

## M.S.A.D. #12 POLICY FORM FOR THE EVALUATION OF THE SUPERINTENDENT

**1. AREA: Relations with the School Committee:** The Superintendent is in a position to enhance the effectiveness of the Board.

1=Well Below Expectations    2=Below Expectations    3=Meets Expectations    4=Above Expectations    5=Well Above Expectations    U=Unable to Judge

DIMENSIONS	RATING					COMMENTS
Translates the will of the Board into executive action and accountability.	1	2	3	4	5	
Reports to the Board about the status of programs.	1	2	3	4	5	
Recommends actions and alternatives to the Board, allowing ample time for decision making.	1	2	3	4	5	
Advises the Board on the need for new, revised or expanded policies and assists in the development of same.	1	2	3	4	5	
Responds willingly and promptly to suggestions and requests from the Board.	1	2	3	4	5	
Informs the Board on all relevant issues and problems confronting the school system accurately and in a timely fashion.	1	2	3	4	5	
Communications with the Board are open, positive and forthright.	1	2	3	4	5	
Implements policies of the Board.	1	2	3	4	5	
Remains impartial toward the Board treating all Board members fairly, equally and with respect.	1	2	3	4	5	

**1. AREA: Management of Public Relations:** Public support is essential for maintenance and growth of public education. Keeping the public adequately informed about school issues can help foster public support.

1=Well Below Expectations 2=Below Expectations 3=Meets Expectations 4=Above Expectations 5=Well Above Expectations U=Unable to Judge

DIMENSIONS	RATING					COMMENTS
Articulates educational programs and needs to the community.	1	2	3	4	5	
Handles news media relations skillfully.	1	2	3	4	5	
Listens and responds to what parents, students and community want to convey.	1	2	3	4	5	
Works effectively with public and private agencies.	1	2	3	4	5	
2.5 Strives to build a strong positive community attitude toward the school system.	1	2	3	4	5	
2.6 Maintains good relations with local and state governmental leaders.	1	2	3	4	5	

**1. AREA: Educational Leadership:** The Superintendent is to work closely with the Board and administration in designing and implementing a curriculum based on the District's educational goals.

1=Well Below Expectations 2=Below Expectations 3=Meets Expectations 4=Above Expectations 5=Well Above Expectations U=Unable to Judge

DIMENSIONS	RATING					COMMENTS
Communicates vision/mission to school personnel.	1	2	3	4	5	
Participates in professional activities to enhance knowledge and skills.	1	2	3	4	5	
Prepares long and short-term goals for the	1	2	3	4	5	

system.	4	5	U		
Monitors special programs					
such as special ed.,	1	2	3		
gifted/talented,	4	5	U		
drug/alcohol, adult ed.,					
and provides guidance for					
their improvement.					
Provides effective					
educational leadership	1	2	3		
which encourages the	4	5	U		
highest standards of					
educational excellence for					
staff and students alike.					
Oversees Planning and					
Evaluation, Curriculum and	1	2	3		
Instruction.	4	5	U		
Keeps abreast of current					
trends in education and	1	2	3		
advises the committee as to	4	5	U		
desirable courses of					
action.					
Encourages the continuing					
professional development	1	2	3		
and growth of all members	4	5	U		
of the educational					
community.					
Seeks programs and					
practices that will improve	1	2	3		
and enhance the District's	4	5	U		
offerings.					

**1. AREA: Management of School Business Services:** It is vital that the Superintendent closely monitor the budget and keep the Board informed on financial matters. This is instrumental in capital improvement.

1=Well Below Expectations    2=Below Expectations    3=Meets Expectations    4=Above Expectations    5=Well Above Expectations    U=Unable to Judge

DIMENSIONS	RATING			COMMENTS	
Prepares the budget with					
proper input and assuring	1	2	3	4	
that expenditures are	5	U			
realistic and appropriately					
meet the education needs of					
the school district,					
interprets and presents the					
budget to the school					
committee for adoption.					

Maintains adequate control over expenditures.	1	2	3		
	4	5	U		
Implements cost effective practices in purchasing and operation.	1	2	3		
	4	5	U		
Prepares long and short-range facilities plans.	1	2	3		
	4	5	U		
Oversees and implements policies for safe school facilities.	1	2	3		
	4	5	U		
Monitors the effectiveness of the food program.	1	2	3		
	4	5	U		
Monitors the transportation system for safety and efficiency of operation.	1	2	3		
	4	5	U		

**1. AREA: Personnel Management:** The Superintendent must maintain open and frequent communications with the staff in order to maintain administrative effectiveness.

1=Well Below Expectations   2=Below Expectations   3=Meets Expectations   4=Above Expectations   5=Well Above Expectations   U=Unable to Judge

DIMENSIONS	RATING			COMMENTS
Maintains up-to-date job descriptions for all personnel.	1	2	3	
	4	5	U	
Implements and monitors a personnel evaluation system that identifies the strengths and weaknesses of employees in the system.	1	2	3	
	4	5	U	
Supervises the work of administration and central office staff; provides counsel and motivation to foster teamwork.	1	2	3	
	4	5	U	
Delegates authorities to staff members appropriate to the position each holds.	1	2	3	
	4	5	U	
Treats all personnel fairly without favoritism or discrimination, while insisting on performance of duties.	1	2	3	
	4	5	U	

Understands and implements					
the terms and conditions of	1	2	3		
negotiated agreements,	4	5	U		
employment practices and					
personnel policies.					
Recommends plans for staff					
development aimed at	1	2	3		
improving learning.	4	5	U		

**1. AREA: Personal and Professional Qualities:** The Superintendent should conduct himself/herself in ways that merit the respect of community members.

1=Well Below Expectations 2=Below Expectations 3=Meets Expectations 4=Above Expectations 5=Well Above Expectations U=Unable to Judge

DIMENSIONS	RATING				COMMENTS
Projects a positive image					
to staff, students and	1	2	3	4	
others.	5	U			
Adapts to new and changing					
situations. Is able to	1	2	3		
recognize and define what	4	5	U		
is important.					
Collects adequate					
information before making	1	2	3		
decisions.	4	5	U		
Does not delay important					
decisions nor allow	1	2	3		
pressure to cause hasty	4	5	U		
decisions.					
Handles a variety of					
complex issues at one time.	1	2	3		
	4	5	U		
Exhibits openness and					
compassion in dealing with	1	2	3		
others.	4	5	U		
Maintains high standards of					
ethics, honesty and	1	2	3		
integrity in all personal	4	5	U		
and professional matters.					
Maintains composure in					
dealing with a variety of	1	2	3		
situations.	4	5	U		
Is impartial in decision	1	2	3		
making.	4	5	U		
Develops clear goals					
which serve as the basis	1	2	3		
for self-improvement and	4	5	U		
shares with the school					

|committee-accepting its |  
|input. |

**Adopted: October 08, 2002**

**Revised: May 13, 2003**