document and should not be shared with people other than the Board members. The President of the Board will see that the Superintendent gets a copy of the final evaluation prior to the evaluation meeting. The Superintendent's self-assessment will be used as a point of reference by the Superintendent during the evaluation meeting.
- F. The Superintendent is given the opportunity to submit written comments to the various sections of the appraisal form. The Superintendent's written comments will be attached to the final evaluation form.

SCORING METHOD TO BE USED IN THIS EVALUATION

Based on your observations of and interactions with the Superintendent of Schools, please respond to each question using the past year as a frame of reference. All responses will be kept confidential.

For your review and consideration, the Superintendent's goals are attached to this evaluation.

Please use the following scale to respond to the statements which are provided. If unsure of an answer, feel free to respond with an "IS" for "Insufficient Information."

SCALE

H	Highly Effective	The Superintendent excels in this category
E	Effective	The Superintendent's performance is effective and meets the Board's expectations
D	Developing	The Superintendent needs to concentrate on this area
I	Ineffective	The Superintendent's performance in this category is unacceptable to the Board
IS	Insufficient Information	The Superintendent cannot be evaluated in this category due to insufficient information

EVALUATION OF THE SUPERINTENDENT

SCALE

H—Highly Effective

E—Effective

D—Developing

I—Ineffective

IS—Insufficient Information

1.00 RELATIONSHIP WITH THE BOARD

- _____ 1.1 Prepares an agenda setting forth all known items of business to be conducted at the next Board meeting.
- _____ 1.2 Prepares ongoing communications to the Board which contain accurate information which effectively updates them on any operational, contractual, or legal issues pertaining to the District.
- _____ 1.3 Offers professional advice and appropriate options to the Board on items requiring Board action, with recommendations reflecting thorough study, analysis, and prior experience.
- _____ 1.4 Gives honest, thoughtful, and well-reasoned opinions and reactions to issues.
- _____ 1.5 Uses Board members' time wisely.
- _____ 1.6 Is sensitive and responsive to the concerns of Board members.
- _____ 1.7 Is open to new ideas.
- _____ 1.8 Brings new ideas to the Board.
- _____ 1.9 Acts on own discretion when effectively short-circuiting potential problems not covered by Board policy, and reports such actions to the Board as appropriate
- _____ 1.10 Goes to the Board when he feels a serious difference of opinion exists between him/her and the Board, in an earnest effort to resolve such difference immediately.

- _____ 1.11 Treats all Board members fairly and equitably.
- _____ 1.12 Is accessible to Board members on a reasonable schedule.
- _____ 1.13 Lets the Board know of his expectations of the Board.
- _____ 1.14 Works with the Board as a team.
- _____ 1.15 Develops specific recommendations for policies, procedures and programs to implement the goals established by the Board.

Comments: _____

(When making comments specific to one of the items above, please reference the item number.)

SCALE

H—Highly Effective

E—Effective

D—Developing

I—Ineffective

IS—Insufficient Information

2.00 PERSONNEL

- _____ 2.1 Assumes final responsibility in recommending to the Board the recruitment, selection, assignment, promotion, dismissal, and evaluation of all personnel, as per the organizational chart.
- _____ 2.2 Develops and executes sound personnel practices and procedures.
- _____ 2.3 Recommends the number and types of positions required to provide proper personnel for the operation of the school district.
- _____ 2.4 Provides opportunities and framework for in-service education and staff professional growth.
- _____ 2.5 Reports any violation of personnel policies and regulations and, if necessary, suspends such employees until the next regular Board meeting when known facts relating to the case shall be submitted to the Board for its consideration and action. Manages the employee discipline process.

Comments: _____

(When making comments specific to one of the items above, please reference the item number.)

SCALE

H—Highly Effective

E—Effective

D—Developing

I—Ineffective

IS—Insufficient Information

3.00 RELATIONSHIP WITH COMMUNITY

- _____ 3.1 Represents the District and builds effective relationships in his dealings with other school systems, institutions, agencies, businesses, community organizations, and the general public.
- _____ 3.2 Seeks opportunities to work with other government entities to advance community objectives.
- _____ 3.3 Appropriately responsive to problems and opinions expressed by community groups or individuals.
- _____ 3.4 Has established cooperative relationships with the news media and is readily available for presentations to community organizations about educational practices/trends and the policies, practices, and problems in the District's schools.

Comments: _____

(When making comments specific to one of the items above, please reference the item number.)

SCALE

H—Highly Effective

E—Effective

D—Developing

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IS—Insufficient Information

4.00 FISCAL MANAGEMENT AND RESPONSIBILITY

- _____ 4.1 Directs on-going analysis of income and expenditure controls.
- _____ 4.2 Supervises sound purchasing programs and the District's investment policy.
- _____ 4.3 Supervises long-term planning, including future staff and facility needs.
- _____ 4.4 Supervises the preparation and presentation of the annual budget which is designed to serve the District's needs and works to inform the community of same.
- _____ 4.5 Is familiar with and has financial data readily available for the Board and residents.

Comments: _____

(When making comments specific to one of the items above, please reference the item number.)

SCALE

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5.00 INSTRUCTIONAL LEADERSHIP AND ACCOUNTABILITY

- _____ 5.1 Ensures a safe and secure learning environment for students and staff.
- _____ 5.2 Advocates for and supports the District's goals for improved outcomes at all levels.
- _____ 5.3 Recognizes and can discuss current educational issues and is up to date on current research.
- _____ 5.4 Oversees the District's program to ensure objectives are being achieved in the best possible fashion. (Regularly evaluates programs, pilots, and other educational initiatives for progress in meeting the District's goals.)
- _____ 5.5 Oversees the development and monitoring of student standards by skill and knowledge Pre-K-12.
- _____ 5.6 Supports athletics, arts, and extra-curricular activities as an integral part of a public education.
- _____ 5.7 Organizes a planned program of staff evaluation and improvement.

Comments: _____

(When making comments specific to one of the items above, please reference the item number.)

SCALE

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E—Effective

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6.00 PERSONAL QUALITIES

_____ 6.1 Exhibits good judgment, common sense, and perception.

_____ 6.2 Is poised and controlled in the face of controversy.

_____ 6.3 Communicates effectively, expressing ideas in a logical and forthright manner.

_____ 6.4 Is able to delegate authority and responsibility effectively and to hold subordinates accountable.

_____ 6.5 Assumes responsibility for own professional growth and development, for keeping current with literature and new research findings and for attending appropriate professional meetings.

_____ 6.6 Shows enthusiasm about education.

Comments: _____

(When making comments specific to one of the items above, please reference the item number.)

The above has been reviewed by the Board and the Superintendent and reflects the Board's evaluation of the Superintendent.

Board President

Superintendent

Date: _____

RalphMarino/Supts Revised Eval Form Feb 28, 2013