

**Dalhart ISD Evaluation Document for
Executive Director of Student Services
For Year _____**

Name: _____

Date of Review: _____

Supervisor completing document: _____

Directions

Please review appropriate information and then rate each of the following performance responsibilities using the rating scale below that most clearly describes the department at that function level.

<u>Rating Scale</u>	<u>Explanation</u>
E Exceptional	Performance exceeds expectations
P Proficient	Performance meets expectations
N Needs Improvement	Performance does not meet expectations

Performance Responsibilities

_____ **I. SCHOOL CLIMATE**

1. Makes decisions related to instruction, supervision, and curriculum based upon findings from climate and organizational assessment.
2. Demonstrates high expectations and high regard for supervised staff.
3. Collaborates with administrators and teaching staff in developing the mission of the school and articulating a vision directed toward school improvement.
4. Establishes and implements instructional goals and objectives, involving specialists, teachers, parents, and/or students, when appropriate.
5. Develops and/or utilizes communication channels with staff, students, parents, and the community on the basis of equality and mutual respect.
6. Demonstrates skills in conflict resolution with administrators, parents, teachers, staff, and/or the community.
7. Emphasizes to teachers their role as decision makers and actively seeks to enable them in this role.

Comments:

Goal:

_____ **II. SCHOOL IMPROVEMENT**

8. Systematically monitors program activities; uses evaluative findings to determine the quality of outcomes related to programs and services.
9. Demonstrates appropriate use of student achievement data in interpreting, reporting, and acting on results.

Comments:

Goal:

III. INSTRUCTIONAL MANAGEMENT

10. Identifies, analyzes, and applies the findings of research to facilitate curricular and instructional improvement.
11. Utilizes knowledge of curriculum content and the curriculum development process to facilitate teacher development of appropriate learning experiences for pupils.
12. Collaboratively plans, implements, and evaluates Essential Knowledge and Skills-based instructional programs with teachers and principals, including learning objectives, instructional strategies, and assessment techniques.
13. Develops, maintains, and revises curriculum documents in curriculum areas supervised, based on systematic review and evaluation.
14. Encourages and supports development of innovative instructional programs, helping teachers to pilot such efforts, when appropriate.
15. Demonstrates skill in evaluation and selection of instructional materials, involving teachers in the process.
16. Collaborates with school staff in appropriate scheduling of instructional activities.
17. Facilitates the planning and application of emerging technologies in the classroom.

Comments:

Goal:

IV. PERSONNEL MANAGEMENT

18. Effectively utilizes the district's appraisal system with other staff members.
19. Conferences regularly with supervised staff; jointly develops growth plans and supports individual professional development activities.
20. Demonstrates skill in "coaching" staff, provides technical assistance to principals, teachers and staff concerning the teaching/learning process, and encourages improved overall performance.
21. Provides instructional resources and curriculum materials to supervised teachers within the limits of available resources.
22. Secures consultants, specialists, and other community resources for principals and supervised instructional staff, as needed.
23. Provides for professional staff development programs, utilizing the mission of the school district, program evaluation outcomes, teacher input, and other identified needs.

Comments:

Goal:

V. ADMINISTRATION AND FISCAL/FACILITIES MANAGEMENT

24. Implements the policies established by federal law, state law, board of education rule, and the local board policy in the areas supervised.
25. Performs delegated management duties.
26. Defines the program and fiscal needs in the budget development process, ensuring that fiscal resources address the mission of the school district.
27. Demonstrates responsible fiscal control over assigned program budgets.
28. Analyzes facility and equipment needs for optimum teaching and learning; utilizes information to make necessary changes or adjustments.

29. Analyzes federally funded programs and make plans for their implementation.

Comments:

Goal:

VI. STUDENT MANAGEMENT

30. Understands the relationship between pupil/personnel services and the instructional areas supervised.

Comments:

Goal:

VII. PROFESSIONAL GROWTH AND DEVELOPMENT

31. Utilizes information provided through formal and informal assessment data and a professional growth plan to improve professional skills and knowledge.
32. Participates in professional development programs to improve job performance.
33. Actively seeks and utilizes evaluative feedback from peers, subordinates, and superordinates regarding his/her performance.
34. Develops, uses, and evaluates ideas and/or innovative approaches to improve his/her job performance.
35. Participates in professional organizations, disseminates ideas and information to other professionals, and provides leadership in identifying trends and opportunities, as well as solving problems facing the profession.
36. Performs duties in a professional, ethical, and responsible manner.

Comments:

Goal:

VIII. SCHOOL/COMMUNITY RELATIONS

37. Involves students, parents, and others from the community in serving the school's program as volunteers, advisors, and aides.
38. Communicates district curriculum, instructional practices, accomplishments, goals, and new directions to parents and the larger community; solicits their input on these instructional issues.
39. Effectively utilizes the mass media to articulate the district's instructional philosophy and curriculum implementation strategies.
40. Understands the mission of the district and communicates that mission within the community.

Comments:

Goal:

Priorities for following year:

Commendations:

Recommendations:

Part 2: General Job Performance Responsibilities

I. School Climate

Appraiser's Rating:

II. School Improvement

Appraiser's Rating:

III. Instructional Management

Appraiser's Rating:

IV. Personnel Management

Appraiser's Rating:

V. Administration and Fiscal/Facilities Management

Appraiser's Rating:

VI. Student Management

Appraiser's Rating:

VII. Professional Growth and Development

Appraiser's Rating:

VIII. School/Community Relations

Appraiser's Rating:

Summary Comments:

Administrator's Signature

Date

Superintendent's Signature

Date