

GSBA Example Superintendent Evaluation Instrument

7/1/2021 - 6/30/2022

Demonstration Only

This evaluation instrument is provided as an example only. The goals, indicators and evidence statements listed are random excerpts from individual superintendent evaluation instruments utilized throughout Georgia. Each Governance Team (school board and superintendent) should identify and design their own superintendent instrument with their specific goals, indicators and evidence with performance measures. Key components for the Superintendent Evaluation Instrument should include:

- **Goals:** Goals are governance areas of responsibilities, broad in scope but narrow enough to be defined and addresses the operational functions and the effectiveness of the school system.
- **Indicators:** Indicators are action items that describe what is expected to be accomplished within each goal area. One or multiple indicators may be necessary to accomplish the goal.
- **Evidence:** Evidence is a listing of performance measures and/or data documents that will define the progress made on accomplishing the identified indicator.
- **Rating Scale:** The governance team should choose the method of rating for each goal area whether a numeric scale, progress scale, and/or written comments only. The final superintendent evaluation report usually is completed on the goal area. However, the governance team may elect to rate each indicator and make a summary rating for the final evaluation report. This example provides a rating scale on each Goal area instead of a rating scale for each indicator.
- **Comment Section:** The instrument is designed to capture each board member's comments by goal areas when individual board members complete the evaluation process. For the final official evaluation report to the superintendent, the board, by consensus, may elect to provide an overall comment summary to be included vs. the individual board member comments. **{This is a governance team decision.}**

IMPORTANT: Regardless, the governance team should define and mutually agree at the beginning of the evaluation period the key components of the evaluation instrument, the process and timelines of conducting the evaluation throughout the school year, and especially,

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the official final evaluation date and process to be utilized. Throughout the year, the superintendent can report the evidence performance measures, which are identified with each indicator. The board may conduct evaluation updates quarterly, but at least annually, the board is required to conduct the superintendent evaluation on an approved instrument.

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Goal I. Continuous Improvement in Student Achievement

Description

The superintendent serving as the primary instructional leader will organize and provide leadership to ensure continuous improvement in student achievement for district students and as agreed upon by the governance team, the superintendent will...

{Note: The governance team agrees on evidence to evaluate indicators}

Indicator(s)
<p>I. Assure that each High School will develop a plan of action to increase the district's graduation rate by increasing the completion rates for each grade level (9-12).</p> <p>Evidence</p> <p>Sample evidence that might be relevant for increasing the completion rate/graduation rate could be:</p> <ol style="list-style-type: none">1. Grade Completion Rates reports for grades 9-12: Target improvement: increase three percent each year for each grade level2. Reports on System's High School(s) Graduation Rate: Target improvement: increase graduation rate by five percent each year for the next three years in all high schools
<p>II. Increase reading, math and writing scores in grades 3, 5, and 8.</p> <p>Evidence</p> <ol style="list-style-type: none">1. Student Achievement reported on State Assessment: Target improvement: increase number of students that meet or exceed state assessments in reading, math, and writing by three percent each year for the next three years in identified grades.
<p>III. Increase or maintain the number of schools meeting or exceeding the College and Career Ready Performance Index requirements.</p> <p>Evidence</p> <ol style="list-style-type: none">1. Utilizing the College and Career Ready Performance Index criteria established by Georgia Department of Education, complete an analysis of each school's performance data for 2012-2013 school year and provide to the board improvement recommendations for each school to achieve in the next school year.<ul style="list-style-type: none">o CCRPI data reports for each school in systemo Improvement recommendations for each system school to achieve next school year and with focus especially in the areas of Mathematics, implementation of common core, special education learners, English language learners and for high schools the number of students continuing

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Indicator(s)
post-secondary careers.
<p>IV. Develop a district instructional AP program that will address the evidence statements as agreed upon.</p> <p>Evidence</p> <p>Data reports...</p> <ol style="list-style-type: none">1. AP Courses: Target Improvement: Complete a study of the AP program and determine proper AP courses needed.2. AP Students: Target Improvement: Increase student participation in AP program courses by five percent each year for the next three years.3. AP Scores: Target Improvement: Increase the number of students scoring a score of 3 or higher each year for the next three years.
<p>V. Increase student grade point averages in each grade level for students participating in extra-curricular activities at the middle and high school(s).</p> <p>Evidence</p> <p>Data reports...</p> <ol style="list-style-type: none">1. Extra curricula activities: Target Improvement: Increase student participation in extra-curricular activities by ten percent from previous year at MS and HS.2. Grade point averages: Target Improvement: Grade point averages for students participating in extra-curricular activities will increase by five percent per year.
<p>VI. Plan, implement, support and assess instructional programs that enhance teaching and student achievement on the state curriculum standards.</p> <p>Evidence</p> <ol style="list-style-type: none">1. All schools have a published School Improvement Plan and methods for reporting data, achievements accomplished and improvements noted.2. Audit reports conducted on instructional programs that measure the program's effectiveness in improvements of student achievement.

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Rating

- Exceeds Expectations
- Meets Expectations
- Progress but did not Meet
- Needs Improvement

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Goal II. Recruiting and Retaining High-Quality Personnel

Description

Acting as chief executive officer and general supervisor of district employees, the superintendent will implement a personnel program to effectively recruit, select, induct, support and retain highly qualified staff to carry out the district vision and mission.

As agreed upon by the governance team, the superintendent will...

{Note: The governance team determines evidence needed to evaluate indicators}

Indicator(s)
<p>I. Review, recommend job descriptions and maintain adopted job descriptions for staff as required.</p> <p>Evidence</p> <ol style="list-style-type: none">1. Employment opportunities within the system are posted and contain the job description.2. Guidance is provided to the Human Resources department to maintain all job descriptions and to update as necessary.
<p>II. Develop and implement a personnel plan for district employment which addresses all aspects of the stated goal and that meets federal, state and local requirements.</p> <p>Evidence</p> <ol style="list-style-type: none">1. Periodically the superintendent will update the board on the personal plan components and provide demographic data on all components of the stated goal.2. Each fiscal year, the number of highly qualified staff will increase by five percent until 100 percent of instructional teaching staff are highly qualified rated.
<p>III. Recommend personnel actions taken by the board including the employment, assignment and dismissal of personnel in accordance with local board policy and state laws.</p> <p>Evidence</p> <ol style="list-style-type: none">1. Review of superintendent recommendations made to the board on personnel matters and recorded in the minutes of the board meetings.
<p>IV. Plan, implement and manage an approved equitable personnel evaluation system that identifies the strengths and performance improvements needed for all employees.</p> <p>Evidence</p> <ol style="list-style-type: none">1. A systematic employee performance evaluation system for all personnel is developed and professionally implemented.

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<ol style="list-style-type: none">2. Staff development for all system personnel, consistent with performance evaluation results and instructional improvement plans, are planned and implemented with available resources.3. Evidence is provided to the board that personnel evaluation records are maintained in accordance with local board policy and state laws.
<p>V. Periodically, but at least once in any 12 month period, provides necessary documentation on his/her professional performance, using an approved evaluation instrument and follows the evaluation processes mutually agreed upon by the board and the superintendent.</p> <p>Evidence</p> <ol style="list-style-type: none">1. The superintendent collaborates with the board and assists in development of the superintendent evaluation instrument and evaluation processes.2. The superintendent provides documentation for the board to conduct an annual "formal" superintendent evaluation and evaluation results are confidentially filed.3. Based upon superintendent evaluation results, the superintendent participates in agreed upon professional development program plan if needed.
<p>VI. Develop and implement an Attendance Plan with incentives for faculty and staff based upon available resources.</p> <p>Evidence</p> <ol style="list-style-type: none">1. The superintendent annually reviews all system personnel attendance records, applies appropriate incentives and makes suggestions for attendance improvement.
<p>VII. Develop a training program that supports teacher leaders, assistant principals, and principals in the systemic and systematic process of school improvement.</p> <p>Evidence</p> <ol style="list-style-type: none">1. The superintendent provides data reports relative to training activities that are linked to specific school improvements.

Rating

- Exceeds Expectations
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Goal III. Board Governance and Policy

Description

Acting under the board's delegated authority, either personally or by assuring their administration through delegated staff, the superintendent administers and evaluates the district's adopted programs and operations.

As agreed upon by the governance team, the superintendent will oversee the day-to-day operations by...

{Note: Governance Team determines evidence needed to evaluate indicators}

Indicator(s)
<p>I. Functioning in the role of board secretary and fulfilling administrative operational requirements as specified in constitution, state laws, state board rules and local board policy.</p> <p>Evidence</p> <ol style="list-style-type: none">1. Review of superintendent reports to the board.2. Review of board meeting minutes and recommendations made by the superintendent.3. Compliance with accreditation agencies.4. Compliance with State Board of Education rules and program requirements.
<p>II. Recommending, implementing, and communicating adopted local board policies, procedures, and administrative regulations that define the organizational governance of the school district.</p> <p>Evidence</p> <ol style="list-style-type: none">1. The local board policies are updated and current with federal/state laws, state board rules and local program/operational decisions.2. Superintendent policy recommendations are consistent with the local board policy on policy development.
<p>III. Following the policies and procedures on planning, posting meetings and conducting board meetings that include type of meeting, agenda development, and provide recommendations, usually in writing, on board items and policies presented to the board for agenda consideration.</p> <p>Evidence</p> <ol style="list-style-type: none">1. Review of board meeting agendas, postings and meeting minutes.2. Administrative processes exist whereby reports, related information and agendas are made available to board members prior to the meetings.3. Assist the board in meeting the requirements of the Open Meetings Act.
<p>IV. Ensuring accurate board meeting records are recorded and maintained as prescribed</p>

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Indicator(s)	
	<p>by the Georgia Open Records Act and additional state laws.</p> <p>Evidence</p> <ol style="list-style-type: none">1. Review of the official board meeting minutes subject to the requirements of the Open Records Act.
V.	<p>Participating annually, and as needed, in self-assessment reviews of the governance team's performance in fulfilling its duties, responsibilities, and ability to work as a team in supporting the strategic plan implementation, governance team training requirements and governance effectiveness.</p> <p>Evidence</p> <ol style="list-style-type: none">1. Participates in a self-assessment of the governance team structure, their respective roles and responsibilities in governance decisions and recommends action plans which addresses appropriate findings and/or recommendations. {Applicable to board self-assessment and/or recognition committees' recommendations}2. Assists the board in the development of the governance team annual training plan.3. Assists in the orientation of newly elected board members when appropriate.4. Participates in the annual Whole Board Team Training requirements.
VI.	<p>Providing written reports on action plans, status of adopted district goals, student achievement progress, and information on agenda items as needed as well as written recommendation on action items related to board agenda items and the system's strategic plan.</p> <p>Evidence</p> <ol style="list-style-type: none">1. Review of board agenda action item recommendations and system data reports.

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Goal IV. Strategic Planning and District Assessment

Description

The superintendent will provide recommendations to the board reflecting collaboration with the community and staff that jointly results in defining the system's beliefs, vision, mission, strategic goals, performance objectives, performance measures and targets for improving student achievement and organizational effectiveness in a formally adopted system strategic plan.

As agreed upon by the governance team, the superintendent will...

{Note: Governance team agrees on the evidence needed to evaluate indicators}

Indicator(s)
<p>I. Provide leadership to the strategic planning process and recommends board action to adopt a system's strategic plan.</p> <p>Evidence</p> <ol style="list-style-type: none">1. A system strategic plan is developed and recommended for board action.2. Review of the board agenda item and meeting minutes recommending the adoption of the system's strategic plan.
<p>II. Implement administrative plans for monitoring and reporting the status of meeting the performance objectives, performance measures/targets, and effectiveness that is aligned with the school system's strategic plan.</p> <p>Evidence</p> <ol style="list-style-type: none">1. Periodically, but a least quarterly, monitoring reports will be shared with the board and stakeholders.2. The superintendent will provide training to the board on the district assessments utilized in achieving the strategic plan goals on student achievement.3. At least annually, assist the governance team in reviewing the progress attained and suggest improvements needed in the system strategic plan.
<p>III. Effectively employ various assessment processes for gathering, analyzing and using data for decision making by the governance team.</p> <p>Evidence</p> <ol style="list-style-type: none">1. Program and operational audits, data reports and recommendations to the board, which resulted in continuous improvements in the strategic plan goals and system organizational effectiveness, are documented by the superintendent.
<p>IV. Develop a communication plan or processes for sharing strategic plan goals, strategies, and performance measures with all stakeholders.</p> <p>Evidence</p>

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Indicator(s)

1. The superintendent will provide data reports on the implementation of the strategic plan to stakeholders.
2. The superintendent annually develops and communicates a System Annual Report to stakeholders.

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- Exceeds Expectations
- Meets Expectations
- Progress but did not Meet
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Goal V. Efficient/Effective Program Management

Description

The superintendent will recommend, implement and monitor a fiscal year budget that adheres to State law provisions, local board policies and that is consistent with state approved accounting principles.

As agreed upon by the governance team, the superintendent will...

{Note: Governance team agrees on the evidence needed to evaluate indicators}

Indicator(s)
I. Work with the board to coordinate, develop and recommend the proposed tentative budget following the budget development processes and timelines to meet state and local requirements.
II. Administer the approved budget within board established policies, including but not limited to: balanced budget requirements, spending level authorizations and permissions, deficit spending restrictions, establishment of special funds, and reserve requirements and recommend budget amendments when necessary. Evidence <ol style="list-style-type: none">1. Monthly and as needed, financial budget reports are submitted for board review by the superintendent.2. Financial and operational program reports are provided by the superintendent for board review.3. The superintendent responds to all fiscal and program audits and provides reports to the board.4. Fiscal year budget amendment recommendations are recorded in board meeting minutes.5. The superintendent is in compliance with the local board budgetary policies and the policies are updated to be in compliance with state board rules and state laws.
III. Monitor and evaluate system operational programs to determine their cost effectiveness. {for example, but not limited to, instructional-maintenance-transportation-food service operations} Evidence <ol style="list-style-type: none">1. All budget allocations in adopted budget are managed and monitored.2. Program effectiveness evaluation reports are provided by the superintendent to the board.3. Federal/State/Local program audit exceptions are noted and addressed by superintendent with reports to the board where applicable.

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Goal VI. Climate, Culture, and Stakeholder Engagement

Description

The superintendent will seek input from identified stakeholders, {i.e. parents, individuals, groups, agencies, committees, and organizations}, to actively support and maintain school/system environments that are safe, productive for student learning and quality teaching..

As agreed upon by the governance team, the superintendent will...

{Note: Governance team agrees on the evidence needed to evaluate indicators}

Indicator(s)
<p>I. Demonstrate respect, cooperation and communications in professional relationships with the board and individual board members, staff and community.</p> <p>Evidence</p> <ol style="list-style-type: none">1. Reports of Internal and External surveys conducted by the superintendent with staff and community are shared with the board.2. Interaction and two-way communication processes with the board, individual board members, staff and community are identified and utilized.3. Reports are periodically provided by the superintendent.
<p>II. Create an atmosphere of trust and mutual respect with staff and community.</p> <p>Evidence</p> <ol style="list-style-type: none">1. A communication plan is recommended and properly executed that supports clear two-way communications with stakeholders, staff and community.2. Superintendent reports on the monitoring of the school system's performance in analyzing, addressing and resolving issues/concerns raised by stakeholders, staff and community.3. The superintendent conducts herself/himself in an ethical and professional manner as prescribed by the Professional Standards Commission.4. School system's website is updated and provides communication avenues to receive staff and community input and to share strategic plan data reports with stakeholders.
<p>III. Recognize and protect the chain of command concept.</p> <p>Evidence</p> <ol style="list-style-type: none">1. District Organizational Charts are developed and posted for community review.2. Superintendent reports are shared with the board demonstrating resolutions of stakeholders' concerns following the established chain of command process.
<p>IV. Assist the board to provide leadership and training to school councils.</p>

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Indicator(s)

Evidence

1. The superintendent will work with the school council and organize training for the council. {If a system charter school council, training will be provided as per approved charter.}
2. Review of school council meeting minutes.

V. Develop and implement a System Safety Plan in which individual school safety plans are aligned.

Evidence

1. The superintendent annually reviews with the governance team the system Safety Plan and highlights updates.
2. Data reports are provided by superintendent for each school on their practice implementation drills contained in the school's safety plans.

Rating

- Exceeds Expectations
- Meets Expectations
- Progress but did not Meet
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Comments

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Board Chair

Superintendent