

MAYNARD PUBLIC SCHOOLS SUPERINTENDENT EVALUATION INSTRUMENT

An evaluation should help to clarify Superintendent and School Committee roles. It should also serve to inform the Superintendent of the Committee's expectations, assess performance against established goals, identify areas needing improvement, improve educational performance, and aide in professional development. Any issue that "Fails to Meet Expectations" or "Needs Improvement" should be explained in order to determine the course of action needed to improve expectations. It is equally important to the process to comment on any rating, even if the performance meets or exceeds expectations. The process of improving requires that we work on those areas that have less than satisfactory results but we build on our strengths.

A. RELATIONSHIP WITH THE SCHOOL COMMITTEE

The School Committee relies on the Superintendent in order to make informed decision that will affect the quality of education for the public school children in our community. In order to promote a climate of mutual respect and trust, a professional working relationship should be maintained. The Superintendent should establish clear direction for the School Committee meetings by providing agendas and support materials that allow for reasonable policy formation and informed decision making. It is expected that the Superintendent will support and implement School Committee policies and directives and effectively communicate these to the students, staff, and members of the community.

EXPECTATIONS:

Fails to Meet/Needs Improvement/ Meets/Exceeds
(Expectations)

- 1. Keeps the school committee informed on issues, needs and operation of the school district through the chairperson. _____/_____/_____/_____
- 2. Gives a recommendation to the school committee on items requiring school committee action, based on thorough research and analysis. _____/_____/_____/_____
- 3. Interprets, supports and executes the intent of all school committee policy. _____/_____/_____/_____
- 4. Seeks and accepts constructive criticism from members of the school committee. _____/_____/_____/_____
- 5. Maintains a professional working relationship with the school committee. _____/_____/_____/_____

RATING:_____

(Fails to Meet/Needs Improvement/Meets/Exceeds Expectations)

COMMENTS:

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B. EDUCATIONAL LEADERSHIP

The focus of decisions must address the needs of all students. In order to provide effective leadership, the Superintendent should keep abreast of the latest developments in the field of education. Curriculum evaluation and development, professional evaluation and development, and student assessment should all be considered in the formulation of short and long-range goals and objectives.

EXPECTATIONS:

Fails to Meet/Needs Improvement/ Meets/Exceeds
(Expectations)

- 1. Leads the school district's renewal of curriculum and instructional programs. _____/_____/_____/_____
- 2. Applies current principles, practice and research to foster effective classroom instruction. _____/_____/_____/_____
- 3. Holds principals, teachers and staff accountable for having high standards and positive expectations that all students can perform at high levels. _____/_____/_____/_____
- 4. Works with principals, teachers and staff to supervise and evaluate their performance, using performance standards and to identify areas for growth. _____/_____/_____/_____
- 5. Implement a total quality approach in the district; using the abilities and talents of the entire professional staff and community. _____/_____/_____/_____

RATING: _____
(Fails to Meet/Needs Improvement/Meets/Exceeds Expectations)

COMMENTS:

C. GENERAL MANAGEMENT

The superintendent has the responsibility for the efficient operation of the school system. The response of those assigned the task of carrying out the activities necessary to the success of the system depend on having an awareness of the goals and objectives of the system. The Superintendent is expected to provide the leadership to the School Committee in the development of these goals and objectives. It is important that the Superintendent is familiar with and has a strong understanding of state and federal laws, Department of Education regulations and School Committee policy.

EXPECTATIONS:

Fails to Meet/Needs Improvement/ Meets/Exceeds
(Expectations)

1. Develop and implement the mission and vision statement that provides direction for the school district.

_____/_____/_____/_____

2. Maintain a strong relationship with state and Federal Legislatures and the Department of Education.

_____/_____/_____/_____

3. Applies research and organizational skills.

_____/_____/_____/_____

4. Models ethical behavior; interacts with other in a professional manner and accepts responsibility for his own actions.

_____/_____/_____/_____

RATING: _____
(Fails to Meet/Needs Improvement/Meets/Exceeds Expectations)

COMMENTS:

D. BUDGET MANAGEMENT

The School Committee has the responsibility of approving the budget and the Superintendent has the responsibility to present that budget to the School Committee in a manner that promotes full understanding. The budget should take into consideration the needs of the entire system based on a formal assessment process. The need to promote the school system and gather community support for school finances is an integral component of the budget process.

EXPECTATIONS:

Fails to Meet/Needs Improvement/ Meets/Exceeds
(Expectations)

1. Develop a budgeting system that is clear and concise, that uses the zero based budgeting model.

_____/_____/_____/_____

2. Foster a cooperative relationship with other town boards to ensure the financial needs of the district are understood.

_____/_____/_____/_____

3. Manage the school budget and maintain adequate internal control and accounting practices.

_____/_____/_____/_____

4. Develop a five-year capital plan for the District

_____/_____/_____/_____

RATING: _____

(Fails to Meet/Needs Improvement/Meets/Exceeds Expectations)

COMMENTS:

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E. PERSONNEL MANAGEMENT

The Superintendent is responsible, either directly or indirectly, for the hiring of all school personnel. Personnel decisions should be approached in a nondiscriminatory and impartial manner. It is the Superintendent's responsibility to foster an environment conducive to good teaching. The Superintendent should be alert to issues that affect staff morale, should be actively concerned with a meaningful staff evaluation program, and should provide a balanced staff development program. The School Committee should be kept informed in appropriate matters of collective bargaining performance standards, professional development, and grievances.

EXPECTATIONS:

Fails to Meet/Needs Improvement/ Meets/Exceeds
(Expectations)

- 1. Develops and executes sound personnel procedures and practices for the district. _____/_____/_____/_____
- 2. Demonstrates and promotes an atmosphere of respect for self and other. _____/_____/_____/_____
- 3. Demonstrates that life long learning and professional development are necessary for self and others. _____/_____/_____/_____
- 4. Develops and implements a professional development plan based upon the needs of the District. _____/_____/_____/_____
- 5. Serves as a resource to the School Committee on matters of collective bargaining. _____/_____/_____/_____
- 6. Insures that all staff supervision and evaluation procedures are implemented in the District. _____/_____/_____/_____

RATING: _____
(Fails to Meet/Needs Improvement/Meets/Exceeds Expectations)

COMMENTS:

F. COMMUNICATIONS/PUBLIC RELATIONS

Public awareness **is** the cornerstone for support of education **in our** community. The Superintendent should insure that staff, students, parents, and the community are kept informed of the mission and the accomplishments of the school system. A strong, positive posture is needed in building public support for the system.

EXPECTATIONS:

Fails to Meet/Needs Improvement/ Meets/Exceeds
(Expectations)

1. Maintain community respect and support for the school district.

_____/_____/_____/_____

2. Develop a public relations plan for the school district.

_____/_____/_____/_____

3. Encourage practical and community involvement on all aspects of the school district.

_____/_____/_____/_____

4. Develop a cooperative relationship with all of the news media.

_____/_____/_____/_____

RATING: _____

(Fails to Meet/Needs Improvement/Meets/Exceeds Expectations)

COMMENTS:

SUMMARY COMMENTS AND RECOMMENDATIONS:

School Committee Chairman

Superintendent of Schools

Date

Date