

# Superintendent Evaluation Handbook

**MICHAEL F. DIPAOLO  
AND JAMES H. STRONGE**

# Superintendent Evaluation Handbook

**J. W. Axtell**



## **Superintendent Evaluation Handbook:**

*Superintendent Evaluation Handbook* Michael F. DiPaola, James H. Stronge, 2004-09-01 Superintendent evaluation is a unique process that is often neglected but critical in this era of accountability. This invaluable guide provides an overview of the entire process including crafting board policy criteria for good policy and prototype policy. It identifies the unique challenges posed by the evaluation process and describes a three-tiered model of evaluation. This model is anchored in the professional standards for superintendency established by the American Association of School Administrators (AASA), the National School Boards Association (NSBA), Key Work of School Boards, the Interstate School Leaders Licensure Consortium (ISLLC) Standards, and the National Technology Standards for School Administrators. Numerous sample forms are included to assist school districts in creating a customized evaluation protocol to enhance performance. Suggestions on next steps for the reader conclude the book, and additional resources are described in the annotated bibliography. This handbook will be of interest to superintendents, school board members, and professionals involved in the development and support of superintendents.

**Evaluating School Superintendents** Michael F. DiPaola, Tracey L. Schneider, Steven R. Staples, 2019-07-26 This book provides guidelines to Boards of Education and the members of communities to conduct a high-quality research-based evaluation of their school superintendent. It also includes examples of contemporary practices of evaluating superintendents practiced across the United States. In exploring the important issue of evaluation for the superintendent, the complexities and aspects of the process that make it unique are highlighted. Issues addressed include existing state policies that require superintendent evaluations, their impact on practice, evaluation models that should be considered for evaluating superintendents, the consequences of not having a clear set of policies/procedures, determining the major roles and responsibilities upon which the superintendent's evaluation should be based, documenting the superintendent's job performance, the policy/procedures and training required for board members to successfully implement a superintendent evaluation system, the evaluation process proposed, ensuring fairness to the superintendent as well as providing accountability to the school district and community. The focus of all evaluations should be on improved performance. Evaluation is a means to an end. The ultimate purpose of superintendent evaluation is improving individual performance in order to ensure quality services and programs to students.

*Rethinking Superintendent Evaluation* Alison Joy Myers, 2018 This Education Leadership Portfolio (ELP) examines the research linking superintendent leadership to student achievement, reviews the current superintendent evaluation practices in Delaware's public school districts, as well as other states, and proposes a more standardized superintendent evaluation process in the state of Delaware. This ELP involved conducting interviews with board members from eleven of Delaware's nineteen public school districts to determine the current goal setting and evaluation practices. Subsequently, interviews were held with key educational leaders from other states to gain valuable insight into their superintendent goal setting and evaluation processes. The results of these two sets of

interviews were used to create a framework and training materials for use by local school boards in the state of Delaware. The final part of this ELP was obtaining feedback from school board members who reviewed the framework and training program. Their feedback was then used to make improvements to the process. The Superintendent Goal Setting and Evaluation Handbook and related training materials that were created during this ELP will serve as a resource to Delaware's local school boards in their efforts to maximize student achievement through continuous monitoring of their superintendent's leadership performance.

**Superintendent Evaluation Handbook** Michael F. DiPaola, James H. Stronge, 2004-09-01  
Superintendent evaluation is a unique process that is often neglected but critical in this era of accountability. This invaluable guide provides an overview of the entire process including crafting board policy, criteria for good policy, and prototype policy. It identifies the unique challenges posed by the evaluation process and describes a three-tiered model of evaluation. This model is anchored in the professional standards for superintendency established by the American Association of School Administrators (AASA), the National School Boards Association (NSBA), Key Work of School Boards, the Interstate School Leaders Licensure Consortium (ISLLC) Standards, and the National Technology Standards for School Administrators. Numerous sample forms are included to assist school districts in creating a customized evaluation protocol to enhance performance. Suggestions on next steps for the reader conclude the book, and additional resources are described in the annotated bibliography. This handbook will be of interest to superintendents, school board members, and professionals involved in the development and support of superintendents.

*A New Board Member's Guide to Superintendent Evaluation* Texas Association of School Boards, Leadership Team Services Division, 2005

**Handbook for Improving Superintendent Performance Evaluation** I. Carl Candoli, Daniel L. Stufflebeam, Craig Nicholls, CREATE, Educational Resources Information Center (U.S.), 1995

**Handbook for Improving Superintendent Performance Evaluation** I. Carl Candoli, 1990

*Superintendent Performance Evaluation: Current Practice and Directions for Improvement* I. Carl Candoli, Karen Cullen, D.L. Stufflebeam, 2012-12-06  
Every school district needs a system of sound superintendent performance evaluation. School district superintendents are and must be accountable to their school boards, communities, faculties, and students for delivering effective educational leadership. To assure that they are evaluated fairly, competently, and functionally, superintendents need to help their school boards plan and implement evaluation systems that adhere to the evaluation standards. Superintendent Performance Evaluation outlines some of the problems and deficiencies in current evaluation practice and offers professionally based leads for strengthening or replacing superintendent performance evaluation systems. This book focuses on the on-the-job performance of school district superintendents as they implement school board policy. The decision to focus on performance evaluation reflects the importance of this kind of evaluation in the move to raise educational standards and improve educational accountability. Boards and superintendents are advised to make superintendent performance evaluation an integral part of the district's larger system for evaluating district needs, plans,

processes and accomplishments A School Board Guide to Leading Successful Schools Stephanie Hirsh, Anne Foster, 2013-09-17 The go to resource for school board members greatest challenges This invaluable guide addresses the top challenges experienced by nearly every school board and shows how professional learning can support positive change throughout a school system Effective for individual study or group learning this resource helps board members to Learn from case studies focused on 12 critical board level decisions including hiring a new superintendent resource allocation compensation planning and more Know when where and how to use professional learning to improve individual and districtwide performance Benefit from best practices and tools developed to support effective decisions and successful implementation of major initiatives *School Superintendent's Complete Handbook* Patricia Cannon Conran, 1989

**Evaluating the Superintendent** Jarett Powers, Constance D. Evelyn, 2019-07-26 As local elections and other occurrences can transform a board and its direction having a performance review cycle to ensure that all board members understand the philosophy undergirding the superintendent's evaluation is critical to ensuring that all members of the governing board are operating within a similar framework and purpose as they approach the superintendent's evaluation cycle Acknowledging that superintendents have the potential to grow in their professional capacity revisiting the philosophical underpinnings of the evaluation over time ensures that the process does not remain static Each chapter within this text is designed to develop the basis for understanding the superintendent's evaluation process to create opportunities for an open and continuous dialogue between superintendents and school boards This book will support those charged with leading and governing public schools to implement effective evaluations for both school boards and superintendents that provide an objective and summative collection of the superintendent's annual performance and his/her relative impact on targeted success within a given school year *The Superintendent's Handbook 1904 Containing the Lesson Text ... for Every Sunday in the Year, with Daily Bible Readings ... and the List of Lessons for 1903* J. W. Axtell, 1903 *School-Based Evaluation* John W. Wick, 2012-12-06 **Resources in Education**, 1996 Superintendent Evaluation and the Outcomes of Leadership Frances Ann Poplau, 1998 **Superintendent Evaluation Practices in the State of Missouri** Forrest Eugene Bollow, 2002 Purpose of the study The purpose of this study was to examine current superintendent evaluation practices in the State of Missouri Superintendents' perceptions in regard to the purpose of those evaluation systems if those evaluation systems are effective in relation to the prescribed purpose the perceived quality and the impact on superintendent performance were explored as well Study design Superintendents in 386 of the 524 public school districts across the state of Missouri responded to the survey The survey consisted of 36 questions broken down into demographic items evaluation process and superintendent perceptions about performance evaluation The survey sought to answer seven research questions and to test three null hypotheses The hypotheses were tested using Pearson product moment coefficient of correlation Findings The findings of most interest from this study were a 81.3% of superintendents were over the age of 45 b

87 2% of districts use a formal process for superintendent evaluation c 77 8% of school boards did not formally observe the superintendent during school hours d 89 0% of superintendents reported they had two or fewer conferences with the board about performance as a result of observations by the board e 75 2% of superintendents reported that they received a summative evaluation report f 72 6% of superintendents reported that a conference was held to discuss the summative evaluation report g 74 2 percent of superintendents reported that they view the evaluation process as being positive h 72 6% reported that the process used in their district was fair i accountability of the superintendent was reported as the main purpose for evaluation and j the district s reported use of Missouri Department of Elementary and Secondary Education guidelines and procedures for superintendent evaluation correlated with the perceived quality and overall impact of the evaluation process as reported by superintendents Conclusions From this study it is evident that many of the state s superintendents will be eligible for retirement over the next few years There will be a need in future years for individuals to move into the superintendency to replace those that are retiring The preparation phase is an important component in the superintendent evaluation process and from this study it is evident that many boards and superintendents do not adequately prepare for the evaluation process The majority of school districts use a formal process for superintendent evaluation However the study also revealed that there are several sources of procedures practices and processes used for superintendent evaluation The formative phase is another important component of the superintendent evaluation process From this study it was evident that most school boards and superintendents do not adequately complete this phase of superintendent evaluation The presence of a summative component including a summative form and a summative conference is an important component of the superintendent evaluation process From this study it was evident that most school boards and superintendents are doing a much better job at this phase of superintendent evaluation Handbook on Educational Specialist Evaluation James Stronge,2014-05-22 Easy to use authoritative and flexible the tools in this book and CD ROM have been developed over the last 15 years and have been field tested in over 500 schools These tools will empower you to do your evaluations based on current thinking and best practices **School Superintendent Evaluation** John W. Sloan,1982 Guidelines for Evaluating a Superintendent California School Boards Association,1976

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