



## Chief Executive Officer Evaluation Instrument

Chief Executive Officer: \_\_\_\_\_

School Year: \_\_\_\_\_

Board Member: \_\_\_\_\_

Directions: This document is to be completed by all board members. Please return completed evaluation to the Board President. The combined scores and written comments should reflect the consensus of the entire board. Should a score of "below expectations" be given for any standard, comments must be included to clearly specify the reason for the score with suggestion for professional development on that standard.

### STANDARD 1: SHARED VISION AND SCHOOL CULTURE

The CEO is an educational leader who promotes the success of all students and shapes school culture by facilitating the development, articulation, implementation, and stewardship of a vision for learning that is shared by the school community. Indicators of meeting the expectations of this standard include communication of school vision; demonstrating awareness of issues that affect education; promoting culture of academic rigor in teaching and learning; skills in empowering others; skills in problem-solving and decision-making; demonstration in motivating others; and awareness of and exhibiting culturally responsive leadership.

☐ Exceeds Expectations      ☐ Meets Expectations      ☐ Below Expectations

Written Comments:

### STANDARD 2: COMMUNICATIONS AND COMMUNITY RELATIONS

The CEO is an educational leader who promotes the success of all students by promoting the work of the school and collaborating with staff, families, legislators and other constituents as well as responding to diverse community interests and needs. Indicators of meeting the expectations of this standard include articulating school's mission, vision, values, and goals; understanding and demonstrating skills in political advocacy of the school; understanding and communicating with all cultural groups in the school community; demonstrating sound judgment in written and oral communication; skills in communication and articulation of school's position on educational issues; ability to write and speak clearly; demonstration of active listening skills; and an ability to work with groups; skills in mediating conflicts, building consensus, and promoting the school.

☐ Exceeds Expectations      ☐ Meets Expectations      ☐ Below Expectations

Written Comments:

This evaluation form is adopted and modified from *The Superintendent as CEO: Standards-Based Performance* (Hoyle, J. R., Bjork, L. G., Collier, V., & Glass, T., 2004). As per statement in the book, reproduction is authorized for local schools who have purchased the book.

### **STANDARD 3: ORGANIZATIONAL LEADERSHIP**

The CEO is an educational leader who promotes the success of all students by leadership and management of the organization, operations, and resources for a safe, efficient, and effective learning environment. Indicators of meeting the expectations of this standard include abilities in developing and implementing operational plans, procedures, and protocols; skills in systems thinking and awareness of the interactive and interconnected systems operating within the school, including risk management; ability to implement management techniques of defining roles and responsibilities, delegation, and accountability; and monitoring progress toward organizational goals and objectives.

☐ Exceeds Expectations

☐ Meets Expectations

☐ Below Expectations

Written Comments:

### **STANDARD 4: INSTRUCTIONAL LEADERSHIP AND STUDENT GROWTH**

The CEO is an educational leader who promotes the success of all students by facilitating the design and implementation of curricula and strategic plans that enhance teaching, and learning; alignment of curriculum, curriculum resources, and assessment; use of various forms of assessment to measure student performance; and promotion of instructional program conducive to student learning and staff professional growth. Indicators of meeting the expectations of this standard include developing change processes for continual improvement of student learning; ability and understanding in assessing teacher effectiveness; evaluating instructional resources to best support the learning process; skills in analyzing data to inform student-centered learning and decision-making.

☐ Exceeds Expectations

☐ Meets Expectations

☐ Below Expectations

Written Comments:

### **STANDARD 5: FINANCIAL MANAGEMENT**

The CEO is an educational leader who promotes the success of all students by exhibiting an understanding school finance and creation of a budget. The CEO shall also oversee fundraising and grant writing. Indicators of meeting the expectations of this standard include working with chief financial officer in financial management, financial problem-solving; and resource allocation.

☐ Exceeds Expectations

☐ Meets Expectations

☐ Below Expectations

Written Comments:

## **STANDARD 6: STAFF RELATIONS AND HUMAN RESOURCE MANAGEMENT**

The CEO is an educational leader who promotes the success of all students by implementing staff evaluation and development system to improve the performance of all staff members, selects appropriate models for supervision and staff development, and applies legal requirements for personnel management. Indicators of meeting the expectations of this standard include actively seeking input from staff in decision-making; provide adequate communication to staff on operational issues and needs; ability to deal with conflict resolution of personnel issues; ability of recruiting highly qualified staff; demonstrates ability and skills in labor relations; and demonstrates respect, value, care for all staff; demonstrates accessibility with staff.

☐ Exceeds Expectations

☐ Meets Expectations

☐ Below Expectations

Written Comments:

## **STANDARD 10: VALUES AND ETHICS**

The CEO is an educational leader who promotes the success of all students by acting with integrity, with fairness, and in an ethical manner. Indicators of meeting the expectations of this standard include modeling moral and ethical standards in all interactions, including truthfulness, fairness, openness and transparency, and sincerity and honesty.

☐ Exceeds Expectations

☐ Meets Expectations

☐ Below Expectations

Written Comments: