



*EVALUATION OF THE SUPERINTENDENT*

The Jaffrey-Rindge School Board shall conduct a minimum of one (1) annual formal evaluation of the Superintendent.

Members of the Board will first evaluate the Superintendent independently, using a written form adopted by the Board for this purpose. The Board will convene to discuss the assessments and to prepare a composite evaluation. The composite evaluation will be discussed by the full Board and the Superintendent. The Board and the Superintendent will each retain a copy of the written evaluation report.

Evaluation of the Superintendent shall be conducted in such manner as to:

1. Provide positive and constructive feedback to the Superintendent that will support and promote the Superintendent's professional growth and development;
2. Help the Board evaluate its work in planning the educational program in this community; and
3. Strengthen the working relationship between the Board and the Superintendent by providing a comprehensive vehicle of communication.
4. Identify strengths and weaknesses of the Superintendent, and make appropriate recommendations.

*See Superintendent Evaluation Form*

-- Sample --

*SUPERINTENDENT EVALUATION FORM*

Name of Superintendent \_\_\_\_\_ Date \_\_\_\_\_

All items rated with a "1" require additional explanation. The reverse side of the page may be used for explanations and additional comments.

3 - Commendable                      2 - Meets Expectations                      1 - Needs Improvement

**ADMINISTRATION**

1. Exerts strong educational leadership, develops a strong management team, and delegates responsibility.

3    2    1

\_\_\_\_\_

**Evaluation of Superintendent Procedures**  
**School Board Approved: October 1, 2018**

- 2. Establishes and maintains a sound plan of organization and assignment of staff personnel which will provide the proper framework for accomplishing District objectives. \_\_\_\_\_
- 3. Fulfills the Board's goals and policies successfully. \_\_\_\_\_
- 4. Demonstrates skill in developing long-range planning activities based on program needs and enrollment projections. \_\_\_\_\_
- 5. Employs a team effort in analyzing, planning, implementing, and evaluating policies, programs, and personnel. \_\_\_\_\_
- 6. Implements procedures to carry out a continuous program of evaluation. \_\_\_\_\_
- 7. Recommends for employment personnel who have proper certification and skills for the position. \_\_\_\_\_
- 8. Organizes the roles and responsibilities of staff members so as to optimize their effectiveness and to encourage harmonious relationships among various segments of the school system. \_\_\_\_\_
- 9. Provides to the Board and the general public an organized and informative annual report of the state of the District. \_\_\_\_\_
- 10. Maintains liaison with state and federal legislators, as well as other outside agencies, in efforts to accomplish legislation needed for school improvement. \_\_\_\_\_

Rating for this Category

In the area of administration, what is the strongest asset? \_\_\_\_\_

\_\_\_\_\_

COMMENTS:

\_\_\_\_\_



**Evaluation of Superintendent Procedures**  
**School Board Approved: October 1, 2018**

3 - Commendable                      2 - Meets Expectations                      1 - Needs Improvement

What specific area could be most improved? \_\_\_\_\_

\_\_\_\_\_

**INSTRUCTION**

3    2    1

1. Provides overall leadership in the development and implementation of a productive instructional delivery system. \_\_\_\_\_
2. Identifies and facilitates instruction and student achievement as the focal point of the School District. \_\_\_\_\_
3. Identifies instructional objectives in terms of students and implements programs to meet the diverse needs of students. \_\_\_\_\_
4. Capitalizes on the abilities and talents of the professional staff in curriculum development, implementation, and evaluation. \_\_\_\_\_
5. Provides to staff throughout the system the time for organization and the resources required to improve instruction. \_\_\_\_\_
6. Provides for continued monitoring and evaluation of instructional activities. \_\_\_\_\_
7. Promotes high academic expectations and standards for students. \_\_\_\_\_
8. Incorporates useful new ideas into the instruction program. \_\_\_\_\_
9. Maintains a working knowledge of current educational research, reports useful new concepts and shares that information with the Board. \_\_\_\_\_
10. Keeps the Board informed on the analysis, planning, implementation, and evaluation of instructional activities. \_\_\_\_\_
11. Keeps the community informed of the program of instruction and plans for improvement. \_\_\_\_\_

\_\_\_\_\_

Rating for this Category

COMMENTS: \_\_\_\_\_

**Evaluation of Superintendent Procedures**  
**School Board Approved: October 1, 2018**

---

---

---

---

---

3 - Commendable            2 - Meets Expectations            1 - Needs Improvement

In the area of instruction, what is the strongest asset? \_\_\_\_\_

---

What specific area could be most improved? \_\_\_\_\_

---

**RELATIONSHIP WITH THE BOARD**

3    2    1

1. Works with the Board in the areas of analyzing, planning, implementing and evaluating policies. \_\_\_\_\_
2. Informs the Board on issues, operations, the instruction program, and needs of the school system. \_\_\_\_\_
3. Informs the Board on educational activities at the state and national levels. \_\_\_\_\_
4. Has an harmonious working relationship and maintains a professional relationship with members of the Board. \_\_\_\_\_
5. Interprets and supports Board policy and decisions to the public and staff. \_\_\_\_\_
6. Provides the Board members with reports and information which will enable them to sufficiently review the operations of the district. \_\_\_\_\_
7. Gives constructive advice and guidance to the Board regarding possibilities for District improvement. \_\_\_\_\_
8. States his/her convictions in matters before the Board. \_\_\_\_\_
9. Utilizes the strengths of individual Board members and the Board itself in the decision-making process. \_\_\_\_\_
10. Offers professional advice to the Board on items requiring Board action,



**Evaluation of Superintendent Procedures**  
**School Board Approved: October 1, 2018**

with appropriate recommendations based on thorough study and analysis. \_\_\_\_\_

\_\_\_\_\_  
 Rating for this Category

COMMENTS: \_\_\_\_\_

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

3 - Commendable      2 - Meets Expectations      1 - Needs Improvement

In the area of Board relationship, what is the strongest asset? \_\_\_\_\_

\_\_\_\_\_

What specific area could be most improved? \_\_\_\_\_

\_\_\_\_\_

**RELATIONSHIP WITH THE STAFF**

3   2   1

1. Includes the participation of faculty and staff in the establishment and the implementation of District-wide goals, objectives, and programs. \_\_\_\_\_
2. Facilitates high standards of performance for all staff members. \_\_\_\_\_
3. Facilitates evaluation of staff performance as required by state law and by Board policy. \_\_\_\_\_
4. Facilitates two-way communication and interaction with staff. \_\_\_\_\_
5. Promotes programs for staff growth and development. \_\_\_\_\_
6. Strives to maintain positive morale by:
  - a. minimizing arbitrary decision-making and favorites; \_\_\_\_\_
  - b. giving fair and impartial treatment to all parties in a dispute; and
  - c. giving recognition and appreciation for a job well done.v
7. Instills confidence and self-respect among staff. \_\_\_\_\_
8. Meets and confers with employee groups representing the interests and

**Evaluation of Superintendent Procedures**  
**School Board Approved: October 1, 2018**

directives of the Board. \_\_\_\_\_

9. Communicates effectively the concerns of employee groups to the Board and Board responses to these concerns to employee groups. \_\_\_\_\_

\_\_\_\_\_

Rating for this Category

COMMENTS: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

3 - Commendable            2 - Meets Expectations            1 - Needs Improvement

In the area of staff relationship, what is the strongest asset? \_\_\_\_\_

\_\_\_\_\_

What specific area could be most improved? \_\_\_\_\_

\_\_\_\_\_

**RELATIONSHIP WITH THE COMMUNITY**

3    2    1

1. Facilitates communication within the community through an effective public information program based on the needs and successes of the district. \_\_\_\_\_
2. Seeks meaningful community involvement in the establishment, implementation, and evaluation of district-wide goals, objectives, priorities, and programs. \_\_\_\_\_
3. Develops and maintains a cooperative relationship with the news media. \_\_\_\_\_
4. Establishes a procedure for studying and acting on complaints, criticisms, and concerns of individuals and/or community. \_\_\_\_\_
5. Is actively involved in community arenas. \_\_\_\_\_
6. Maintains a professional posture with other public officials and community leaders. \_\_\_\_\_
7. Has the ability to face controversy and work effectively with it. \_\_\_\_\_
8. Understands and responds to the unique and changing needs of the



**Evaluation of Superintendent Procedures**  
**School Board Approved: October 1, 2018**

community. \_\_\_\_\_

9. Accepts and solicits input from interested groups and individuals in the decision-making process. \_\_\_\_\_

\_\_\_\_\_

**Rating for this Category**

COMMENTS: \_\_\_\_\_

\_\_\_\_\_

In the area of community relationships, what is the strongest asset? \_\_\_\_\_

\_\_\_\_\_

What specific area could be most improved? \_\_\_\_\_

\_\_\_\_\_

3 - Commendable                      2 - Meets Expectations                      1 - Needs Improvement

**PERSONAL QUALITIES**

3    2    1

1. Sustains physical and mental health and appropriate energy to cope with the Superintendent's tasks. \_\_\_\_\_
2. Defends principle and conviction in the face of pressure and partisan influence, yet is able to compromise. \_\_\_\_\_
3. Maintains high standards of ethics, honesty, and integrity in all personal and professional matters. \_\_\_\_\_
4. Uses English effectively in dealing with staff members, the Board and the public. \_\_\_\_\_
5. Speaks well before large and small groups, expressing ideas in a logical and forthright manner. \_\_\_\_\_
6. Accepts and shares failure as well as success. \_\_\_\_\_
7. Is able to identify and discuss own strengths and weaknesses. \_\_\_\_\_
8. Welcomes questions and open discussion when presenting ideas. \_\_\_\_\_







**Evaluation of Superintendent Procedures**  
**School Board Approved: October 1, 2018**

- 5. Determines that funds are spent and invested wisely; ensures that adequate controls and accounting are achieved. \_\_\_\_\_
- 6. Provides leadership in solving major problems and achieving maximum utilization of resources. \_\_\_\_\_

\_\_\_\_\_

Rating for this Category

In the area of finances, what is the strongest asset? \_\_\_\_\_

\_\_\_\_\_

What specific area could be most improved? \_\_\_\_\_

\_\_\_\_\_

COMMENTS: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Signed: \_\_\_\_\_

Board Chair

\_\_\_\_\_

Superintendent

Date: \_\_\_\_\_

*See Policy CBI*