

*Superintendent Evaluation for Stephen C. Saxton  
2015 - 2016  
Avoca Central School District Superintendent*



## Introduction

The Council's Model Superintendent Evaluation helps boards and superintendents to develop thoughtful, constructive evaluations that advance district goals and keep the leadership team healthy.

The board's evaluation of the superintendent is one of its most important functions. It's also mandated by law (8 NYCRR 100.2(o)(2) requires an evaluation on an annual basis). The evaluation is the instrument through which the board provides feedback to the superintendent, how (s)he is performing, whether its goals for the district are being achieved and what needs to be done if they are not. Past evaluations are something the superintendent may rely on both internally and externally as evidence of excellent performance should board goals or compositions change dramatically.

This model evaluation format has been designed to reflect the current practice in education to use a rubric style evaluation to determine levels of performance for the superintendent. Each section contains particular indicators with specific criteria to rate the performance level. The levels are scored on a scale of **highly effective, effective, developing, and ineffective**.

A strong evaluation process will:

- Enhance the performance of the superintendent
- Focus the district on goals and priorities
- Lead to transparent measures of performance and reasonable targets to meet
- Clarify areas where the board-superintendent relationship can be improved

## Implementation

The Council's Model Superintendent Evaluation aims to serve as a basis to focus conversations with boards of education to perform their evaluation role effectively and in a way that can be directly linked to district goals and student performance.

The Model was built on a common set of leadership expectations that typically appear in superintendent evaluations and ties them to the professional standards and indicators. The evaluation is also a tool for the superintendent to create and maintain a solid leadership team with the board members. A well designed evaluation process is an important factor in building and sustaining a board-superintendent relationship. The evaluation process gives the board governance team and the superintendent an opportunity to reach detailed agreement on the leadership targets for the upcoming year.

The superintendent's goals should always be - as they are here - a major focus of the annual performance evaluation. The goals should be mutually agreed upon by the superintendent and the board of education and should be realistic for the superintendent and the staff to achieve. The Council suggests three to a maximum of five goals.

## Evaluation Process

### Important Considerations:

- Year long process
- Process is negotiated up front
- Self-reflection is critical
- Power is in the conversation
- Must be evidence based

## Process Models

The board and superintendent will need to determine if the evaluation review is with the full board or between the board president and the superintendent. Conversation with Board could be facilitated by an outside facilitator so Board of Education (BOE) members can talk with each other, ask about evidence and probe each other's thinking. The specifics of the process and the evaluation document tool to be used need to be locally negotiated between the superintendent and school board.

### Board Member Commitments

- Participate in the agreed upon process with honesty and integrity.
- Each board member should rate all performance indicators and goals based on evidence.
- Evidence should be aligned to the performance standards, the individual indicators, and the goals.
- Identify the Superintendent's strengths and areas for improvement and make recommendation for improving performance.
- Participate in the evaluation discussion, agree to goals for next year.

### Superintendent Commitments

- Understand, agree to and participate in the articulated process.
- Gather data, documents and evidence to support performance in relation to the standards and progress toward achieving goals.
- Finalize goals and end-of-year evaluation with the Board.

## “FOIL”ability

There are three basic parts to a superintendent’s evaluation:

1. A description of the job duties, or goals to be achieved by the superintendent,
2. A subjective analysis, or opinion as to how well the superintendent met the standards and goals, and
3. A final rating of **highly effective, effective, developing, and ineffective**

Each section of the evaluation is subject to different levels of disclosure under the Freedom of Information Law (FOIL).

Section	FOIL-able?	Rationale
1. A description of the job duties, or goals to be achieved by the superintendent	YES	Disclosure of goals has been deemed to be a permissible rather than an unwarranted invasion of a superintendent’s personal privacy, because goals are relevant to the performance of the official duties which relate to the position of the superintendent, and not to the individual.
2. A subjective analysis, or opinion as to how well the superintendent has met the standards and goals	NO	The second component, which involves a reviewer’s subjective opinion can be withheld, as an unwarranted invasion of personal privacy, and on the grounds that a subjective comment constitutes an opinion concerning performance.
3. A final rating of <b>highly effective, effective, developing, ineffective</b>	YES	The final summative rating of the superintendent can also be disclosed because it constitutes a final agency determination which makes the final rating available pursuant to a FOIL request. Remember, if a superintendent’s salary increase, or merit pay is based on performance, the evaluation is subject to FOIL.

Therefore, individual scores from individual board members are not “final agency determinations” and are therefore not subject to FOIL. By contrast, any summative number or summative comments approved by the entire board would constitute a final agency determination, they are subject to FOIL.

## A. Relationship with the Board

	Ineffective	Developing	Effective	Highly Effective	Rating
Information	Does not provide the information the board needs to perform its responsibilities.	Keeps only some members informed, making it difficult for the board to perform its responsibilities.	Keeps the board informed with appropriate information as needed so it may perform its responsibilities.	Keeps all board members informed with appropriate, regular communication so it may perform its responsibilities.	
Materials and background	Meeting materials aren't available. Members arrive at meetings without any prior information regarding agenda.	Meeting materials are incomplete, and don't include supporting information.	Materials are provided. Some supporting information is included.	Meeting materials are provided with supporting information in order to make informed decisions.	
Board questions	Board questions are rarely answered.	Board questions are answered, but not all members are apprised of relevant questions/answers.	Board questions are addressed with occasional follow-up to members.	Board questions are answered thoroughly with communication to all members to ensure understanding.	
Policy involvement	Makes decisions without regard to adopted policy.	Is minimally involved in the development, recommendation and administration of district policies.	Is actively involved in the development, recommendation and administration of district policies.	Is proactive in the determination of district needs and policy priorities.	
Board development	Doesn't promote board development.	When asked, provides members with information about board development.	Provides members with information regarding board development opportunities when they arise.	Actively and continuously encourages board development by seeking and communicating opportunities.	
Category Rating					

## B. Community Relations

	Ineffective	Developing	Effective	Highly Effective	Rating
District image	Is negative about the district.	Doesn't actively promote the district.	Projects a positive image of the district <i>as expected</i> .	Projects and promotes a positive image of the district.	
Communication with community	Isn't readily available.	Provides appropriate information only when asked.	Actively seeks two-way communication with the community as appropriate.	Actively seeks communication, as appropriate, and works to provide alternative means of contact with the community.	
Media relations	Communicates with the media only when requested.	Isn't proactive, but is cooperative with the media.	Promotes the district in the media.	Initiates and actively engages the media.	
Approachability	Is neither visible nor approachable by members of the community.	Is visible, at a distance.	Is visible and approachable by members of the community.	Is visible and approachable by members of the community. Attends a variety of events.	
Category Rating					

### C. Staff Relationships

	Ineffective	Developing	Effective	Highly Effective	Rating
Internal communications	Doesn't have a specific system to inform staff of important matters.	Is inconsistent in keeping staff informed of important matters.	Keeps staff informed of most important matters.	Establishes a system of keeping staff continually informed of important matters.	
Personnel matters	There is no system to handle personnel matters in a consistent manner. Some situations may be handled with bias.	A system has been established, but it is not applied consistently.	A system is used to address personnel matters with consistency, fairness, discretion and impartiality.	Establishes a system that is proactive with personnel matters. Personnel policies are routinely discussed and promoted.	
Delegation of duties	Doesn't delegate duties. Maintains personal control over all district operations.	Delegates duties to staff, but retains final decision-making authority.	Delegates responsibility to staff within their abilities and then provides support to ensure their success.	Delegates responsibility to staff that will foster professional growth, leadership and decision-making skills.	
Recruitment	There is no formal recruitment process and/or hires are considered in an arbitrary manner.	A formal recruitment process is in place, but is not used consistently.	Follows a formal recruitment process for each hiring opportunity.	Follows a formal recruitment process for each hiring opportunity. Actively recruits the best staff available and encourages their application to the district.	
Visibility	Seldom visits buildings.	Is present at building programs and special activities.	Visits buildings/classroom as time permits.	Regular visits to buildings and classrooms are a priority item.	
Category Rating					

**D. Business and Finance**

	Ineffective	Developing	Effective	Highly Effective	Rating
Budget development and maintenance	Superintendent’s budget knowledge is limited. The budget is developed and managed without taking into consideration current needs of the district.	Superintendent works to develop and manage the budget to meet the immediate fiscal issues. Decisions are primarily reactive to current needs of the district.	Budget actions are proactive and consider the most current information and data. A balance is sought to meet the needs of students and remain fiscally responsible to the community.	Budget actions are proactive and consider both current and long-range information and data. A balance is sought to meet the current and future needs of students and remain fiscally responsible to the community.	
Budget reports	Doesn’t report financial information to the board except with the annual audit.	Reports the status of financial accounts as requested by the board.	Regularly reports to the board concerning the budget and financial status.	Constant flow of budgetary/ financial information provided with discussion of the ramifications of any changes.	
Facility management	A facilities management plan is not created. Maintenance is only performed when absolutely needed.	Facilities needs are discussed internally, but a plan is not created. Issues are addressed on an as-needed basis.	A facilities management plan is in place that includes the current status of the buildings and the need to improve any facilities in the future.	Facilities management plan in place, includes current status of buildings and the need to improve facilities in the future, with a projected plan to secure funding.	
Resource allocation	Resources are allocated without consideration of district needs.	Resources are allocated to meet immediate needs.	Resources are distributed based upon district goals and seek to meet immediate objectives.	Resources are distributed based upon district goals and seek to meet immediate and long-range objectives.	
Category Rating					

### E. Instructional Leadership

	Ineffective	Developing	Effective	Highly Effective	Rating
Professional knowledge	Is unaware of current instructional programs.	Is somewhat knowledgeable of current instructional programs. Relies on others for info./data.	Demonstrates knowledge of current instructional programs, and is able to discuss them.	Demonstrates knowledge and comfort with current instructional programs. Seeks to communicate with others how the district is implementing best practices.	
Self-improvement	Does not participate in professional development opportunities.	Passively participates in some professional development opportunities.	Seeks to learn and improve upon personal and professional abilities. Attends professional conferences when appropriate.	Eagerly seeks to learn and improve upon personal and professional abilities. Is able to apply this new learning for the benefit of the district. Participates actively in professional groups and organizations.	
Focus on students	Focus is on the management of the district and maintaining day-to-day operations. Student achievement isn't the priority.	Student achievement is a concern, but does not always guide decisions made within the district.	Student achievement is important and guides decisions made within the district.	Places student achievement as the top priority and consistently communicates this to others. Bases decisions on improving student achievement. This priority is reflected in the budget.	
Goal development	Goals are not developed.	Goals are defined by implementing state curriculum and seeking to maximize student scores.	Facilitates the development of short-term goals for the district. Provides the necessary financial resources to meet those goals.	Believes in and facilitates the development of short/long term goals for the district. Aligns the available resources within the budget to accomplish these goals.	
Staff development	Staff development isn't provided. Staff members are responsible for their own improvement.	Staff development programs are offered based upon available opportunities.	Staff development programs are offered based upon available opportunities that are targeted toward increasing student achievement.	Staff development programs are targeted toward district-specific goals and are sustained to increase student achievement.	
Curriculum	Curriculum isn't a priority in the district.	Allows teachers to define their own curriculum. There is little or no coordination.	A curriculum is in place that seeks to meet the state standards.	There is an on-going review process to be sure the curriculum is aligned to the state standards and meets the needs of our students.	

Category Rating

The following specific goals have been developed and agreed upon indicators of District results:

Goal 1 - a)					
	Ineffective	Developing	Effective	Highly Effective	Rating
	Shows no progress toward meeting the goal	Shows progress but did not meet the goal	Meets the established goal	Exceeds the established goal	

Goal 2 - a)					
	Ineffective	Developing	Effective	Highly Effective	Rating
	Shows no progress toward meeting the goal	Shows progress but did not meet the goal	Meets the established goal	Exceeds the established goal	

Goal 3 -					
	Ineffective	Developing	Effective	Highly Effective	Rating
	Shows no progress toward meeting the goal	Shows progress but did not meet the goal	Meets the established goal	Exceeds the established goal	

Goal 4 - a)					
	Ineffective	Developing	Effective	Highly Effective	Rating
	Shows no progress toward meeting the goal	Shows progress but did not meet the goal	Meets the established goal	Exceeds the established goal	
Category Rating					

### Determining the Overall Evaluation Rating

Superintendent's name:	Stephen C. Saxton
------------------------	-------------------

School year:	2015- 2016
--------------	------------

RATINGS ON INDIVIDUAL DOMAINS:

A. Relationship with Board	Ineffective	Developing	Effective	Highly Effective
B. Community Relations	Ineffective	Developing	Effective	Highly Effective
C. Staff Relationships	Ineffective	Developing	Effective	Highly Effective
D. Business & Finance	Ineffective	Developing	Effective	Highly Effective
E. Instructional Leadership	Ineffective	Developing	Effective	Highly Effective
F. District Results (Goals)	Ineffective	Developing	Effective	Highly Effective

OVERALL RATING:	Ineffective	Developing	Effective	Highly Effective
-----------------	-------------	------------	-----------	------------------

Comments by Board of Education:

Comments by the Superintendent:

Superintendent's Signature: \_\_\_\_\_

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

Board President's Signature: \_\_\_\_\_

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

(The administrator's signature indicates that he or she has seen and discussed the evaluation; it does not necessarily denote agreement with the evaluation.)

## Appendix A

### **For the 2015 - 2016 School year**

December 2014—Goals reviewed and agreed upon with the Board of Education. Superintendent Evaluation Instrument approved.

January 2015—Board President distributes at the January Board of Education meeting the agreed upon evaluation tool to individual board members for completion individually. Board President sets date for completed forms to be submitted to him for compilation.

January 2015—Superintendent completes a self-evaluation using the agreed upon Evaluation Instrument and submits to the Board President.

February 2015—Board of Education President compiles the ratings from individual Board of Education members into a composite score to be shared with the Superintendent in Executive Session at the February Board of Education Meeting.