



Superintendent:	Parry Graham						
Evaluator:	Name		Signature		Da	ıte	
Step 1: Assess Progress To	oward Goals (Reference perf	ormance goals; che	ck one for each set of go	al[s].)			
Professional Practice Goa	□ Did Not Meet	☐ Some Progress	☐ Significant Progress		et	☐ Exce	eded
Student Learning Goal(s)	☐ Did Not Meet	☐ Some Progress	☐ Significant Progress	s 🗌 Met		☐ Exce	eded
District Improvement Goal	l(s) Did Not Meet	☐ Some Progress	☐ Significant Progress		et	☐ Exce	eded
Unsatisfactory = Performance on a standard below the requirements of a standard or over Needs Improvement/Developing = Performants Unsatisfactory at the time. Improvement is reproficient = Proficient practice is understand	mance on a standard or overall is below the rec	owing a rating of Needs Improver quirements of a standard or overs	ment, or performance is consistently all but is not considered to be	Unsatisfactory xod	Needs Improvement		Exemplary Exemplary
Standard I: Instructional L	eadership						
Standard II: Management	and Operations						
Standard III: Family and C	Community Engagement						
Standard IV: Professional	Culture						





Step 3: Rate Overall Summative Performance (Based on Step 1 and Step 2 ratings; check one.)					
Unsatisfactory	Needs Improvement	Proficient	Exemplary		
Step 4: Add Evaluator Comme	ents				
	nded for any rating but are required for an ove	rall summative rating of <i>Exemplary</i> , <i>I</i>	Needs Improvement or Unsatisfactory.		
Comments:					





	should be SMAR	RT and aligned to at least one focus Indica		Did Not Meet	Some Progress	Significant Progress	ţ	Exceeded
Goals	Focus Indicate	or(s) De	escription	Did	Sol Pro	Sig Pro	Met	Exc
Student Learning Goal								
Professional Practice Goal								
District Improvement Goal 1								
District Improvement Goal 2								
District Improvement Goal 3								
District Improvement Goal 4								
Standards and Indicators for Effective Administrative Leadership Superintendents should identify 1-2 focus Indicators per Standard aligned to their goals.								
I. Instructional Lead	I. Instructional Leadership II. Management & Operations III. Family & Community Engagement IV. Professional Culture							
I-A. Curriculum	II-	-A. Environment	III-A. Engagement	IV-A. Commitment to High Standards				
I-B. Instruction		-B. HR Management and Development	III-B. Sharing Responsibility	IV-B. Cultural Proficiency				
I-C. Assessment		-C. Scheduling & Management Information	III-C. Communication	IV-C. Communication				
I-D. Evaluation	Sy	ystems	III-D. Family Concerns	IV-D. Continuous Learning				

I-E. Data-Informed Decision making

I-F. Student Learning

II-D. Law, Ethics and Policies

II-E. Fiscal Systems

IV-E. Shared Vision

IV-F. Managing Conflict



Superintendent's Performance Rating for Standard I: Instructional Leadership

Rate each focus Indicator and indicate the overall Standard rating below. (*Focus Indicators are those aligned to superintendent goal(s).)		U	NI	Р	E
,	 Curriculum: Ensures that all instructional staff design effective and rigorous standards-based units of instruction consisting of well-structured lessons with measurable outcomes. Focus Indicator (check if yes) 				
	Instruction: Ensures that practices in all settings reflect high expectations regarding content and quality of effort and work, engage all students, and are personalized to accommodate diverse learning styles, needs, interests, and levels of readiness. □ Focus Indicator (check if yes)				
i t	Assessment: Ensures that all principals and administrators facilitate practices that propel personnel to use a variety of formal and informal methods and assessments to measure student learning, growth, and understanding and make necessary adjustments to their practice when students are not learning. □ Focus Indicator (check if yes)				
1	Evaluation: Ensures effective and timely supervision and evaluation of all staff in alignment with state regulations and contract provisions. ☐ Focus Indicator (check if yes)				
:	Data-Informed Decision Making: Uses multiple sources of evidence related to student learning—including state, district, and school assessment results and growth data—to inform school and district goals and improve organizational performance, educator effectiveness, and student learning. □ Focus Indicator (check if yes)				
;	Student Learning: Demonstrates expected impact on student learning based on multiple measures of student learning, growth, and achievement, including student progress on common assessments and statewide student growth measures where available. □ Focus Indicator (check if yes)	The Student Learning Indicator does not have correspondescriptions of practice. Evidence of impact on student learning based on multiple measures of student learning growth, and achievement must be taken into account whe			t on student lent learning, account when
The ed	ALL Rating for Standard I: Instructional Leadership ucation leader promotes the learning and growth of all students and the success of all staff by cultivating a shared vision that powerful teaching and learning the central focus of schooling.				
Comm	ents and analysis (recommended for any overall rating; required for overall rating of <i>Exemplary, Needs Improvement</i> or <i>U</i>	nsatisfacto	ory):		





Rate each focus Indicator and indicate the overall Standard rating below. (*Focus Indicators are those aligned to superintendent goal(s).)		U	NI	Р	Е
II-A.	Environment: Develops and executes effective plans, procedures, routines, and operational systems to address a full range of safety, health, emotional, and social needs.Focus Indicator (check if yes)				
II-B.	Human Resources Management and Development: Implements a cohesive approach to recruiting, hiring, induction, development, and career growth that promotes high-quality and effective practice. □ Focus Indicator (check if yes)				
II-C.	Scheduling and Management Information Systems: Uses systems to ensure optimal use of data and time for teaching, learning, and collaboration, minimizing disruptions and distractions for school-level staff. □ Focus Indicator (check if yes)				
II-D.	Law, Ethics, and Policies: Understands and complies with state and federal laws and mandates, school committee policies, collective bargaining agreements, and ethical guidelines. ☐ Focus Indicator (check if yes)				
II-E.	Fiscal Systems: Develops a budget that supports the district's vision, mission, and goals; allocates and manages expenditures consistent with district- and school-level goals and available resources. □ Focus Indicator (check if yes)				
The	RALL Rating for Standard II: Management & Operations education leader promotes the learning and growth of all students and the success of all staff by ensuring a safe, efficient, and tive learning environment, using resources to implement appropriate curriculum, staffing, and scheduling.				
Com	ments and analysis (recommended for any overall rating; required for overall rating of <i>Exemplary, Needs Improvement</i> or <i>Un</i>	nsatisfacto	ory):		

Superintendent's Performance Rating for Standard III: Family and Community Engagement



Rate each focus Indicator and indicate the overall Standard rating below. (*Focus Indicators are those aligned to superintendent goal(s).)		NI	Р	E
 III-A. Engagement: Actively ensures that all families are welcome members of the classroom and school community and can contribute to the effectiveness of the classroom, school, district, and community. Focus Indicator (check if yes) 				
 III-B. Sharing Responsibility: Continuously collaborates with families and community stakeholders to support student learning and development at home, school, and in the community. Focus Indicator (check if yes) 				
 III-C. Communication: Engages in regular, two-way, culturally proficient communication with families and community stakeholders about student learning and performance. Focus Indicator (check if yes) 				
III-D. Family Concerns: Addresses family and community concerns in an equitable, effective, and efficient manner. □ Focus Indicator (check if yes)				
OVERALL Rating for Standard III: Family & Community Engagement The education leader promotes the learning and growth of all students and the success of all staff through effective partnerships with families, community organizations, and other stakeholders that support the mission of the district and its schools.				
Comments and analysis (recommended for any overall rating; required for overall rating of <i>Exemplary, Needs Improvement</i> or <i>Un</i>	sausiacio	ory).		



Superintendent's Performance Rating for Standard IV: Professional Culture

Rate each focus Indicator and indicate the overall Standard rating below. (*Focus Indicators are those aligned to superintendent goal(s).)	U	NI	Р	E
 IV-A. Commitment to High Standards: Fosters a shared commitment to high standards of service, teaching, and learning with high expectations for achievement for all. Focus Indicator (check if yes) 				
 IV-B. Cultural Proficiency: Ensures that policies and practices enable staff members and students to interact effectively in a culturally diverse environment in which students' backgrounds, identities, strengths, and challenges are respected. □ Focus Indicator (check if yes) 				
IV-C. Communication: Demonstrates strong interpersonal, written, and verbal communication skills. □ Focus Indicator (check if yes)				
 IV-D. Continuous Learning: Develops and nurtures a culture in which staff members are reflective about their practice and use student data, current research, best practices, and theory to continuously adapt practice and achieve improved results. Models these behaviors in his or her own practice. □ Focus Indicator (check if yes) 				
 IV-E. Shared Vision: Successfully and continuously engages all stakeholders in the creation of a shared educational vision in which every student is prepared to succeed in postsecondary education and become a responsible citizen and global contributor. □ Focus Indicator (check if yes) 				
 IV-F. Managing Conflict: Employs strategies for responding to disagreement and dissent, constructively resolving conflict and building consensus throughout a district or school community. Focus Indicator (check if yes) 				
OVERALL Rating for Standard IV: Professional Culture The education leader promotes the learning and growth of all students and the success of all staff by nurturing and sustaining a districtwide culture of reflective practice, high expectations, and continuous learning for staff.				
Comments and analysis (recommended for any overall rating; required for overall rating of <i>Exemplary, Needs Improvement</i> or <i>Ur</i>	osatisfacto	ory):		