

Superintendent Evaluation

The Carlisle Area School District Board of Directors uses the below objective leadership performance standards and assessment measures as the basis for evaluating the Superintendent's performance. The objective leadership-performance standards and assessment measures were developed in accordance with best practices as identified by the Pennsylvania School Board Association and the Pennsylvania Association of School Administrators. The standards and measures were mutually agreed upon by the Board and the Superintendent.

With the below objective leadership-performance standards and the assessment measures in mind, on March 21, 2019 the Carlisle Area School District Board of Directors rated the performance for March 2018—February 2019 of School Superintendent Christina Spielbauer as Meeting Expectations.

Objective Leadership Performance Standards

- **Organizational Leadership:** Superintendent has worked collaboratively with the Board to develop a vision for the district, displays an ability to identify and rectify problems affecting the district, works collaboratively with district administration to ensure best practices for instruction, supervision, curriculum development, and management are being utilized, and works to influence the climate and culture of the district.
- **District Operations and Financial Management:** Superintendent manages effectively ensuring completion of activities associated with the annual budget; overseeing distribution of resources in support of district priorities; and directing overall operational activities within the district.
- **Communication and Community Relations:** Superintendent communicates with and effectively engages the staff, the board, and members of the community, clearly articulates district goals and priorities, addresses local and broader issues affecting the district and builds support for district initiatives, programs, and long-range plans.
- **Student Growth and Achievement:** Superintendent uses multiple data sources to assess student success and growth as appropriate, specific to needs within the district, and as determined annually in collaboration with the Board.
- **Human Resource Management:** Superintendent incorporates best practices for human resource management and oversight, coordinating staffing, recruitment, and other human resource functions within the district.
- **Professionalism:** Superintendent models professional decision-making processes and ethical standards consistent with the values of Pennsylvania's public education system, as well as that of the local community.

Assessment Measures:**Exceeds Expectations:**

- Performance is clearly outstanding
- Performance is superior, far exceeding expectations
- Performance is exceptional on a regular or continuous basis—the Superintendent far outperforms relative to minimum expectations

Meets Expectations:

- Adequately performs all functions within the role; meeting or occasionally exceeding expectations
- Performance is adequate; meeting or occasionally exceeding standards or expectations generally associated with performance

Needs Improvement:

- Periodically fails to meet expectations associated with assigned tasks, targeted goals, or professional competencies
- Performance is less than adequate on a periodic or frequent basis—the Superintendent may be developing within the position, but needs to improve to be considered proficient.