



Lenawee Intermediate School District

**SUPERINTENDENT EVALUATION INSTRUMENT
2000-2001**

June 2001

LISD Mission

The mission of the Lenawee Intermediate School District (LISD) is to prepare people to function effectively in a changing world by providing and coordinating quality education opportunities and support services, innovatively and responsively, in partnership with our communities.

Statement of Purpose

Evaluation of the Superintendent is an important, annual responsibility of the Board of Education.

The purpose of the Superintendent's Evaluation is to assist the Superintendent in: 1) fulfilling the LISD Mission and Strategic Plan; 2) improving job performance and responsibilities; 3) to provide recommendations to the Superintendent through which improvement can be achieved; 4) to clarify the Board of Education's expectations of the Superintendent; and 5) to enhance effective communication between the Board of Education and the Superintendent.

It is intended that a single evaluation document be completed by consensus of the Board of Education. In other words, the Superintendent will receive one written evaluation representing the combined thinking of the Board of Education.

It is requested that the Board of Education's Superintendent Evaluation be conducted and presented to the Superintendent in an Executive Session of the entire Board of Education.

Upon conclusion of the evaluation, the Board of Education may determine if any changes in the Superintendent's contract are warranted; i.e., compensation, benefits, length of contract, etc.

The evaluation document and any written responses shall become a part of the Superintendent's personnel file.

In developing this proposed evaluation instrument, material from the following was used:

- 1) National Association of School Boards, 1998 Annual Conference
 - Appalachia Intermediate #8
 - Tempe Schools, Arizona
- 2) American Association of School Administrators, 1998 Annual Conference
 - School District of Clayton, Georgia
 - Georgia Superintendent Evaluation Project
- 3) Michigan Association of School Administrators
 - Dewitt, Michigan School District
 - Kent ISD, Grand Rapids
 - Godwin Heights, Michigan Schools
 - Mona Shore Schools, Muskegon, Michigan
 - Quincy Community Schools, Quincy, Michigan

Task 1: Performs as Educational Leader and Innovator of the Schools

DIMENSIONS	RATING				COMMENTS
	Very Successful	Successful	Needs Improvement	Not Observed	
1.1 Serves as the leader of the District, thereby modeling appropriate leadership behaviors for all administrative and supervisory personnel.					
1.2 Supervises and evaluates assistants.					
1.3 Oversees planning and evaluation of curriculum and instruction.					
1.4 Prepares long- and short-term goals for the system, including student achievement.					
1.5 Communicates vision/mission to school personnel.					
1.6 Participates in professional activities to enhance knowledge and skills.					
1.7 Is trustworthy, open and honest.					
1.8 Communicates a clear direction.					
1.9 Develops and maintains smooth and effective working relationships with customers.					
1.10 Recognizes and responds effectively to unexpected situations.					
1.11 Meets challenges and overcomes adversity while maintaining high standards of quality.					
1.12 Very professional: customers and work associates can rely on performance.					

DIMENSIONS	RATING				COMMENTS
	Very Successful	Successful	Needs Improvement	Not Observed	
<p>1.13 Inspires and stimulates staff to perform to the best of their abilities in the execution of their assigned responsibilities. Keeps abreast of the latest developments in education using creativity in initiating programs and activities which move education forward.</p>					
<p>1.14 Provides for the development and implementation of continuous programs of staff Development for all certified and classified Staff in cooperation with appropriate staff Members.</p>					
<p>1.15 Serves as a representative of the Board and participates with fellow educators at such local, state and national meetings as the Board shall designate or approve in an effort to improve education generally.</p>					
<p>1.16 Advises the Board in its goals setting and planning deliberations.</p>					

Task 2: Serves as Chief Officer of the School Board

DIMENSIONS	RATING				COMMENTS
	Very Successful	Successful	Needs Improvement	Not Observed	
2.1 Implements policies of the School Board.					
2.2 Reports to the School Board about the status of programs.					
2.3 Recommends actions and alternatives to the Board.					
2.4 Acts as liaison between the School Board and school personnel.					
2.5 Informs the Board about rules and regulations of the LISD Board of Education and state and federal laws.					
2.6 Informs the Board about current trends and Developments in education.					
2.7 Prior to each meeting, prepares for each Board member a meeting agenda listing all items of business and including supporting data as necessary.					
2.8 Reports to the Board issues of interest/ concern, the progress, and the achievement of the school system in a timely, systematic fashion.					
2.9 Serves as a professional advisor to the Board offering assistance and recommendations as appropriate to facilitate Board decision making.					
2.10 Serves as ex-officio member of all committees of the Board.					
2.11 Seeks constructive criticism from the Board in an effort to continually assess and improve professional performance.					

DIMENSIONS	RATING				COMMENTS
	Very Successful	Successful	Needs Improvement	Not Observed	
2.12 Attends and participates in all meetings of the Board except when specifically excused.					
2.13 Develops satisfactory communication devices to keep members of the Board fully informed concerning significant and critical issues confronting the school system.					
2.14 Represents and speaks for the Governing Board on those occasions as requested.					

Task 3: Develops Staff Resources

DIMENSIONS	RATING				COMMENTS
	Very Successful	Successful	Needs Improvement	Not Observed	
3.1 Ensures administration of personnel policies and programs.					
3.2 Maintains up-to-date job descriptions for all personnel.					
3.3 Oversees the planning and evaluation of the staff development program to address weaknesses of employees in the system.					
3.4 Supports team goals.					
3.5 Puts interest of team ahead of self.					
3.6 Builds consensus and shares relevant information effectively.					
3.7 Actively seeks involvement/uses input from people with different perspectives.					
3.8 Recognizes and respects the contributions and needs of each individual.					
3.9 Recommends the number and type of positions necessary to provide effective and efficient operations of all district programs.					
3.10 Recommends for Board approval all certified and classified staff.					
3.11 Assigns all certified and classified staff to various positions in consultation with appropriate administrative and supervisory personnel.					

DIMENSIONS	RATING				COMMENTS
	Very Successful	Successful	Needs Improvement	Not Observed	
3.12 Provides for the development and implementation of procedures for the recruitment, selection, supervision, and evaluation of all staff, particularly focusing on probationary certificated employees					
3.13 Recommends for Board non-renewal and termination notices of those employees whose services are no longer required or whose performance is deemed unacceptable for continued employment, particularly focusing on probationary employees.					
3.14 Assumes an active role in the development and implementation of personnel salary and benefit schedules which conform to established budgetary constraints and best serve the needs of the school district.					

Task 4: Manages Facility Resources

DIMENSIONS	RATING				COMMENTS
	Very Successful	Successful	Needs Improvement	Not Observed	
4.1 Prepares long- and short-range plans for facilities and sites.					
4.2 Maintains and implements policies for the use of school property.					
4.3 Ensures the maintenance of school property.					
4.4 Monitors any construction, renovation, or demolition of school facilities.					
4.5 Oversees and implements policies for safe school facilities					

Task 5: Oversees Budget/Finance Operations

DIMENSIONS	RATING				COMMENTS
	Very Successful	Successful	Needs Improvement	Not Observed	
5.1 Reports to the school board on the financial condition of the school system.					
5.2 Prepares the budget with proper input.					
5.3 Ensures that expenditures are within limits approved by the school board.					
5.4 Monitors compliance with policies and laws.					
5.5 Assumes responsibility for the management of all district financial resources to insure that fiscal integrity and cost-effectiveness are continually maintained.					
5.6 Provides for the development and recommendation of the annual budget and assumes overall responsibility for adopted budget implementation.					
5.7 Provides for a system of purchases, expenditures, and investments of district funds within the confines of the Board-adopted budget after consultation with appropriate staff members.					
5.8 Assumes responsibility for insuring that all district financial operations are in compliance with audit requirements, state statutes, and federal funds guidelines.					
5.9 Advises the Board of all personnel, program, and facility issues which impact the financial operations of the District.					

Task 6: Maintains/Enhances Effective Community and Local District Relations

DIMENSIONS	RATING				COMMENTS
	Very Successful	Successful	Needs Improvement	Not Observed	
6.1 Involves the community in planning and problem-solving for the schools.					
6.2 Articulates educational programs and needs to the community.					
6.3 Participates in community affairs.					
6.4 Provides for the development and implementation of a district-wide school-community relations and programs.					
6.5 Insures that adequate and timely information regarding district policies, programs, and practices are made available to both district employees and the community at large.					
6.6 Establishes and maintains effective relationship with the media.					
6.7 Responds to community concerns in a prompt, courteous and professional manner.					
6.8 Serves as liaison between the District and other local, state and national groups and organizations, agencies, or units of government.					
6.9 Assumes responsibility for maintaining good human relations by showing evidence of interest in and warmth toward students, parents, staff, Governing Board members, and members of the community.					

DIMENSIONS	RATING				COMMENTS
	Very Successful	Successful	Needs Improvement	Not Observed	
6.10 Maintains high visibility within the community by participating in a variety of community activities.					
6.11. Identifies, understands, and responds to Appropriate needs of customers.					

SUPERINTENDENT ANNUAL EVALUATION SUMMARY

This is the composite SUMMARY Evaluation by the Board of Education of the ratings for the dimensions and tasks from the Superintendent Evaluation Instrument.

**TASK 1: PERFORMS AS EDUCATIONAL LEADER AND INNOVATOR
OF THE SCHOOLS**

OVERALL RATING

COMMENDATIONS/RECOMMENDATIONS FOR IMPROVEMENT:

Very Successful
Successful
Needs Improvement

TASK 2: SERVES AS CHIEF OFFICER OF THE SCHOOL BOARD

COMMENDATIONS/RECOMMENDATIONS FOR IMPROVEMENT:

Very Successful
Successful
Needs Improvement

SUPERINTENDENT ANNUAL EVALUATION SUMMARY

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OVERALL RATING

TASK 3: DEVELOPS STAFF RESOURCES

Very Successful
Successful
Needs Improvement

COMMENDATIONS/RECOMMENDATIONS FOR IMPROVEMENT:

TASK 4: MANAGES FACILITY RESOURCES

Very Successful
Successful
Needs Improvement

COMMENDATIONS/RECOMMENDATIONS FOR IMPROVEMENT:

SUPERINTENDENT ANNUAL EVALUATION SUMMARY

This is the composite SUMMARY Evaluation by the Board of Education of the ratings for the dimensions and tasks from the Superintendent Evaluation Instrument.

TASK 5: OVERSEES BUDGET/FINANCE OPERATIONS

COMMENDATIONS/RECOMMENDATIONS FOR IMPROVEMENT:

OVERALL RATING

Very Successful
Successful
Needs Improvement

TASK 6: MAINTAINS/ENHANCES EFFECTIVE COMMUNITY/LOCAL DISTRICT RELATIONS

COMMENDATIONS/RECOMMENDATIONS FOR IMPROVEMENT:

Very Successful
Successful
Needs Improvement

SUPERINTENDENT PROFESSIONAL DEVELOPMENT PLAN

For Time Period from _____ to _____

EXPECTATIONS (GOALS)	ACTIVITIES	TIMELINE	EVALUATION METHOD

STRENGTHS AND DEFICIENCIES

Strengths

Deficiencies

This evaluation has been given in writing to the superintendent and has been discussed in executive session by the board/board chair and the superintendent on _____ (date). Based on this evaluation instrument the superintendent has received an overall rating of:

Please circle one: Very Successful Successful Needs Improvement

Board President Signature
(Type name)

Superintendent Signature
(Type name)

Date _____

Date _____