

**Appendix D**

One copy of this form shall be kept on file for every evaluation period. The job description of the educator should be considered during the evaluation process. Comments discussing the reasons for the rating shall be given in writing.

**STATE OF SOUTH DAKOTA  
PROFESSIONAL ADMINISTRATORS PRACTICES AND STANDARDS COMMISSION**

**BUILDING ADMINISTRATOR - EVALUATION INSTRUMENT**

**EVALUATION OF** \_\_\_\_\_ **DATE** \_\_\_\_\_

- 4
  - Commendable
  - Exceeds normal standards
  - A real strength
  - Almost always true
  
- 3
  - Satisfactory
  - Acceptable
  - Meets standards
  - True most of the time
  
- 2
  - Needs improvement to meet standards
  - Seldom true
  
- 1
  - Unsatisfactory and fails to meet standards
  - Really needs improvement
  - Almost never true
  
- 0
  - Insufficient knowledge on which to evaluate
  - Non-applicable

## BUILDING ADMINISTRATOR – EVALUATION INSTRUMENT

### I. MANAGEMENT TECHNIQUES

Manages and directs education and business operations with efficiency and competency.

- A. Enforces board policy.
- B. Assumes leadership in the implementation of the district's goals and philosophy of education.
- C. Takes an active role in development of salary schedules for all personnel.
- D. Inspires others to highest professional standards.
- E. Organizes a planned program of staff evaluation and development.
- F. Supervises operations, insisting on competent and efficient performance.
- G. Determines that funds are spent wisely and that adequate control and accounting procedures are maintained.
- H. Evaluates financial status and makes recommendations for adequate funding.
- I. Plans and reports on the present and future needs of the total school program.
- J. Keeps informed of all aspects of the instructional program.
- K. Uses the district's resources to optimal advantage for education.
- L. Plans, schedules and supervises the work of others.

COMMENTS:

RECOMMENDATIONS with Timeline for Improvement:

### II. STAFF RELATIONS

Develops and maintains strong, effective, and positive relationships with total staff.

- A. Participates with staff, board, and community in studying and developing the curriculum improvement process, implementation, and evaluation.
- B. Provides procedures in curriculum work that utilize the abilities and talents of the professional staff and lay people of the community.
- C. Meets and confers with staff to promote understanding of the interest and will of the board.
- D. Develops and executes sound personnel procedures and practices.
- E. Insists on performance of duties and treats all personnel without favoritism or discrimination.
- F. Delegates authority to staff members appropriate to the position each holds.
- G. Encourages participation of appropriate staff members and groups in policy planning, procedures, interpretation, and recommendations.
- H. Evaluates performance of staff members, giving commendation for good work as well as constructive suggestions for implementation.
- I. Involves staff in solving problems.
- J. Shows empathy in dealing with the needs and concerns of staff.

COMMENTS:

RECOMMENDATIONS with Timeline for Improvement:

**III. ADMINISTRATIVE/BOARD RELATIONSHIPS**

Establishes a positive, effective working relationship with the school board.

- \_\_A. Keeps the superintendent informed on issues, needs, and operation of the school system.
- \_\_B. Offers professional advice to the board on items requiring board action, making recommendations based on thorough analysis. Uses legal counsel when appropriate.
- \_\_C. Bases any position upon principle and maintains that position without regard to its popularity until an official position has been reached, after which time the decision of the school board is supported.
- \_\_D. Makes recommendations for employment, promotion, and/or dismissal of personnel in writing and with supporting data, and accepts responsibility for the recommendations. If the recommendation is not accepted by the board, the administrator willingly finds another qualified person to recommend.
- \_\_E. Goes to the superintendent when an honest objective difference of opinion exists between the superintendent and any or all members of the board, in an earnest effort to resolve such difference.

COMMENTS:

RECOMMENDATIONS with Timeline for Improvement:

**IV. COMMUNITY/PUBLIC RELATIONS**

Builds and demonstrates effective leadership and participation in community/public relations to promote and enhance the school image.

- \_\_A. Supports board policy and actions.
- \_\_B. Earns respect and support of the community in the management of school operations.
- \_\_C. Solicits opinions from all groups and individuals and responds respectfully to identified problems.
- \_\_D. Develops and maintains cooperative relationships with the news media.
- \_\_E. Participates in community life and activities.
- \_\_F. Establishes credibility as a community leader in public education.
- \_\_G. Works cooperatively with public and private agencies.

COMMENTS:

RECOMMENDATIONS with Timeline for Improvement:

**V. PERSONAL QUALITIES**

Presents a positive leadership model.

- A. Defends principle and conviction in the face of pressure and partisan influence.
- B. Seeks and accepts constructive criticism.
- C. Demonstrates the ability to work well with individuals and groups.
- D. Neatly groomed and appropriately dressed.
- E. Speaks and writes effectively.
- F. Maintains composure when faced with an unexpected or disturbing turn of events.
- G. Enjoys an appropriate sense of humor.
- H. Motivates people.

COMMENTS:

RECOMMENDATIONS with Timeline for Improvement:

**VI. PROFESSIONAL SKILLS, GROWTH, LEADERSHIP AND CONDUCT**

Improves professional skills and knowledge and models ethical conduct.

- A. Continues professional development through reading, coursework, conference attendance, professional committee work and interaction with educators from other districts.
- B. Develops, uses, and evaluates innovative approaches to improve job performance.
- C. Behaves in a manner expected of the community's educational leader.
- D. Seeks out relevant data and analyzes information to promote instructional improvement.
- E. Recognizes when action is required and carries through to completion.
- F. Adheres to the Professional Administrators Practices and Standards Commission Code of Ethics, as stated in the Administrative Rules of South Dakota.

COMMENTS:

RECOMMENDATIONS with Timeline for Improvement:

**EMPLOYMENT RECOMMENDATION**

- A. Recommended for continued employment.
- B. Recommended for continued employment with qualifications.
- C. Not recommended for employment.

Signature does not indicate agreement with the evaluation, but does verify knowledge of the report.

Signed \_\_\_\_\_ Date \_\_\_\_\_  
Evaluatee

Signed \_\_\_\_\_ Date \_\_\_\_\_  
Evaluator