

Suffolk Public  
Schools  
Superintendent  
Evaluation  
Instrument

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2025

# Evaluation Criteria

Criteria	Point Value	Definitions
<b>Highly Effective</b>	4 pts.	The superintendent performing at this level maintains performance, accomplishments, and behaviors that <u>consistently and considerably surpass</u> the established performance standard. This rating is reserved for performance that is truly exemplary and is done in a manner that exemplifies the division's mission and goals.
<b>Effective</b>	3 pts.	The superintendent consistently meets the performance standard in a manner that is aligned with the division's mission and goals.
<b>Approaching Effective</b>	2 pts.	The superintendent's performance is, and/or working toward the division's mission and goals. The superintendent may be starting to exhibit desirable traits related to the standard but has not yet reached the full level of proficiency expected (i.e., developing) or the superintendent's performance is lacking in a particular area (i.e., needs improvement).
<b>Ineffective</b>	1pt.	The superintendent <u>consistently performs below</u> the established performance standard or in a manner that is inconsistent with the school division's mission and goals.
<b>Not Observed*</b>	0 pts.	The evaluator has not observed the behavior. * <b>Will not be included in calculations.</b>

<p><b>Performance Standard 1: Strategic Leadership</b>  <i>The superintendent creates, monitors, and facilitates the process of strategic improvement , and seeks to ensure the division’s mission , vision, and goals are fulfilled in a manner that enables all students to be career and college ready and globally competitive.</i></p>	<p><b>In the space below please provide exemplars for ratings of</b>  <u><b>Highly Effective, Approaching Effective or Ineffective</b></u></p>	<p><b>Raw Score (RS) x Category Weight (CW) = Total Score (TS)</b></p>
<p><b>Performance Indicators</b>  <i>Indicators may include, but are not limited to:</i>  <b>The superintendent:</b></p> <ul style="list-style-type: none"> <li>1.1 Works with the school board to develop and recommend policies that define organizational expectations, and effectively communicates these to all stakeholders.</li> <li>1.3 Keeps the school board informed on needs and issues confronting school division employees and students.</li> <li>1.5 Functions as the primary instructional leader for the school division, seeking out and relying on support from staff as necessary when advising the school board.</li> <li>1.6 Oversees the administration of the school division’s day-to-day operations.</li> <li>1.9 Recommends policy additions or modifications to improve student learning and division effectiveness.</li> </ul>		<p><b>RS ____ x CW ____ = TS ____</b></p>

<b>Performance Standard 2: Planning and Assessment</b> <i>The superintendent strategically gathers, analyzes, and uses a variety of data to guide planning and decision-making consistent with established guidelines, policies, and procedures that result in student academic progress and improved student outcomes.</i>	<b>In the space below please provide exemplars for ratings of</b> <u><b>Highly Effective, Approaching Effective or Ineffective</b></u>	<b>Raw Score (RS) x Category Weight (CW) = Total Score (TS)</b>
<b>Performance Indicators</b> <i>Indicators may include, but are not limited to:</i>  <b>The superintendent:</b>  2.1 Provides leadership in the development of a shared vision for educational improvement that inspires employees to work collaboratively.  2.3 Works collaboratively to develop long- and short-range goals and objectives consistent with the strategic plan and monitors progress in achieving the goals and objectives.  2.4 Seeks and utilizes human and material resources outside the division that may support and/or enhance the achievement of goals and objectives.  2.5 Uses research-based techniques to analyze and apply data gathered from division improvement measurements that include student assessment results and staff implementation practices.  2.7 Plans, implements, supports, and assesses instructional programs that enhance teaching and student achievement such that the school division and all schools meet all required federal and state standards.		RS ____ x CW_____ = TS_____

<p><b>Performance Standard 3: Instructional Leadership</b>  <i>The superintendent fosters the success of all teachers, staff, and students by ensuring the development, communication, implementation, and evaluation of instructional systems that promote high student achievement and professional development and growth for staff.</i></p>	<p>In the space below please provide exemplars for ratings of  <u>Highly Effective, Approaching Effective or Ineffective</u></p>	<p>Raw Score (RS) x Category Weight (CW) = Total Score (TS)</p>
<p><b>Performance Indicators</b>  <i>Indicators may include, but are not limited to:</i></p> <p><b>The superintendent:</b></p> <ul style="list-style-type: none"> <li>3.1 Communicates a clear vision of excellence and continuous improvement consistent with the goals of the school division.</li> <li>3.2 Directs staff to set specific and challenging, but attainable goals for higher performance that result in improved student learning.</li> <li>3.6 Explores, disseminates, and applies knowledge and information about new or improved instructional strategies or related issues.</li> <li>3.7 Works with the school board, staff, and community representatives to identify needs and determine priorities regarding program delivery.</li> <li>3.9 Provides staff development programs consistent with program evaluation results and school instructional improvement plans.</li> </ul>		<p>RS ____ x CW ____ = TS ____</p>

<b>Performance Standard 4: Organizational Leadership and Resource Management</b> <i>The superintendent fosters the safety and success of all teachers, staff, division leaders, and students by supporting, managing, and evaluating the division's organization, operation, and use of resources.</i>	<b>In the space below please provide exemplars for ratings of</b> <u><b>Highly Effective, Approaching Effective or Ineffective</b></u>	<b>Raw Score (RS) x Category Weight (CW) = Total Score (TS)</b>
<b>Performance Indicators</b> <i>Indicators may include, but are not limited to:</i> <b>The superintendent:</b> 4.1 Identifies, analyzes, and resolves problems.  4.3 Implements sound personnel procedures in recruiting, employing, and retaining highly qualified and most effective teachers, administrators, and other personnel based on identified needs.  4.4 Acquires, allocates, and manages division human, material, and financial resources in compliance with all laws to ensure the effective and equitable support of all of the division's students, schools, and programs.  4.5 Demonstrates the ability to use organizational skills to achieve school, community, and division goals.  4.7 Plans and implements a systematic performance evaluation system of all employees that provides timely and constructive feedback.  4.9 Collaborates with stakeholders to develop, assess, and improve procedures and policies that maximize the amount of available time for successful teaching, learning, and professional development.		RS ____ x CW ____ = TS ____

<b>Performance Standard 5: Communication and Community Relations</b> <i>The superintendent fosters the success of all students through proactive, responsive, and professional communication with the board, staff, families, and other stakeholders.</i>	<b>In the space below please provide exemplars for ratings of</b> <u><b>Highly Effective, Approaching Effective or Ineffective</b></u>	<b>Raw Score (RS) x Category Weight (CW) = Total Score (TS)</b>
<b>Performance Indicators</b> <i>Indicators may include, but are not limited to:</i> <b>The superintendent:</b> 5.1 Models and promotes effective communication and interpersonal relations within the school division. 5.2 Establishes and maintains effective channels of communication with board members and between the schools and community. 5.3 Works collaboratively with all stakeholders to secure resources and to support the success of a diverse student population. 5.4 Creates an atmosphere of trust and mutual respect with all stakeholders. 5.6 Uses formal and informal techniques to gather external perceptions and input as a part of the decision-making process. 5.7 Brings together groups of different interests into a collaborative effort to respond appropriately to existing and potential problems. 5.8 Models and promotes multicultural awareness, gender sensitivity, and the appreciation of diversity in the community.		RS _____ CW _____ = TS _____





<b>Performance Standard 7: Professionalism</b> <i>The superintendent fosters the success of teachers, staff, and students by demonstrating professional behavior consistent with legal, ethical, and professional standards, engaging in continuous professional development, and contributing to the profession.</i>	<b>In the space below please provide exemplars for ratings of</b> <u><b>Highly Effective, Approaching Effective or Ineffective</b></u>	<b>Raw Score (RS) x Category Weight (CW) = Total Score (TS)</b>
<p><b>Performance Indicators</b>  <i>Indicators may include, but are not limited to:</i></p> <p><b>The superintendent:</b></p> <ul style="list-style-type: none"> <li>7.1 Models professional, moral, and ethical standards as well as personal integrity in all interactions.</li> <li>7.3 Respects and maintains confidentiality and assumes responsibility for personal actions and responds appropriately to actions of others.</li> <li>7.5 Provides service to the profession, the division, and the community by participating on state and/or national committees, being active in professional and community-based service organizations, and serving as a mentor.</li> <li>7.6 Takes a leadership role and encourages staff to do so as well, by presenting workshops at local, state, regional, or national conferences, authoring publications, or delivering coursework for institutions of higher education.</li> <li>7.7 Maintains a high level of personal knowledge regarding new developments and techniques, and shares the information with appropriate staff.</li> <li>7.8 Networks with colleagues to share knowledge about effective educational practices and to improve and enhance administrative knowledge, skills, and organizational success.</li> <li>7.9 Actively seeks opportunities to stay abreast of the latest research on educational leadership by collaborating with experts in the field.</li> </ul>		<p>RS ____ x CW ____ = TS ____</p>

<b>Performance Standard 8: Divisionwide Student Academic Progress</b> <i>The superintendent's leadership results in acceptable, measurable divisionwide student academic progress based on established standards.</i>	<b>In the space below please provide exemplars for ratings of <u>Highly Effective, Approaching Effective or Ineffective</u></b>	<b>Raw Score (RS) x Category Weight (CW) = Total Score (TS)</b>
<b>Performance Indicators</b> <i>Indicators may include, but are not limited to:</i>  <b>The superintendent:</b>  8.1 Develops, implements, monitors, and updates division action plans that result in increased student academic progress.  8.2 Uses appropriate data and applies research to make informed decisions related to student academic progress and division improvement.  8.3 Leads staff in conducting ongoing detailed analysis of student learning data; and collaborates with division staff and building administrators to monitor and improve multiple measures of student progress.  8.8 Collaboratively develops, implements, and monitors long-and short-range division achievement goals that address varied student populations.  8.9 Sets division benchmarks and implements appropriate strategies and interventions to accomplish desired outcomes.		<b>RS_____ x CW ____=TS _____</b>

<b>Superintendent Performance Standard</b>	<b>Performance Rating</b>	<b>Points</b>	<b>Weight</b>	<b>Weighted Total (Points x Weight)</b>
<b>Standard 1</b>			<b>1.0</b>	
<b>Standard 2</b>			<b>1.5</b>	
<b>Standard 3</b>			<b>1.0</b>	
<b>Standard 4</b>			<b>1.5</b>	
<b>Standard 5</b>			<b>1.5</b>	
<b>Standard 6</b>			<b>1.0</b>	
<b>Standard 7</b>			<b>1.0</b>	
<b>Standard 8</b>			<b>1.5</b>	
<b>Cumulative Rating</b>				

Highly Effective = 35-40:    Effective= 26-34; Approaching Effective = 20-25; Ineffective = 10-19

## REFERENCES

National Policy Board for Educational Administration (2002). *Standards for Advanced Programs in Educational Leadership: for Principals, Superintendents, Curriculum Directors and Supervisors*.

Stronge, James (2013). Superintendent Performance Evaluation System, Virginia Department of Education.

Thornton, Michael E. (October 4, 2022) *Superintendent Evaluation Workshop*. Virginia School Boards Association

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Dr. John B. Gordon III., Superintendent

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