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# Raymond Central Public Schools

## 360 Superintendent Evaluation

Prepared by:

Nebraska Association of School Boards

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## Introduction

The following evaluation tool is grounded in the performance standards and specific job responsibilities of the Raymond Central Superintendent, Dr. Derrick C. Joel. This evaluation instrument has been designed to provide the board, administration, certified staff, parents, community members, and students with a comprehensive and fair evaluative mechanism based on specific job responsibilities and expectations.

Evaluating the performance of Superintendent Joel should be a continuous process performed with the same concern for planning and professionalism that is employed in selecting a superintendent. Moreover, the annual goals set for Superintendent Joel should be determined by and for the evaluation standards in which he is being held to within this annual evaluation tool.

## Rating

Rating should be limited to whole numbers (i.e., 5, 3, 1); ratings of half numbers will be reduced to the whole number. Rating in lesser increments undermines the reliability of the evaluation instrument.

- Exemplary Performance - Performance is *exceptional* in this measure, including in demanding situations or circumstances; Superintendent Joel's performance is recognizable as being far superior.
- Proficient Performance - Performance is *consistently superior* and a thorough competence and proficiency is exemplified by Superintendent Joel.
- Performance Needs Improvement – Performance rated at this level *does not meet* the standards or job responsibility expectations as described in the performance measure.

## Weight of Components

The weights assigned to the categories that comprise the 360 Superintendent Evaluation are as follows:

Mission, Vision, and Goals	20%
Policy	10%
Budget Planning & Management	10%
Educational Leadership	20%
Organizational Leadership	15%
Community Relations	15%
Professional Leadership	10%



## Superintendent Performance Standard Key

<b>MVG</b>	Standard I	Mission, Vision, and Goals
<b>P</b>	Standard II	Policy
<b>BPM</b>	Standard III	Budget Planning and Management
<b>EL</b>	Standard IV	Educational Leadership
<b>OL</b>	Standard V	Organizational Leadership
<b>CR</b>	Standard VI	Community Relations
<b>PL</b>	Standard VII	Professional Leadership
<b>BSR</b>	Standard VIII	Board – Superintendent Relations

**LEADERSHIP Assessment**

**Stakeholders involved: Board, Administrators, Certified, Parents, and Community Members  
(12 scaled questions; 3 open-ended)**

Note: The Leadership Assessment enables the board to assess qualitative feedback through a cross-section of stakeholders.

Please select your *level of performance satisfaction* with how Superintendent Joel achieves the following measures.

Performance Indicator		Exemplary Performance	Proficient Performance	Performance Needs Improvement
MVG.1	<b>Provides leadership by engaging internal and external stakeholders in the development and implementation of a comprehensive strategic plan to support the growth and improvement of student learning and achievement.</b>			
P.1	<b>Governs consistently through board policy and administrative protocol and procedures.</b>			
EL.2	<b>Advocates for the development and engagement of parents/families as partners in the education of students.</b>			
CR.1	<b>Regular, purposeful visits to Raymond Central programs and participation activities are a priority.</b>			
CR.2	<b>Develops collaborative partnerships and fosters support for the school district.</b>			
CR.3	<b>Communicates key information in an appropriate and timely manner.</b>			
OL.1	<b>Sustains a school environment of trust and respect with students, staff, families, and community members.</b>			
PL.1	<b>Develops and sustains a positive and progressive district/community climate based upon professional ethics, trust, integrity, and respect.</b>			
PL.2	<b>Models positive and professional leadership to ensure Raymond Central Public Schools is recognized for the outstanding educational instruction and learning experience provided PK-12.</b>			

Performance Indicator		Exemplary Performance	Proficient Performance	Performance Needs Improvement
PL.3	<b>Utilizes effective public information strategies to communicate and promote a positive image of the district with families, community, the media, state and local officials.</b>			
PL.4	<b>Develops and sustains a positive and progressive district/community climate based upon professional ethics, trust, integrity, and respect.</b>			
PL.5	<b>Facilitates and engages in collaborative management of concerns and opinions.</b>			

Identify areas of strength you observe in Superintendent Joel.

Identify areas of growth you believe will benefit Superintendent Joel's leadership.

Please provide additional clarity and feedback to support your chosen ratings.

**ADMINISTRATORS (28 scaled; 3 open-ended)**

Please select your *level of performance satisfaction* with how Superintendent Joel achieves the following measures.

Performance Indicator		Exemplary Performance	Proficient Performance	Performance Needs Improvement
MVG.1	<b>A comprehensive plan for improvement is adopted and aligned to the district-wide goals. Data collection and analysis systems are in place to monitor progress. Review of strategies related to improvement are conducted routinely.</b>			
MVG.2	<b>Provides vision and leadership to advance instruction and learning districtwide.</b>			
MVG.3	<b>Assumes the key leadership role and responsibility for growth and improved student learning and articulates the vision and progress with all stakeholders.</b>			
MVG.4	<b>Implements and maintains an effective School Improvement Process/Plan to validate measures to improve student learning.</b>			
P.1	<b>Governs consistently through board policy and administrative protocol and procedures.</b>			
P.2	<b>Establishes a system that is proactive with personnel matters. Personnel policies are routinely discussed and promoted.</b>			
BPM.1	<b>Grows accessible fiscal and human resources to support a quality learning environment enhancing districtwide opportunities and improved curriculum, instruction and learning.</b>			
BPM.2	<b>Leads a collaborative board and administrative budget planning process to align resources with the district vision, mission, and goals to support growth and improved student learning.</b>			
EL.1	<b>Has created proper protocol and procedures to prepare for emerging issues and mandates that create adverse challenges for instruction and learning.</b>			
Performance Indicator		Exemplary Performance	Proficient Performance	Performance Needs

				Improvement
EL.2	Monitors the specific strategies and processes to address the needs of student subgroups to validate growth and improved student learning.			
EL.3	Utilizes data, research, and informed decision-making to support the investment of district resources aligned with the identified needs of curriculum, instruction and learning.			
EL.4	Assumes the key leadership role and responsibility for growth and improved student learning and articulates the vision and progress with all stakeholders.			
EL.5	Ensures that district decision-making related to initiatives, curriculum, and instruction are based upon best practice, current data, and research-based studies.			
EL.6	Validates the curriculum is aligned vertically, horizontally, and to the state standards to support student learning.			
EL.7	Ensures the district adopted instructional framework is implemented consistently and is integrated and utilized to evaluate certificated staff.			
EL.8	Identifies and implements appropriate instructional interventions and strategies to meet the needs for learning and achievement.			
OL.1	Ensures that fair, equitable, and effective evaluation processes are in place for all personnel and that all staff is evaluated regularly.			
OL.2	Creates expectations and a culture that is student learning centered.			
OL.3	Integrates an effective decision-making model to ensure proposed initiatives, curriculum updates, and instructional practice are based upon best practice, current data, and research-based studies.			
OL.4	Delegates responsibility to staff that will foster professional growth, leadership and decision-making skills.			

Performance Indicator	Exemplary Performance	Proficient Performance	Performance Needs Improvement
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CR.1	<b>Establishes a visible presence in Raymond Central schools and community.</b>			
CR.2	<b>Regular, purposeful visits to Raymond Central programs and participation activities are a priority.</b>			
PL.1	<b>Provides a defined Staff Professional Development Plan to align resources, professional development identified needs, resources, and the district calendar.</b>			
PL.2	<b>Acts as a unifying force within the district, striving to create an environment that is healthy and best for the students.</b>			
PL.3	<b>Articulates and promotes high expectations for administrators and teachers.</b>			
PL.4	<b>Sustains a life-long learning model to grow and improve personal and professional knowledge of emerging technology, methodologies, and processes to improve and grow student learning.</b>			
PL.5	<b>Demonstrates knowledge of and comfort with current evidence-based practices for teaching and learning. Seeks to develop others in this area. Participates actively in professional groups and organizations for the benefit of the district.</b>			
PL.6	<b>Facilitates and engages in collaborative management of concerns and opinions.</b>			

Identify areas of strength you observe in Superintendent Joel.

Identify areas of growth you believe will benefit Superintendent Joel's leadership.

Please provide additional clarity and feedback to support your chosen ratings.

**CERTIFIED STAFF (25 scaled; 3 open-ended)**

Please select your *level of performance satisfaction* with how Superintendent Joel achieves the following measures.

Performance Indicator		Exemplary Performance	Proficient Performance	Performance Needs Improvement
MVG.1	<b>A comprehensive plan for improvement is adopted and aligned to the district-wide goals. Data collection and analysis systems are in place to monitor progress. Review of strategies related to improvement are conducted routinely.</b>			
MVG.2	<b>Provides vision and leadership to advance instruction and learning districtwide.</b>			
MVG.3	<b>Provides leadership to support growth and improved student learning and articulates the vision and progress with all stakeholders.</b>			
MVG.4	<b>Implements and maintains an effective School Improvement Process/Plan to validate measures to improve student learning.</b>			
P.1	<b>Governs consistently through board policy and administrative protocol and procedures.</b>			
P.2	<b>Establishes a system that is proactive with personnel matters. Personnel policies are followed consistently.</b>			
BPM.1	<b>Grows accessible fiscal and human resources to support a quality learning environment enhancing districtwide opportunities and improved curriculum, instruction and learning.</b>			

Performance Indicator		Exemplary Performance	Proficient Performance	Performance Needs Improvement
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				Improvement
EL.1	<b>Assumes the key leadership role and responsibility for growth and improved student learning and articulates the vision and progress with all stakeholders.</b>			
EL.2	<b>Monitors the specific strategies and processes to address the needs of student subgroups to validate growth and improved student learning.</b>			
EL.3	<b>Engages staff in the use of data, research, and informed decision-making to support the identified needs of curriculum, instruction, and learning.</b>			
EL.4	<b>Ensures that district decision-making related to initiatives, curriculum, and instruction are based upon best practice, current data, and research-based studies.</b>			
EL.5	<b>Provides the time and resources to align curriculum vertically, horizontally, and to the state standards to support student learning.</b>			
EL.6	<b>Supports the district adopted instructional framework through relevant professional development and has integrated and utilizes the framework to evaluate certificated staff.</b>			
EL.7	<b>Identifies and implements appropriate instructional interventions and strategies to meet the needs for learning and achievement.</b>			
OL.1	<b>Creates expectations and a culture that is student learning centered.</b>			
OL.2	<b>Integrates an effective decision-making model to ensure proposed initiatives, curriculum updates, and instructional practice are based upon best practice, current data, and research-based studies.</b>			
OL.3	<b>Seeks input from staff in decisions, creates methods for staff to be actively involved in setting and supporting district-wide goals.</b>			

Performance Indicator		Exemplary Performance	Proficient Performance	Performance Needs Improvement
CR.1	<b>Establishes a visible presence in Raymond Central schools and community.</b>			
CR.2	<b>Regular, purposeful visits to Raymond Central programs and participation</b>			

	<b>activities are a priority.</b>			
PL.1	<b>Provides a defined Staff Professional Development Plan to support instructional identified needs and improved student learning.</b>			
PL.2	<b>Advocates for the implementation of curriculum that enables each student to achieve (or master) a high-level learning experience.</b>			
PL.3	<b>Acts as a unifying force within the district, striving to create an environment that is healthy and best for the students.</b>			
PL.4	<b>Articulates and promotes high expectations for teachers.</b>			
PL.5	<b>Demonstrates knowledge of and comfort with current evidence-based practices for teaching and learning. Seeks to develop others in this area. Participates actively in professional groups and organizations for the benefit of the district.</b>			
PL.6	<b>Facilitates and engages in collaborative management of concerns and opinions.</b>			

Identify areas of strength you observe in Superintendent Joel.

Identify areas of growth you believe will benefit Superintendent Joel's leadership.

Please provide additional clarity and feedback to support your chosen ratings.

**CLASSIFIED STAFF – (20 scaled; 3 open-ended)**

Please select your *level of performance satisfaction* with how Superintendent Joel achieves the following measures.

Performance Indicator		Exemplary Performance	Proficient Performance	Performance Needs Improvement
MVG.1	Engages external stakeholders in the discussion of long-term plans and goals to support student learning and expectations of stakeholders.			
MVG.2	Provides leadership to support growth and improved student learning and articulates the vision and progress with all stakeholders.			
MVG.3	Seeks input from stakeholders on significant issues when appropriate.			
P.1	Governs consistently through board policy and administrative protocol and procedures.			
P.2	Establishes a system that is proactive with personnel matters. Personnel policies are followed consistently.			
BPM.1	Recognizes the importance of fiscal responsibility and accountability while aligning resources to support a quality learning environment and growth of quality instruction and learning.			
EL.1	Promotes high expectations and a culture that is student learning centered.			
EL.2	Advocates for the learning needs of all students.			
OL.1	Creates expectations and a culture that is student learning centered.			

Performance Indicator		Exemplary	Proficient	Performance

		Performance	Performance	Needs Improvement
OL.2	<b>Seeks input from staff in decisions, creates methods for staff to be actively involved in setting and supporting district-wide goals.</b>			
CR.1	<b>Establishes a visible presence in Raymond Central schools and community.</b>			
CR.2	<b>Regular, purposeful visits to Raymond Central programs and participation activities are a priority.</b>			
PL.1	<b>Provides a defined Staff Professional Development Plan to support growth and development in my respective role.</b>			
PL.2	<b>Acts as a unifying force within the district, striving to create an environment that is healthy and best for the students.</b>			
PL.3	<b>Articulates and promotes high expectations for staff.</b>			
PL.4	<b>Facilitates and engages in collaborative management of concerns and opinions.</b>			

Identify areas of strength you observe in Superintendent Joel.

Identify areas of growth you believe will benefit Superintendent Joel's leadership.

Please provide additional clarity and feedback to support your chosen ratings.

**PARENTS (20 scaled; 3 open-ended)**

Please select your *level of performance satisfaction* with how Superintendent Joel achieves the following measures.

Performance Indicator		Exemplary Performance	Proficient Performance	Performance Needs Improvement
MVG.1	Engages external stakeholders in the discussion of long-term plans and goals to support student learning and expectations of stakeholders.			
MVG.2	Provides leadership to support growth and improved student learning and articulates the vision and progress with all stakeholders.			
MVG.3	Seeks input from stakeholders on significant issues when appropriate.			
P.1	Governs consistently through board policy.			
P.2	Provides public access to district policy.			
BPM.1	Recognizes the importance of fiscal responsibility and accountability while aligning resources to support a quality learning environment and growth of quality instruction and learning.			
EL.1	Promotes high expectations and a culture that is student learning centered.			
EL.2	Advocates for the development and engagement of parents/families as partners in the education of students.			
EL.3	Advocates for the learning needs of all students.			

Performance Indicator		Exemplary	Proficient	Performance

		Performance	Performance	Needs Improvement
CR.1	<b>Establishes a visible presence in Raymond Central schools and community.</b>			
CR.2	<b>Regular, purposeful visits to Raymond Central programs and participation activities are a priority.</b>			
CR.3	<b>Develops collaborative partnerships and fosters support for the school district.</b>			
CR.4	<b>Communicates key information in an appropriate and timely manner.</b>			
OL.1	<b>Sustains a school environment of trust and respect with students, staff, families, and community members.</b>			
OL.2	<b>Parents and community members report a positive relationship with district leadership.</b>			
OL.3	<b>Is aware of potential issues and proactively addresses matters to ensure the success of the school district.</b>			
PL.1	<b>Develops and sustains a positive and progressive district/community climate based upon professional ethics, trust, integrity, and respect.</b>			
PL.2	<b>Models positive and professional leadership to ensure Raymond Central Public Schools is recognized for the outstanding educational instruction and learning experience provided PK-12.</b>			
PL.3	<b>Utilizes effective public information strategies to communicate and promote a positive image of the district with families, community, the media, state and local officials.</b>			
<b>Performance Indicator</b>		Exemplary Performance	Proficient Performance	Performance Needs Improvement

PL.4	<b>Facilitates and engages in collaborative management of concerns and opinions.</b>			
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Identify areas of strength you observe in Superintendent Joel.

Identify areas of growth you believe will benefit Superintendent Joel's leadership.

Please provide additional clarity and feedback to support your chosen ratings.

**COMMUNITY MEMBERS (18 scaled; 3 open-ended)**

Please select your *level of performance satisfaction* with how Superintendent Joel achieves the following measures.

Performance Indicator		Exemplary Performance	Proficient Performance	Performance Needs Improvement
MVG.1	Engages external stakeholders in the discussion of long-term plans and goals to support student learning and expectations of stakeholders.			
MVG.2	Provides leadership to support growth and improved student learning and articulates the vision and progress with all stakeholders.			
MVG.3	Seeks input from stakeholders on significant issues when appropriate.			
P.1	Governs consistently through board policy.			
P.2	Provides public access to district policy.			
BPM.1	Recognizes the importance of fiscal responsibility and accountability while aligning resources to support a quality learning environment and growth of quality instruction and learning.			
EL.1	Promotes high expectations and a culture that is student learning centered.			
EL.2	Advocates for the development and engagement of parents/families as partners in the education of students.			
EL.3	Works collaboratively with community partners to enhance the educational learning experience for students.			

Performance Indicator		Exemplary	Proficient	Performance

		Performance	Performance	Needs Improvement
CR.1	<b>Establishes a visible presence in Raymond Central schools and community.</b>			
CR.2	<b>Establishes effective school/community relations, school/business partnerships and public service.</b>			
CR.3	<b>Promotes community involvement, engagement, and participation in school related activities and events.</b>			
OL.1	<b>Sustains a school environment of trust and respect with students, staff, families, and community members.</b>			
OL.2	<b>Parents and community members report a positive relationship with district leadership.</b>			
OL.3	<b>Is aware of potential issues and proactively addresses matters to ensure the success of the school district.</b>			
PL.1	<b>Develops and sustains a positive and progressive district/community climate based upon professional ethics, trust, integrity, and respect.</b>			
PL.2	<b>Models positive and professional leadership to ensure Raymond Central Public Schools is recognized for the outstanding educational instruction and learning experience provided PK-12.</b>			
PL.3	<b>Utilizes effective public information strategies to communicate and promote a positive image of the district with families, community, the media, state and local officials.</b>			



Identify areas of strength you observe in Superintendent Joel.

Identify areas of growth you believe will benefit Superintendent Joel's leadership.

Please provide additional clarity and feedback to support your chosen ratings.

**STUDENTS (10 scaled; 3 open-ended)**

Please select your *level of performance satisfaction* with how Superintendent Joel achieves the following measures.

Performance Indicator		Exemplary Performance	Proficient Performance	Performance Needs Improvement
MVG.1	Actively seeks student input, creates methods for students to influence learning, programs, or support services,			
P.1	Ensures that district policy and student discipline is implemented with integrity and consistency.			
P.2	Provides public access to district policy.			
CR.1	Establishes a visible presence and engages students.			
CR.2	Interacts with students and appears genuinely interested in building a connection with students.			
CR.3	Attends and participates in school activities, events, and programs.			
CR.4	Communicates key information in an appropriate and timely manner.			
EL.1	Promotes high expectations and a culture that is focused on students.			

Performance Indicator	Exemplary Performance	Proficient Performance	Performance Needs
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				Improvement
OL.1	<b>School climate is positive under the leadership of the superintendent.</b>			
BSL.1	<b>Students are engaged in Board-Superintendent Leadership through a student-board representative.</b>			

Identify areas of strength you observe in Superintendent Joel.

Identify areas of growth you believe will benefit Superintendent Joel's leadership.

Please provide additional clarity and feedback to support your chosen ratings.

## BOARD – Superintendent Performance Rubric

Please select your *level of performance satisfaction* with how Superintendent Joel achieves the following measures.

### Standard I: Mission, Vision, and Goals

Standard of Performance	Exemplary	Proficient	Needs Improvement	Rating
	<p>(5) The superintendent consistently works collaboratively with the board to define, adopt, and institute the district <b>mission, vision, and goals</b> to ensure the progress and success of student learning and achievement.</p>	<p>(3) The superintendent regularly works collaboratively with the board to regularly define, adopt, and institute the district <b>mission, vision, and goals</b> to ensure the progress of student learning and achievement.</p>	<p>(1) The superintendent rarely, if ever, collaborates to define, adopt, and institute the district <b>mission, vision, and goals</b>.</p>	
<p><b><i>Supporting resources that may serve as evidence of meeting the performance standard.</i></b></p> <ul style="list-style-type: none"> <li>District Strategic Plan/District Goals Plan for implementing, monitoring and reporting progress of the Strategic Plan</li> <li>School Improvement Plan (Including Updates/assessment of progress and modifications)</li> <li>School Improvement Teams</li> <li>Superintendent Performance Plan aligned with district priorities and indicators to measure progress and success</li> <li>Student Performance Data</li> </ul>	<p>Please provide additional clarity and feedback to support your chosen ratings.</p>			

## Standard II: Policy

Standard of Performance	Exemplary	Proficient	Needs Improvement	Rating
	(5) The superintendent consistently works collaboratively with the board to define, update and adopt effective and purposeful district policy.	(3) The superintendent regularly works in a collaborative manner with the board to define, update and adopt district policy.	(1) The superintendent rarely collaborates to define, update and adopt effective and purposeful district policy.	
<p><b><i>Supporting resources that may serve as evidence of meeting the performance standard.</i></b></p> <p>District adopted Policy review process                      Progress/updates of the boards work with policy                      Policy Committee Minutes</p>		<p>Please provide additional clarity and feedback to support your chosen ratings.</p>		

## Standard III: Budget Planning and Management

Standard of Performance	Exemplary	Proficient	Needs Improvement	Rating
	(5) The superintendent continuously and collaboratively provides organizational leadership districtwide to ensure fiscal responsibility by allocating, using and investing district resources to support effective instruction and improved student learning.	(3) The superintendent regularly provides organizational leadership districtwide to ensure fiscal responsibility by allocating, using and investing district resources.	(1) The superintendent rarely provides organizational &/or fiscal leadership in the district.	
<p><b>Supporting resources that may serve as evidence of meeting the performance standard.</b></p> <ul style="list-style-type: none"> <li>Budget Strategic/District Goals</li> <li>Professional Development Plan</li> <li>Monthly Budget Reports</li> <li>Quarterly Expenditure Updates</li> <li>District Audit</li> <li>Management/use of Grants and ESU Resources</li> <li>Five/Ten-Year Facility Plan</li> </ul>	Please provide additional clarity and feedback to support your chosen ratings.			

Standard IV: Educational Leadership				
Standard	Exemplary	Proficient	Needs Improvement	Rating
	(5) The superintendent consistently	(3) The superintendent regularly	(1) The superintendent rarely provides	

	<p>provides educational leadership to ensure the process is followed to align quality resources and support best practice <b>instructional standards, implementation of current and applicable curriculum and formative/summative assessments</b> to prepare students for success.</p>	<p>provides educational leadership to ensure resources align to and support best practice <b>instructional standards, implementation of current and applicable curriculum and formative/summative assessments.</b></p>	<p>educational leadership to ensure <b>alignment of resources for instruction and curriculum.</b></p>	
<p><b><i>Supporting resources that may serve as evidence of meeting the performance standard.</i></b></p> <ul style="list-style-type: none"> <li>District Strategic Plan/District Goals</li> <li>School Improvement Plan (Including Assessment of progress and modifications)</li> <li>School Improvement Teams</li> <li>District Calendar</li> <li>Curriculum Review Cycle Plan</li> <li>Updated Policy for Curriculum and Assessment Review</li> <li>Curriculum Review Committee Minutes</li> <li>Student Performance Goals</li> <li>Student Performance Data</li> <li>District Teacher and Administrative Evaluation process</li> <li>Administrator Professional Development</li> </ul>	<p>Please provide additional clarity and feedback to support your chosen ratings.</p>			
<p><b>Standard V: Organizational Leadership</b></p>				
<p>5 4 3 2 1</p>	<p><b>Exemplary</b></p>	<p><b>Proficient</b></p>	<p><b>Needs Improvement</b></p>	<p><b>Rating</b></p>

	(5) The superintendent consistently provides <b>organizational leadership</b> with a documented thorough process in place to measure that ensures the district is	(3) The superintendent regularly provides <b>organizational leadership</b> with a process in place to ensure the district is providing a quality education in a safe	(1) The superintendent rarely provides <b>organizational leadership</b> nor has a process to measure the district is provision of a quality education in a safe	
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	providing an excellent quality education in a safe learning environment.	learning environment.	learning environment.	
<p><b>Supporting resources that may serve as evidence of meeting the performance standard.</b></p> <p>Staff Report (including, but not limited to tenure, degree, teaching assignment, extra duty, etc.)  Conflict Resolution Process  Leadership Development Plan  Professional Development Plan  Crisis and Safety Plan  Executive Summary of the Safety Audit</p>		Please provide additional clarity and feedback to support your chosen ratings.		

**Standard VI: Community Relations**

	<b>Exemplary</b>	<b>Proficient</b>	<b>Needs Improvement</b>	<b>Rating</b>
<b>Standard of Performance</b>	(5) The superintendent has clear and documented practices that establishes <b>effective communications</b> to consistently inform and engage the board, parents, students, staff, local and state government officials, community members, and business leaders.	(3) The superintendent practices <b>effective communications</b> to inform and engage the board, parents, students, staff, local and state government officials, community members, and business leaders.	(1) The superintendent rarely and inconsistently provides <b>communications</b> to inform and engage the board, parents, students, staff, local and state government officials, community members, and business leaders.	

**Supporting resources that may serve as evidence of meeting the performance standard.**

Climate Surveys  
 Community Engagement Summary/Report  
 District Partnerships and Initiatives established to provide resources and support  
 Partnerships support received through the District Foundation, scholarships, grant monies, etc.  
 Inter-local Agreements  
 District Annual Report  
 Communications designed by and distributed to generate support of the district  
 Membership and participation with civic, community and state organizations

Please provide additional clarity and feedback to support your chosen ratings.

**Standard VII: Professional Leadership**

	<b>Exemplary</b>	<b>Proficient</b>	<b>Needs Improvement</b>	<b>Rating</b>
<b>Standard of Performance</b>	(5) The superintendent consistently models and <b>demonstrates professional leadership, ethics, and a commitment to growth and improved instruction and learning for staff and students, which is monitored and addressed using assessments and evaluations by staff.</b>	(3) The superintendent regularly models and <b>demonstrates professional leadership, ethics, and a commitment to growth and improved instruction and learning for staff and students.</b>	(1) The superintendent rarely and <b>inconsistently demonstrates professional leadership, ethics, and instruction and learning for staff and students.</b>	
<b>Supporting resources that may serve as evidence of meeting the performance</b>	Please provide additional clarity and feedback to support your chosen ratings.			

<p><b>standard.</b></p> <p>Memberships  Professional Development Activities  (including, but not limited to conferences,  workshops, committee work, studies,  research, and published works)  Education growth plan  Leadership Development Plan  Professional Goals</p>	
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Standard VIII: Board-Superintendent Relations				
Standard of Performance	Exemplary	Proficient	Needs Improvement	Rating
	(5) The superintendent is successful in working collaboratively and enlisting the support of the board to define district expectations, policies, and goals to ensure the progress and success of student learning and achievement.	(3) The superintendent regularly works in collaboration with the board on district expectations, policies, and goals regarding instruction and student learning.	(1) The superintendent rarely, if ever, collaborates or enlists the support of the board on district expectations, policies, and goals.	
<p><b>Supporting resources that may serve as evidence of meeting the performance standard.</b></p> <p>Superintendent Performance Plan/Goals</p>	Please provide additional clarity and feedback to support your chosen ratings.			

Board Committee Minutes Communication Plan	
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### Superintendent Goal Assessment

Please select your *level of performance satisfaction* with how Superintendent Joel achieves the following measures.

Performance Indicator		Exemplary Performance	Proficient Performance	Performance Needs Improvement
Goal I	Foster a positive district climate by building strong internal and external relationships to support student achievement.			
<p>Please provide additional clarity and feedback to support your chosen ratings.</p>				
Goal II	Continue the creation of a 5 year facilities strategic plan for implementation that addresses maintenance and improvements for existing building assets.			

<b>Please provide additional clarity and feedback to support your chosen ratings.</b>				
Goal III	<b>Foster a learning environment in which every student has the maximum opportunity to achieve academic excellence.</b>			
<b>Please provide additional clarity and feedback to support your chosen ratings.</b>				
Goal IV	<b>Continue to foster transparency in district communications using all available media technologies.</b>			
<b>Please provide additional clarity and feedback to support your chosen ratings.</b>				

Identify areas of strength you observe in Superintendent Joel.

Identify areas of growth you believe will benefit Superintendent Joel's leadership.

Please provide additional clarity and feedback to support your chosen ratings.



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Dr. Derrick Joel, Superintendent

Dr. Harriet Gould, Board President

Date:

Date: