

**CHIEF ACADEMIC OFFICER
Summative Appraisal Form**

Name _____ Location _____

Appraisal Period: From _____ to _____ Date of Review _____

Directions

The following statements describe the administrator who achieves success. Based on cumulative performance information, the evaluator estimates the administrator's effectiveness in meeting each criterion. Rate each criterion using the scale below that most closely describes the administrator's attainment of that criterion. For each domain, a comment area is provided for general statements and/or recommendations.

Rating Scale

- | | | |
|----------|------------------------------|--|
| 5 | Clearly Outstanding: | Performance is consistently far superior to what is normally expected. |
| 4 | Exceeds Expectations: | Performance demonstrates increased proficiency and is consistently above expectations. |
| 3 | Meets Expectations: | Performance meets expectations and presents no significant problems. |
| 2 | Below Expectations: | Performance is consistently below expectations and significant problems exist. |
| 1 | Unsatisfactory: | Performance is consistently unacceptable. |
| 0 | Not Applicable | |

JOB PERFORMANCE STATEMENTS

Instructional Management

- _____ 1. Applies the findings of research and district student achievement results to improve the content, sequence and outcomes of the teaching/learning process.
- _____ 2. Utilizes knowledge of curriculum content and the curriculum development process to facilitate teacher development of appropriate learning experiences for pupils to ensure that it is continuous and responsive.
- _____ 3. Plans, implements and evaluates TEKS-based instructional programs with teacher and principals, including learning objectives, instructional strategies and assessment techniques.
- _____ 4. Works with appropriate staff to develop, maintain and revise curriculum documents based on systematic review and analysis.
- _____ 5. Encourages and supports the development and implementation of innovative instructional programs to achieve identified needs.
- _____ 6. Is effective in involving instructional staff with evaluating and selecting instructional materials to meet student learning needs.
- _____ 7. Coordinates and supervises core curriculum programs and prepares federal reports and budgets. Supervises Directors, Instructional Supervisors, Facilitators, and Coordinators.
- _____ 8. Coordinates and supervises all summer programs and summer school. Coordinates and supervises district professional development and organizational improvement. Supports Dropout Prevention and Recovery programs.

- ____ 9. Coordinates the district's curricular and instructional implementation with an emphasis on academic performance standards.
- ____ 10. Conference regularly with supervised staff, jointly develops instructional plans and supports individual professional development activities, as appropriate.
- ____ 11. Provide student data and access student data for effective instructional program implementation and decision- making.
- ____ 12. Provide leadership as a member of a collaborative team to ensure that curriculum and instruction initiatives are aligned with District priorities.
- ____ 13. Direct the planning, implementing, and evaluating the district instructional programs with teachers and principals, including learning objectives, instructional strategies, and assessment techniques.
- ____ 14. Direct and oversee the instructional and curriculum services to meet the students' needs.
- ____ 15. Apply research and data to improve the content, sequence, and outcomes of the teaching-learning process.
- ____ 16. Cooperatively develop long and short range objectives and goals for all academic areas of the school district.
- ____ 17. Ensure effective use of technology integration in the classroom as related to technology assessment and training; and evaluation of district-wide technology programs.
- ____ 18. Ensure district-wide compliance with federal and state assessment requirements and oversee district-wide federal and state testing.
- ____ 19. Inform superintendent of developments in state, federal, and local laws and changes in public policy affecting curriculum and instruction.

COMMENTS: _____

School/Organizational Climate

- ____ 20. Uses surveys and feedback from others to maintain or create a positive school climate.
- ____ 21. Demonstrates high expectations of students and staff.
- ____ 22. Demonstrate skills in conflict resolution with administrators, parents, teachers, staff, and/or the community.
- ____ 23. Ensures the goals and objectives for school climate are developed with the involvement of specialists, teachers, parents and/or students, when appropriate.
- ____ 24. Promotes collegiality, teamwork, and participatory decision making among all district staff members.
- ____ 25. Communicates effectively with staff, students, parents and community.
- ____ 26. Relates to staff, students and parents in ways that convey equality and mutual respect.
- ____ 27. Demonstrates skills in conflict resolution with administrators, parents, teachers, staff and/or the community.
- ____ 28. Responds appropriately to situations that could impair the teaching/learning process or could threaten safety and the well-being of students and staff (i.e. guidelines, policies, and laws).

- _____ 29. Facilitate communication and collaboration among campus administrators and district departmental leaders to enhance service delivery, program development and customer satisfaction, particularly around innovative schools and programs.
- _____ 30. Set the vision and strategic plan for the District's model innovative schools and programs.

COMMENTS: _____

School Improvement

- _____ 31. Assist the Superintendent in developing, implementing, and evaluative practices and procedures designed to improve the instructional effectiveness and productivity.
- _____ 32. The Chief Administrative Officer is the designated District Coordinator for School Improvement (DCSI).
- _____ 33. The Chief Administrative Officer works with campus principals to facilitate, lead, and support district and campus school improvement efforts using the Effective Schools Framework.
- _____ 34. The Chief Administrative Officer is responsible for monitoring and implementing all components of the Targeted Improvement Grant through the Texas Education Agency.
- _____ 35. Works cooperatively with others in developing the mission and articulating a vision for the school/district program.
- _____ 36. Systematically monitors school improvement activities or program activities as they pertain to special programs (Bilingual/ESL, Special Education).
- _____ 37. Monitor performance of all schools, including innovation schools, by regularly and collaboratively reviewing campus and student level data with principals to drive continuous improvement.
- _____ 38. Develop, maintain and use information systems and records necessary to show progress on performance objectives that address the Texas Academic Performance Report (TAPR) indicators, campus improvement plans and district long-range plans.
- _____ 39. Uses evaluative findings and disaggregated data to determine the extent to which goals and objectives are met.
- _____ 40. Demonstrates appropriate use of student achievement data in interpreting, reporting, and acting on results.
- _____ 41. Actively supports the efforts of others to achieve district goals and objectives.
- _____ 42. Works closely with campus principals to ensure special programs support overall campus objectives.
- _____ 43. Secures consultants, specialists, and other community resources for principals and instructional staff to assist in attaining objectives.
- _____ 44. Provide for systematic evaluation of the effectiveness of the different departments and data-driven plans for improvement. Decisions will be data-based driven.
- _____ 45. Coordinate long-range planning efforts in collaboration with the Superintendent.
- _____ 46. Coordinate the development and implementation of instructional technology plan, program and services.

COMMENTS: _____

Personnel Management

- ____ 47. Assists with recruitment, selection, orientation and assignment of district employees in special program areas.
- ____ 48. Demonstrates skill in “coaching” staff, provides technical assistance to principal, teachers, and/or staff concerning the teaching/learning process, and encourages improved overall performance.
- ____ 49. Provides instructional resources and curriculum materials to teachers within the limits of available resources.
- ____ 50. Uses the mission of the school district, program evaluation outcomes, input from teachers and others to provide effective staff development.

COMMENTS: _____

Administration and Fiscal/Facilities Management

- ____ 51. Defines the program and fiscal needs in the budget development process for special programs, ensuring that fiscal resources address the mission of the district and state/federal guidelines.
- ____ 52. Monitors the Curriculum and Instruction Department and related expenditures to ensure compliance with regulations and guidelines.
- ____ 53. Ensures that district policies, procedures, and regulations are followed.
- ____ 54. Demonstrates responsible fiscal control over assigned program budgets.
- ____ 55. Provides necessary reports and documentation for special programs in a timely manner.
- ____ 56. Ensure that programs are cost effective and are managed wisely.
- ____ 57. Compile budget and cost estimates based on documented program needs.

COMMENTS: _____

Professional Growth and Development

- ____ 58. Uses information provided through assessment instruments, the district appraisal process, and evaluative feedback to improve performance.
- ____ 59. Strives to improve leadership skills through self-initiated professional development activities (e.g., undertaking professional reading, attending conferences, participating in training programs.)
- ____ 60. Utilizes information and insights gained in professional development programs for self-improvement.
- ____ 61. Disseminates ideas and information to other professionals; provides leadership in addressing the challenges facing the profession.
- ____ 62. Conducts oneself in a professional, ethical manner in accordance with generally accepted community standards; complies with TEA code of ethics and Board policies. Take initiative to develop needed professional skills appropriate to job assignments.

COMMENTS: _____

School/Community Relations

- _____ 63. Participate in community activities (to extent feasible and appropriate) that foster rapport and mutual response between the district and the larger community.
- _____ 64. Serve as the administrative liaison between the district and the Texas Education Agency as it relates to his/her department.
- _____ 65. Understand the mission of the district and communicates that mission within the community.
- _____ 66. Prepare and present data reports, instructional reports, usage reports, and/or any report requested to the school board during monthly school board meetings.

COMMENTS: _____

Supervisory Responsibilities

- _____ 67. Supervises all staff for the designated offices and departments as assigned.
- _____ 68. Assist in the supervision of all campus principals as it pertains to the instruction and academics.
- _____ 69. Monitor the campus and district leaders that make up assigned district strategic planning committees.

COMMENTS: _____

Other

- _____ 70. Perform other duties assigned by Superintendent.
- _____ 71. Maintain confidentiality of information.

COMMENTS: _____

What strengths does _____ possess?

What are some improvements _____ can make to ensure a higher degree of success for students on this campus/department?

Summative Conference Comments:

Recommendation of Evaluator: I have read and received a copy of this evaluation. I have reviewed this instrument.

____ Renewal and/or Extension of Assignment

____ Non-renewal of Assignment

____ Termination of Assignment

____ Non-extension of Assignment

Administrator (Print Name)

Date

Administrator (Signature)

Date

Employee's Signature

Date