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June 4, 2009

Dear Superintendent:

I am very pleased to share with you THE COUNCIL'S latest effort to assist you in forging and maintaining a constructive partnership with your board of education.

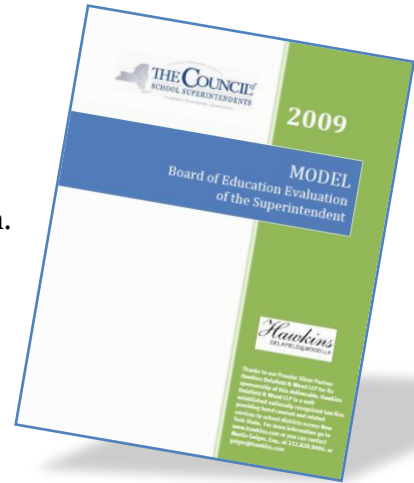
Enclosed, please find THE COUNCIL'S *Model Superintendent Evaluation*. It is designed as a user-friendly model to help you develop a customized individual evaluation that can be easily implemented and adopted by boards of education and superintendents throughout New York State.

An evaluation process for the superintendent of schools is one of the most important duties for a board of education to fulfill. Moreover, it's a legal requirement (8 NYCRR 100.2(o)(2) requires an evaluation on an annual basis). However, school board members are rarely trained evaluators, particularly of high-level Chief Executive Officers of large, complex organizations. As a result, school board members often rely upon the superintendent to craft the evaluation tool and lead the board through the process.

*The Model Superintendent Evaluation* is one of several evaluation resources available from THE COUNCIL:

- *The Model Superintendent Evaluation* in editable MS Word™ format;
- Short (numeric-based) examples of evaluation formats in Adobe PDF™ format;
- More detailed (up to 15 pages in length) evaluation models also available in PDF;
- THE COUNCIL legal staff is always available to work with superintendents on individual questions.

The best evaluations start well in advance – they are driven by thoughtful goals and targets set early in the year. The evaluation instrument can open collaborative discussions between the superintendent and the board of education about how to focus priorities on specific goals. These in turn lead to transparent means by which to measure progress toward their attainment that are realistic for the superintendent and the staff to achieve. A maximum of five goals is recommended – more goals can be an indication of incomplete prioritization, or of excessive detail (micromangement).



NEW YORK STATE COUNCIL OF SCHOOL SUPERINTENDENTS

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THE COUNCIL'S *Model Superintendents Evaluation* is comprised of 3 parts:

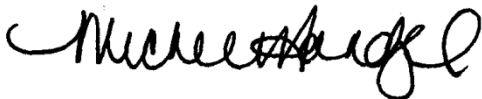
1. A brief framework for developing local evaluation goals and processes, including legal requirements and FOIL considerations;
2. A common set of leadership requirements that have typically appeared in superintendent evaluations that we have accumulated over the years;
3. Professional standards established by the American Association of School Administrators (AASA) developed jointly with the National School Boards Association (NSBA) including:
  - a. Fundamental job requirements which should be addressed by superintendents during the evaluation process.
  - b. Suggested performance indicators for each standard which describe evidence of attainment of the standard (developed by AASA), including board worksheets.
  - c. Summative worksheets for board presidents.

A well-designed evaluation process is an important tool for building and sustaining a strong and constructive board-superintendent relationship. The evaluation process gives the board governance team and the superintendent the opportunity to reach detailed agreement on the leadership targets for the upcoming year. The board's assessment of the current year performance will also bring to the surface issues that may need serious attention by the superintendent in the upcoming year.

*The Model Evaluation* is formatted for use by the board of education. However, superintendents can easily develop a Self-Evaluation format that mirrors the performance standards used in the suggested board of education format. The superintendent's forms should provide an opportunity to indicate which performance standards were used to the greatest extent in the achievement of each of the superintendent's goals.

For more information, about the *Model Superintendents Evaluation*, a superintendent's Self-Evaluation, or the evaluation process, please call Michele V. Handzel, General Counsel, or Megha Godambe, Legislative Associate & Assistant Counsel, at (518) 449-1063.

Sincerely,



Michele V. Handzel  
General Counsel