

# Exhibit B: Superintendent Performance Evaluation Form

This evaluation tool uses the below assessment measures as a basis for indicating your impression of the superintendent's performance in the areas of Student Growth and Achievement; Organizational Leadership; District Operations and Financial Management; Communication and Community Relations; Human Resource Management; and Professionalism.

<b>Distinguished</b>	<ul style="list-style-type: none"><li>• Performance is clearly outstanding</li><li>• Performance is superior, far exceeding expectations</li><li>• Performance is exceptional on a regular or continuous basis – the superintendent far outperforms relative to minimum expectations.</li></ul>
<b>Proficient</b>	<ul style="list-style-type: none"><li>• Adequately performs all functions with the role, meeting or occasionally exceeding expectations.</li><li>• Performance is adequate, meeting or occasionally exceeding standards or expectations generally associated with performance.</li></ul>
<b>Needs Improvement</b>	<ul style="list-style-type: none"><li>• Periodically fails to meet expectations associated with assigned tasks, targeted goals, or professional competencies.</li><li>• Performance is less than adequate on a periodic or frequent basis- the superintendent may be developing within the position, but needs to improve to be considered proficient.</li></ul>
<b>Failing</b>	<ul style="list-style-type: none"><li>• Performance is below acceptable levels</li><li>• Fails to meet most expectations associated with the role of superintendent – substantial professional improvement is needed before the superintendent can be considered proficient in the role</li></ul>

The superintendent is evaluated on each of six *Objective Performance Standards*. *Objective Performance Standards* should be included in the superintendent's contract, and are the basis for the overall performance rating made available to the public at the completion of the performance review. Below each *Objective Performance Standard* are several customizable *Key Performance Indicators* that may help board members and the Board to assess overall performance in each *Standard*. Boards are encouraged at the beginning of the evaluation cycle to discuss each *Objective Performance Standard* to determine if and what changes should be made to the *Key Performance Indicators* so that they remain representative of the collective expectations of the Board.

**Superintendent's Name:** Dr. Cathy Taschner

**School Year:** 2014-15

**Evaluator's Name:** CASD School Board of Directors

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Using the ratings described above, place an "X" in the appropriate box indicating the superintendent's performance in each area.

<u>Objective Performance Standard</u>				
<p><b>Student Growth and Achievement</b></p> <p><i>Superintendent shall use multiple data sources to assess student success and growth as appropriate, specific to needs within the School District and as determined annually in collaboration with the Board of school directors. Annual or other School District performance objectives are articulated and clearly achieved under the direction of the Superintendent relative to standardized assessments including, but not limited to PSSA, Keystone Exams, PVAAS, attrition rates or graduation rates, and other locally determined measures.</i></p> <p><u>Key Performance Indicators</u></p>	<b>Distinguished</b>	<b>Proficient</b>	<b>Needs Improvement</b>	<b>Failing</b>
Effectively works with the Board to develop and monitor district policy and administrative regulations related to Student Growth and Achievement		X		
Demonstrates understanding and appropriate use of performance measures established within the district in support of specific goals and initiatives		X		
Appropriately monitors student achievement on identified standardized assessments and has actively developed successful strategies for improvement.		X		
Monitors, oversees, and encourages use of PVAAS data among professional staff with regard to making curricular, staffing, and comprehensive planning decisions within the district		X		
Has ensured all performance targets for staff and students have been met for the most current evaluation period.		X		

**How would you classify the superintendent's overall performance in the area of Student Growth and Achievement?**

<b>Distinguished</b>	<b>Proficient</b> X	<b>Needs Improvement</b>	<b>Failing</b>
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Using the ratings described above, place an "X" in the appropriate box indicating the superintendent's performance in each area.

<u>Objective Performance Standard</u>				
<p><b>Organizational Leadership –</b></p> <p><i>Superintendent has worked collaboratively with the Board to develop a vision for the School District, display an ability to identify and rectify problems affecting the School District, work collaboratively with School District administration to ensure best practices for instruction, supervision, curriculum development, and management are being utilized, and works to influence the climate and culture of the School District.</i></p>	<b>Distinguished</b>	<b>Proficient</b>	<b>Needs Improvement</b>	<b>Failing</b>
<u>Key Performance Indicators</u>				
Effectively works with the board to develop and monitor district policy and administrative regulations related to Organizational Leadership		X		
Has ensured priorities and initiatives are in alignment with a clearly defined and well-articulated vision for the district		X		
Has developed and implemented operational plans and processes to accomplish strategic goals		X		
Demonstrates an ability to assist and motivate others in achieving personal, professional, and district goals		X		
Is skilled in identifying, analyzing, and resolving problems that impact the district		X		
Maintains a regular presence in district buildings and at district events for the purpose of monitoring effectiveness of programming		X		
Uses strategic initiatives and district performance data to identify appropriate professional development opportunities for staff within the district		X		
Works appropriately within the role of instructional leader, while providing clear direction for teachers and administrators regarding curricular decisions		X		
Demonstrates clear understanding of board/superintendent relationship including appropriate roles and responsibilities		X		
Ensures compliance with all applicable local, state, and federal laws/regulations		X		

**How would you classify the superintendent's overall performance in the area of Organizational Leadership?**

<b>Distinguished</b>	<b>Proficient</b> X	<b>Needs Improvement</b>	<b>Failing</b>
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Using the ratings described above, place an "X" in the appropriate box indicating the superintendent's performance in each area.

<u>Objective Performance Standard</u>  <b>District Operations and Financial Management</b>  <i>Superintendent shall manage effectively, ensuring completion of activities associated with the annual budget; oversee distribution of resources in support of School District priorities; and direct overall operational activities within the School District.</i>  <u>Key Performance Indicators</u>	Distinguished	Proficient	Needs Improvement	Failing
Effectively works with the board to develop and monitor district policy and administrative regulations related to District Operations and Financial Management		X		
Regularly assesses state of district facilities and equipment and develops replacement and updating schedules as appropriate		X		
Demonstrates knowledge appropriate to the role of the superintendent regarding all financial and budgeting issues		X		
Works with the board and district business official to successfully accomplish financial and budgetary priorities including meeting all timelines associated with the annual budget		X		
Develops contingency plans designed to address anticipated and unanticipated budgetary necessities.		X		
Provides regular as requested financial and budgetary reports to the board		X		
Ensures end-of-year results are consistent with budgetary planning expectations		X		

**How would you classify the superintendent's overall performance in the area of District Operations and Financial Management?**

Distinguished	Proficient X	Needs Improvement	Failing
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Using the ratings described above, place an "X" in the appropriate box indicating the superintendent's performance in each area.

<u>Objective Performance Standard</u>  <b>Communication and Community Relations</b>  <i>Superintendent shall communicate with and effectively engage the staff, the Board, and members of the community, clearly articulate School District goals and priorities, address local and broader issues affecting the School District, and build support for School District initiatives, programs and short/long-range plans.</i>  <u>Key Performance Indicators</u>	Distinguished	Proficient	Needs Improvement	Failing
Effectively works with the board to develop and monitor district policy and administrative regulations related to Communication and Community Relations		X		
Has worked successfully with the board to build support in the community for the district's vision, mission, and both long and short-term priorities		X		
Handles media resources skillfully, and regularly demonstrates sound judgment when communicating with the public		X		
Maximizes utilization of multiple methods for delivering accurate, timely, and reliable information to the Board and community		X		
Has been able to successfully build school/community partnerships that benefit students and staff		X		
Communicates effectively with the board and coordinates the flow of information from administrators to board committees in a manner consistent with Board Operating Guidelines		X		

How would you classify the superintendent's overall performance in the area of Communication and Community Relations?

Distinguished	Proficient X	Needs Improvement	Failing
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# Exhibit B: Superintendent Performance Evaluation Form

Using the ratings described above, place an "X" in the appropriate box indicating the superintendent's performance in each area.

<u>Objective Performance Standard</u>				
<b>Human Resource Management</b>				
<i>Superintendent shall incorporate best practices for human resource management and oversight and coordinate staffing, recruitment, and other human resource functions.</i>	<b>Distinguished</b>	<b>Proficient</b>	<b>Needs Improvement</b>	<b>Failing</b>
<u>Key Performance Indicators</u>				
Effectively works with the board to develop and monitor district policy and administrative regulations related to Human Resource Management		X		
Appropriately manages district staff, assigning functions, delegating effectively, and determining accountability as necessary		X		
Ensures timely completion of all district wide staff evaluations		X		
Ensures alignment of superintendent evaluation goals with that of key personnel		X		
Has ensured training and professional development opportunities for all professional staff related to new requirements for teacher and administrator evaluation		X		
Institutes sound employee relations programs to improve relationships between and among all staff members		X		
Effectively monitors all aspects of the collective bargaining agreement(s) in the district		X		

**How would you classify the superintendent's overall performance in the area of Human Resource Management?**

<b>Distinguished</b>	<b>Proficient</b> X	<b>Needs Improvement</b>	<b>Failing</b>
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Using the ratings described above, place an “X” in the appropriate box indicating the superintendent’s performance in each area.

<u>Objective Performance Standard</u>	<b>Distinguished</b>	<b>Proficient</b>	<b>Needs Improvement</b>	<b>Failing</b>
<p><b>Professionalism</b></p> <p><i>Superintendent shall model professional decision-making processes and ethical standards consistent with the values of Pennsylvania’s public education system as well as that of the community. Superintendent shall additionally work to individually reflect upon his/her effectiveness within the role, and work to improve effectiveness through the use of professional development literature and activities.</i></p> <p><u>Key Performance Indicators</u></p>				
Demonstrates recognition and understanding of public education's role in promoting civic responsibility		X		
Performs all duties in a manner consistent with the values and expectations of the board and community at large		X		
Supports a standards-based approach to governance, leadership, and instruction throughout the district		X		
Encourages an inclusive and respectful environment that aligns with the organization’s execution of the district’s vision, mission, and strategic goals.		X		
Demonstrates ethical and personal integrity consistent with expectations associated with the role of superintendent		X		
Maintains the confidence and trust of school professionals and the community		X		
Continuously monitors effectiveness within the role of the superintendent, seeking out and participating in professional development activities in alignment with areas identified for improvement by the board and through self-reflection		X		

**How would you classify the superintendent’s overall performance in the area of Professionalism?**

<b>Distinguished</b>	<b>Proficient</b> <b>X</b>	<b>Needs Improvement</b>	<b>Failing</b>
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