



NASB STANDARD SUPERINTENDENT EVALUATION

Modified for Norfolk Public Schools

STANDARD 1: MISSION, VISION, & GOALS

Standard Descriptor: The superintendent works collaboratively with the board to define, adopt, and institute the district mission, vision, and goals to ensure a high-quality education and academic success and well-being of each student.

Please indicate what you feel is the most accurate descriptor to the following statements.

The Superintendent . . .

		Not Demonstrated	Developing	Proficient	Advanced
I.a.	Works collaboratively with the board to define, adopt, and institute the district mission, vision, and goals.				
I.b.	Engages appropriate stakeholders, using relevant data in the discussion of long-term plans and goals.				
I.c.	Effectively utilizes data to implement, guide, and monitor progress of district goals/strategic plan.				
I.d.	Adjusts strategic plan to changing expectations and opportunities for the district and changing needs and situations of students.				
	Provide evidence to support your choices above. <i>*Suggested supplemental evidence for this standard includes but is not limited to:</i> • District strategic plan/district goals • Plan for implementing, monitoring and reporting progress of strategic plan/district goals • School improvement plan (including updates/assessment of progress and modifications) • School improvement teams • Superintendent performance plan aligned with district priorities and indicators to measure progress and success • Student performance data • Engagement/communication plan • Meeting agendas/minutes				
	If you were to suggest one improvement to Mission, Vision, and Goals for the upcoming year, what would it be?				



STANDARD II: POLICY

Standard Descriptor: The superintendent works collaboratively with the board to define, update, and adopt effective and purposeful district policy.

Please indicate what you feel is the most accurate descriptor to the following statements.

The Superintendent . . .

		Not Demonstrated	Developing	Proficient	Advanced
II.a.	Works with the board to review, update and adopt effective and purposeful district policy.				
II.b.	Provides public access to district policy.				
II.c.	Ensures all handbooks are aligned to district policy.				
II.d.	Implements policy to ensure curriculum is reviewed and aligned with current state standards.				
II.e.	Understands, complies with, and educates district stakeholders on local, state, and federal laws, policies, and regulations.				
II.f.	Ensures student and personnel policies are clear and implemented consistently.				
	Provide evidence to support your choices above. <i>*Suggested supplemental evidence for this standard includes but is not limited to:</i> - District adopted policy review process/calendar - Progress/updates of the board's work with policy - Policy committee minutes - Curriculum review policy - Meeting agendas/minutes				
	If you were to suggest one improvement to Policy for the upcoming year, what would it be?				

**Grey-highlighted questions indicate that they are asked only to the superintendent in the self-evaluation.*



STANDARD III: BUDGET PLANNING & MANAGEMENT

Standard Descriptor: The superintendent provides organizational leadership district-wide to ensure fiscal responsibility and management of school operations by allocating, using, and investing district resources to support effective instruction and improved student learning.

Please indicate what you feel is the most accurate descriptor to the following statements.

The Superintendent . . .

		Not Demonstrated	Developing	Proficient	Advanced
III.a.	Upholds fiscal responsibility and accountability.				
III.b.	Leads a collaborative board and administrative budget planning process to align resources with the district mission, vision, and goals.				
III.c.	Utilizes data, research, and informed decision-making to support the allocation of district resources.				
III.d.	Updates board with historical and current budget data to monitor revenue and expenditures.				
III.e.	Ensures that the district completes an annual CPA audit and discloses findings to the finance committee/board.				
III.f.	Advocates for and pursues innovative solutions to improve and expand fiscal and human resources.				
III.g.	Ensures the maintenance and upkeep of facilities.				
III.h.	Strategically manages staff resources, assigning and scheduling teachers and staff to roles that optimize their professional capacity.				
	Provide evidence to support your choices above. <i>*Suggested supplemental evidence for this standard includes but is not limited to:</i> - Budget strategic/district goals - Monthly budget reports - Quarterly expenditure updates - District audit - Executive summary of the safety audit - Management and use of alternative resources (i.e. ESU funding, all grant applications, etc.) - Five/Ten-year facility plan - Budget development calendar/board - Financial policies				

	Forecast financial data	
	If you were to suggest one improvement to Budget Planning and Management for the upcoming year, what would it be?	

STANDARD IV: EDUCATIONAL LEADERSHIP

Standard Descriptor: The superintendent provides educational leadership ensuring resources align and support best practice for instructional standards, as well as implementation of current/applicable curriculum and assessments to support student success and well-being.

Please indicate what you feel is the most accurate descriptor to the following statements.

The Superintendent . . .

		Not Demonstrated	Developing	Proficient	Advanced
IV.a.	Advocates for the learning needs of all students.				
IV.b.	Promotes a learning-centered culture and accepts responsibility for each student's academic success and well-being.				
IV.c.	Advocates for the engagement of parents/families as partners in the education of students.				
IV.d.	Ensures curricular and instructional decision-making is based upon current research, data, and the needs of each student.				
IV.e.	Provides comprehensive coursework and opportunities to ensure college/career readiness for every student.				
IV.f.	Ensures the district-adopted instructional framework is implemented consistently.				
IV.g.	Integrates the district-adopted instructional framework into certificated staff evaluations.				
IV.h.	Advocates for curriculum and instruction that recognizes student strengths, is differentiated, and challenges each student.				
IV.i.	Provides an effective evaluation process with actionable feedback anchored in research and evidence based instructional practices.				
IV.j.	Develops teachers' and staff members' professional knowledge and practice through differentiated opportunities for learning and growth.				

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IV.k.	Optimizes alignment of resources, curriculum, and assessments to support student success.				
IV.l.	Assures the district engages in systematic instructional framework (PLC-Professional Learning Communities) and conducts an ongoing curriculum review process.				
IV.m.	Promotes the effective use of technology in the service of teaching and learning.				
	Provide evidence to support your choices above. <i>*Suggested supplemental evidence for this standard includes but is not limited to:</i> • District strategic plan/district goals • School improvement plan (including assessment of progress and modifications) • School improvement teams • District calendar • Curriculum review cycle plan and updated policy for curriculum and assessment review • Curriculum review committee minutes • Student performance data and goals • Data to support instruction strategies and student-centered initiatives • Curriculum/programs additions/modifications • Instructional model • Teacher Evaluation process and procedures documentation • Professional Development Plan • Professional Learning Community Data				
	If you were to suggest one improvement to Educational Leadership for the upcoming year, what would it be?				

**Grey-highlighted questions indicate that they are asked only to the superintendent in the self-evaluation.*



STANDARD V: ORGANIZATIONAL & CULTURAL LEADERSHIP

Standard Descriptor: The superintendent provides cultural leadership through accountability, inclusiveness, engagement, and advocacy for staff and students.

Please indicate what you feel is the most accurate descriptor to the following statements.

The Superintendent . . .

		Not Demonstrated	Developing	Proficient	Advanced
V.a.	Contributes to a unified school environment of trust and respect among students, staff, families, and community members.				
V.b.	Commits to developing a high-performing leadership team.				
V.c.	Ensures a purposeful and equitable recruiting and hiring process that meets the changing needs of the district.				
V.d.	Integrates an effective conflict resolution process to address matters in a purposeful and timely manner.				
V.e.	Promotes a culture of shared expectations and mutual accountability for the success of each student.				
V.f.	Fosters a collaborative environment that includes shared reflection, feedback and growth.				
V.g.	Promotes an environment where differing opinions and backgrounds are welcomed and embraced among staff and students.				
V.h.	Maintains a safe, caring, and healthy school environment.				
V.i.	Provides systems of academic and social supports, services, extracurricular activities, and accommodations to meet the range of learning needs of each student.				
V.j.	Supports the development of effective and caring teachers and other professional staff, ensuring an educationally effective staff.				
V.k.	Promotes the personal and professional health, well-being, and work-life balance of faculty and staff.				
V.l.	Governs consistently through board policy and administrative protocols and procedures.				
V.m.	Develops, implements, and sustains a responsive district crisis and safety plan.				

V.n.	Ensures student discipline is implemented with integrity and consistency.				
	Provide evidence to support your choices above. <i>*Suggested supplemental evidence for this standard includes but is not limited to:</i> • Conflict resolution process • Leadership development plan • Professional development plan • Hiring protocols and procedures • Evidence to validate engagement of parents/families • Diversity, equity and inclusion initiatives • Personnel policies • Crisis and Safety Plans				
	If you were to suggest one improvement to Organizational and Cultural Leadership for the upcoming year, what would it be?				

**Grey-highlighted questions indicate that they are asked only to the superintendent in the self-evaluation.*

STANDARD VI: COMMUNITY RELATIONS

Standard Descriptor: The superintendent establishes and sustains effective communication to inform and engage the board, parents, students, staff, local and state government officials, community members, and business leaders.

Please indicate what you feel is the most accurate descriptor to the following statements.

The Superintendent . . .

		Not Demonstrated	Developing	Proficient	Advanced
VI.a.	Regularly attends and participates in school activities, events, and programs and is visible within the community.				
VI.b.	Effectively communicates key public information in a timely manner.				
VI.c.	Promotes a positive and professional image of the district.				
VI.d.	Understands and is respectful of the political, economic, and social aspects of the community.				
VI.e.	Is approachable, accessible, and welcoming to families and members of the community.				
VI.f.	Builds and sustains productive partnerships with public and private sectors to promote school improvement and student learning.				
VI.g.	Advocates publicly for the needs and priorities of students, families, and the community.				

	Provide evidence to support your choices above. <i>*Suggested supplemental evidence for this standard includes but is not limited to:</i> • Community engagement summary/report • District partnerships and initiatives established to provide resources and support • Partnership support received through the district foundation, scholarships, grant monies, etc. • Inter-local agreements • District annual report • Communications designed by and distributed to generate support of the district • Membership and participation with civic, community and state organizations • Meeting invitations/agendas	
	If you were to suggest one improvement to Community Relations for the upcoming year, what would it be?	

STANDARD VII: PROFESSIONAL LEADERSHIP

Standard Descriptor: The superintendent models and develops the professional capacity of school personnel to promote improved instruction and student academic success and well-being.

Please indicate what you feel is the most accurate descriptor to the following statements.
The Superintendent . . .

		Not Demonstrated	Developing	Proficient	Advanced
VII.a.	Models positive and professional leadership based upon ethics, trust, integrity, and respect.				
VII.b.	Addresses concerns and opinions with respect and confidence.				
VII.c.	Interacts and expresses genuine interest in building a connection with students.				
VII.d.	Considers varied perspectives and evidence when making decisions.				
VII.e.	Exemplifies a life-long learning model to grow personal and professional knowledge.				
VII.f.	Demonstrates knowledge of current evidence-based practices for teaching and learning and seeks to develop others in this area.				

VII.g.	Establishes and maintains a comprehensive onboarding and mentoring program to effectively support new certified hires.				
VII.h.	Sustains a professional culture of engagement and commitment to shared mission, goals, and objectives pertaining to student success.				
VII.i.	Establishes clear and consistent expectations for staff.				
	Provide evidence to support your choices above. *Suggested supplemental evidence for this standard includes but is not limited to: • Memberships • Professional development activities (including, but not limited to conferences, workshops, committee work, studies, research, and published works) • Educational growth plan (professional goals and development) • Leadership team development plan • District staff professional development plan				
	If you were to suggest one improvement to Professional Leadership for the upcoming year, what would it be?				

*Grey-highlighted questions indicate that they are asked only to the superintendent in the self-evaluation.

STANDARD VIII: BOARD-SUPERINTENDENT RELATIONS

Standard Descriptor: The superintendent collaborates with the board to define district expectations, policies, and goals to support instruction and student learning.

Please indicate what you feel is the most accurate descriptor to the following statements.

The Superintendent . . .

		Not Demonstrated	Developing	Proficient	Advanced
VIII.a.	Maintains appropriate conduct and has a professional relationship with the board.				
VIII.b.	Communicates with board members openly by providing consistent and relevant information.				
VIII.c.	Demonstrates support and respect for the board and refrains from public criticism of the board.				



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VIII.d.	Demonstrates collaborative and data-driven problem solving, decision-making, and reporting.				
VIII.e.	Supports board committee work as part of effective board decision-making.				
VIII.f.	Collaboratively supports or opposes, local, state and/or federal legislation impacting the district.				
VIII.g.	Encourages and helps to develop board members' knowledge of educational issues and trends and their impact on the school community.				
VII.h.	Respects the employer-employee relationship between the Superintendent and the board, and as such follows the direction of the board.				
	Provide evidence to support your choices above. <i>*Suggested supplemental evidence for this standard includes but is not limited to:</i> • Superintendent performance plan/goals • Board committee minutes • Communication plan • Board development plan • Board policies • Meeting agendas/minutes • Retreat agendas/minutes				
	If you were to suggest one improvement to Board-Superintendent Relations for the upcoming year, what would it be?				



Superintendent’s Response:

Superintendent Evaluation Summary

The superintendent should identify no more than four performance areas on which to focus their growth professionally. Note: Targeting in excess of four performance areas will make it difficult for the individual to address the areas adequately. When his/her performance is at a high-level, sustaining, refining, and replicating the performance is the goal. Follow through will ensure the success of the superintendent and the board.

The Performance Plan should consist of:

- goals (**what** must he/she do to achieve the objective or what is the intended result)
- performance indicators (**how** will the board measure progress and/or success)
- timeline (**when** will progress/success be assessed or completion date)
- signature (once the Performance Plan has been completed and reviewed the board president and superintendent will both sign and date placing a copy in the superintendent’s personnel file and a copy will be retained by the board president)

Note: The Performance Plan should be reviewed and updated throughout the year to assess progress and success. Modifications should only be made if the board/superintendent discuss and agree upon appropriate changes.

(Signature of Superintendent)

(Date)

(Signature of Board President)

(Date)

