

Alexandria City School Board Superintendent Review

This framework relies on the Virginia Department of Education's *Guidelines for Uniform Performance Standards and Evaluation Criteria for Superintendents*, but has streamlined the evaluation by reducing the number of indicators. It includes seven performance standards, with separate scores for each indicator. It also includes narrative feedback under the completed standard using the heading *Areas of Strength* and *Areas Needing Work/Strategies for Improving Performance*.

The Rating Scale

Each Board Member rated the Superintendent in seven different performance standards. Each performance standard has several different performance indicators. Each Board Member gave the Superintendent one of four ratings for each performance indicator.

The rating scale is the following:

- Exemplary is worth 4 points.
- Proficient is worth 3 points.
- Developing/Needs Improvement is worth 2 points.
- Unacceptable is worth 1 point.

Performance Standard 1 – Mission, Vision, and Goals 10%

The Superintendent works with the School Board to formulate and implement the school division's mission, vision, and goals to promote student academic progress.

Specific Performance Indicators	Last Year Avg.	Avg. out of 4
1.1 Keeps the School Board informed on needs and issues confronting school division employees and students.		
1.2 Functions as the primary instructional leader for the school division, seeking out and relying on support from staff as necessary when advising the School Board.		
1.3 Oversees the administration of the school division's day-to-day operations.		
1.4 Works with School Board, stakeholders, and staff to develop and recommend policy additions and modifications that define organizational expectations, improve student learning and ensure Division effectiveness.		
1.5 Proposes and implements a Strategic Plan for the Division, and provides regular reports to the School Board and community on the Strategic Plan, including proposals to increase success of the Strategic Plan goals.		
Averages for Performance Standard 1		

Areas of Strength:

Areas Needing Work/Strategies for Improving Performance:

Standard 2 – Planning and Assessment

The Superintendent strategically gathers, analyzes, and uses a variety of data to guide planning and decision-making consistent with established guidelines, policies, and procedures that result in student academic progress.

Specific Performance Indicators	Last Year Avg.	Avg. out of 4
2.1 - Works collaboratively to develop long and short-range goals and objectives consistent with the strategic plan and monitors progress in achieving the goals and objectives.		
2.2 Uses research-based techniques to analyze and apply data gathered from Division improvement measurements that include student assessment results and staff implementation practices.		
2.3 Collaboratively identifies needs, determines priorities, and assesses program implementation using researched-based instructional practices that result in student learning.		
2.4 Plans, implements, supports, and assesses instructional programs that enhance teaching and student achievement such that the school division and all schools meet all required federal and state standards.		
Averages for Performance Standard 2		

Areas of Strength:

Areas Needing Work/Strategies for Improving Performance:

Standard 3 – Instructional Leadership 10%

The Superintendent fosters the success of all teachers, staff, and students by ensuring the development, communication, implementation, and evaluation of effective teaching and learning that leads to student academic progress and school improvement.

Specific Performance Indicator	Last Year Avg.	Avg. out of 4
3.1 Directs staff to set specific and challenging, but attainable goals for higher performance that result in improved student learning.		
3.2 Assesses factors affecting student achievement and directs change for needed improvements.		
3.3 Ensures that curricular design, instructional strategies, and learning environments integrate appropriate technologies to maximize student learning.		
3.4 Provides staff development programs consistent with program evaluation results and school instructional improvement plans.		
Averages for Performance Standard 3		

Areas of Strength:

Areas Needing Work/Strategies for Improving Performance:

Performance Standard 4: Organizational Leadership and Safety

The Superintendent fosters the safety and success of all teachers, staff, and students by supporting, managing, and evaluating the Division's organization, operation, and use of resources.

Specific Performance Indicator	Last Year Avg.	Avg. out of 4
4.1 Facilitates the implementation of research-based theories and techniques of classroom management, student discipline, and school safety to ensure an orderly and positive environment conducive to teaching and learning.		
4.2 Implements sound personnel procedures in recruiting, employing, and retaining highly qualified and most effective teachers, administrators, and other personnel.		
4.3 Supports a consistent system for building and outdoor maintenance to provide a safe, equitable learning environment at each school location.		
4.4 Generates a reporting structure for time and budget in the completion and maintenance of building projects		
4.5 Provides staff development for all categories of personnel consistent with individual needs, program evaluation results, and instructional improvement plans.		
4.6 Plans and implements a systematic performance evaluation system of all employees that provides timely and constructive feedback.		
4.7 Provides support and resources for staff by working with stakeholders to improve policies and procedures that promote professional development, and supports and recognizes the achievement of highly effective personnel.		
Averages for Performance Standard 4		

Areas of Strength:

Areas Needing Work/Strategies for Improving Performance:

Performance Standard 5: Communication and Community Relations

The Superintendent fosters the success of all students through effective communication with stakeholders.

Specific Performance Indicator	Last Year Avg.	Avg. out of 4
5.1 Establishes and maintains effective channels of communication with Board Members and between the schools and community.		
5.2 Works collaboratively with all stakeholders to secure resources and to support the success of a diverse student population.		
5.3 Uses formal and informal techniques to gather external perceptions and input as a part of the decision-making process.		
5.4 Brings together groups of different interests into a collaborative effort to respond appropriately to existing and potential challenges.		
5.5 Models and promotes multicultural awareness, gender sensitivity, and the appreciation of diversity in the community.		
Averages for Performance Standard 5		

Areas of Strength:

Areas Needing Work/Strategies for Improving Performance:

Performance Standard 6: Professionalism

The Superintendent fosters the success of teachers, staff, and students by demonstrating professional standards and ethics, engaging in continuous professional development, and contributing to the profession.

Specific Performance Indicator	Last Year Avg.	Avg. out of 4
6.1 Leads Division and models professional behavior, through strict ethical standards, collegial and collaborative relations with internal and external stakeholders, and appropriate confidential handling regarding all personnel matters.		
6.2 Takes responsibility for and participates in a meaningful and continuous process of professional development that results in the enhancement of student learning.		
6.3 Promotes a climate of sharing out and bringing in best practices and innovations. Examples include participation in (or supporting staff to participate in): state and national committees, community-based service organizations, mentoring, conferences, publications, and coursework.		
Averages for Performance Standard 6		

Areas of Strength:

Areas Needing Work/Strategies for Improving Performance:

Performance Standard 7: Division-wide Student Academic Progress

The Superintendent fosters the success of teachers, staff, and students by demonstrating professional standards and ethics, engaging in continuous professional development, and contributing to the profession.

Specific Performance Indicator	Last Year Avg.	Avg. out of 4
7.1 Develops, implements, monitors, and updates Division action plans that result in increased student academic progress.		
7.2 Uses appropriate data and applies research to make informed decisions related to student academic progress and Division improvement.		
7.3 Leads staff in conducting an ongoing, detailed analysis of student learning data to provide immediate and appropriate feedback.		
7.4 Collaborates with Division staff to monitor and improve multiple measures of student progress.		
7.5 Provides evidence that students in all subgroups are meeting acceptable and measurable student academic progress.		
7.6 Demonstrates responsibility for Division academic achievement through proactive interactions with parents, staff, and other community stakeholders.		
7.7 Collaboratively develops, implements, and monitors long and short-range Division achievement goals that address varied student populations.		
Averages for Performance Standard 7		

Areas of Strength:

Areas Needing Work/Strategies for Improving Performance:

Summary Evaluation

Evaluator: _____ Print: _____

Evaluator: _____ Print: _____

Date _____

Employee: I certify that this evaluation was discussed with me.

Employee: _____ Print: _____

Date: _____

Original must be sent to Human Resources

(Attach any supporting documents)

Copy: Files

Employee