

## **SUPERINTENDENT EVALUATION OPERATING PRINCIPLES**

A comprehensive superintendent evaluation process must:

1. Link to academic, social and emotional growth for all students in the system.
  - Rationale: Accountability must include multiple measurers of whole student learning.
2. Recognize the importance of a superintendent's work in the moral dimensions of leadership to facilitate a better quality of life for all groups, both inside the school community and in the greater community.
  - Rationale: The larger work of the superintendent is about shaping the future of the community and having a positive effect on people's lives.
3. Provide research-based criteria reflective of professional standards for superintendents which are supported by measurable data from multiple sources and are legal, feasible, accurate and useful.
  - Rationale: Standards of any kind are only effective if they meet suitability, utility, feasibility and accuracy measures. (Examples of multiple data sources are a superintendent self-assessment; a portfolio compiled by the superintendent; 360° feedback to the superintendent; the school improvement plan; documents that address previous goals, school board meeting agendas, etc.)
4. Provide opportunities for personal and professional growth.
  - Rationale: Evaluation processes must address the whole person and be oriented toward continuous improvement.
5. Be ongoing and connected to district/school improvement goals.
  - Rationale: An evaluation is a process, not a once a year conversation, and must be embedded in district's goals and school improvement plans.
6. Connect the district's goals with its publics' vision for their schools.
  - Rationale: Goals cannot be developed in isolation; district goals must reflect the community's highest hopes for its public schools and students.
7. Be intended to improve performance not prove incompetence.
  - Rationale: An effective evaluation process is established on a spirit of providing feedback for growth, not on finding evidence of shortcomings. If a board is considering evaluation for the purposes of termination, other processes should be employed.

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This sample superintendent evaluation form is one resource in a collection of materials developed jointly by Associated School Boards of South Dakota and School Administrators of South Dakota with the help of an advisory panel of school superintendents.

A complete selection of superintendent evaluation resources is available online at ASBSD's web site at <http://www.asbsd.org/page203.aspx>.