

Dickinson Public Schools

Consolidated Evaluation

Name:
name

Location:
school

Position/Title:
position

Observation Start Dates:

Observation End Dates:

Today's Date:
today's date

Scoring Rubric

4 - Highly Effective

3 - Effective

2 - Partially Effective

1 - Ineffective

A. GOAL AND VISION SETTING

Expectations: Superintendent assists the board with data-informed goal development and takes actions necessary to accomplish these goals.

Suggested evidence: strategic plan, board minutes, board meeting packets, district newsletters, the district's website, and news stories/articles

1 Superintendent provides assistance to the board with data-informed goal development and takes actions necessary to accomplish these goals.

1-a The superintendent oversees developing or updating a district-wide strategic plan that is based on district data, the district's mission, other identified district needs; the plan outlines both short- and long-term goals.

1-b Superintendent provides for regular reports to board on steps taken to accomplish goals and demonstrates progress toward accomplishing district goals.

B. BOARD RELATIONS

Expectations: Superintendent carries out his/her roles and responsibilities as assigned by the board and takes steps to assist the board with understanding and executing its role. Superintendent has the board's confidence.

Suggested evidence: board agendas, board minutes, board meeting packets, superintendent's written correspondence with the board, Educational Standards and Practices Board (ESPB) Code of Professional Conduct (see www.nd.gov/espb/profpractices/ethics.html), and superintendent's weekly email update to board.

2 Is superintendent's focus on policy implementation and overseeing district operations? Does the superintendent take steps to ensure that the board's primary focus is goal setting and policy adoption?

2-a Board agenda, as set by board president and superintendent, contains more "big picture" items than minutia and each month at least some agenda items relate to district's goals and strategic plan.

2-b Superintendent advises Board on need for new or revised policies and sees that all policies of Board are implemented.

3 Does the superintendent serve as an organized, informed, and responsive resource for the board?

3-a Superintendent ensures that supporting documents contain information necessary for board decision making and are generally posted on the website at least 3 days prior to regular board meetings.

3-b Superintendent answers board questions in a timely manner.

4 Does the superintendent have the confidence of the board?

4-a Information superintendent provides to board, staff, and public is accurate.

4-b Superintendent communicates with board throughout the month via

updates, not just at monthly board meetings.

4-c Superintendent complies with district policy.

4-d Board has confidence in the superintendent's decisions.

4-e Superintendent takes final responsibility for execution of any duties that s/he delegated.

C. HUMAN RESOURCE MANAGEMENT

Expectations: Superintendent oversees qualified, high-quality district staff and maintains positive and professional working relationships with them.

Suggested evidence: employee job descriptions, portfolios, personnel policies, board meeting minutes, list of staff training/professional development opportunities, staff evaluation forms, de-identified reports on plans of improvement, staff orientation checklists, negotiated agreement, staff newsletters, reports on trends from personnel evaluations (aggregated and de-identified), and staff meeting minutes

5 Does the superintendent hire or recommend for hire qualified employees?

5-a Superintendent ensures development of job descriptions on portfolios for district staff and ensures hiring policies, procedures, and laws are followed to select and retain qualified employees.

5-b Superintendent's recommendations to the board to non-renew for cause or discharge licensed staff and superintendent's reports to the board on ancillary staff dismissals occur infrequently, typically after efforts to help the employee improve.

6 Does the superintendent ensure that all staff members are engaged and provide opportunities for quality training/professional development and job performance feedback?

6-a Superintendent ensures staff training/professional development is planned and executed as evidenced by reports to the board, including reports on the outcome of staff training/professional development.

6-b Superintendent ensures that district administrators hold orientation for new staff to familiarize them with policies, procedures, and job duties.

6-c Superintendent oversees programs to recognize staff members and to encourage staff engagement.

7 Does the superintendent serve as a respected leader to district administrators and other district staff?

7-a Superintendent recommends to the board any policies and negotiated agreement amendments designed to promote a fair, equitable, safe, and productive workplace, including policies on employee conduct, benefits, safety, and workload distribution.

7-b Superintendent seeks input from and regularly communicates with staff on district goals, needs, issues, and changes to programs/policies /procedures.

7-c Superintendent encourages and empowers principals to make decisions on behalf of their buildings and to implement innovative programs and services in their buildings.

D. CURRICULUM AND STUDENT SUPPORT SERVICES

Expectations: Superintendent oversees the development, review, and implementation of academic and support programming that fosters the growth and success of all district students.

Suggested evidence: board meeting minutes, curriculum committee meeting minutes, curriculum presentations made at board meetings, policies on student services and programs, compiled test scores, staff newsletters, and

news articles on student assessments

8 Has the superintendent overseen the development and implementation of a curriculum that prepares students for advancement to the next grade level and for success beyond high school?

8-a Superintendent presents the board with data on indicators of student achievement and post-secondary preparation (e.g., graduation rates, remedial coursework enrollment trends, college acceptance rates, grade remediation trends, number of scholarship recipients, etc.) to help identify curricular needs and inform the district's strategic plan.

8-b Superintendent brings curriculum changes to the board for approval as needed, explaining how these changes support the district's mission, strategic plan, and goals.

8-c Superintendent regularly meets or corresponds with building administrators to discuss implementation of curriculum, including instructional strategies and challenges associated with implementation.

9 Has the superintendent established and effectively managed programs to support students' academic success?

9-a Superintendent ensures that all school buildings have and use intervention programs to identify students in need of additional assistance academically, socially, and emotionally.

9-b Superintendent ensures that academic enrichment programs are available as necessary.

10 Has the superintendent overseen administration of assessments designed to measure if students achieved goals in the curriculum and communicated progress to the board?

10-a Superintendent reports aggregated student assessment results and other student achievement indicators to board, staff, and community as available.

E. COMMUNITY RELATIONS

Expectations: Superintendent is engaged in the community and takes steps necessary to ensure the community is engaged in district schools.

Suggested evidence: superintendent reports to the board in board minutes; board agendas; media coverage of district school(s); and district newsletters, website, and social media pages

11 Is the superintendent actively involved in the community?

11-a Superintendent attends the meetings of, or is involved in the activities of, community and civic organizations.

12 Does the superintendent find ways to actively engage the community?

12-a Superintendent oversees implementation of a community communication plan, which includes a district newsletter issued to parents and posted on the website; regularly speaks to the news media about school activities, successes, and events; and uploads information about district schools and initiatives on the district's website.

12-b Superintendent recommends to the board, as needed, public forums to receive input on district issues.

F. OPERATIONS AND RESOURCES MANAGEMENT

Expectations: Superintendent efficiently and prudently oversees school district finances and facilities, equipment, and supplies; operational decisions are aligned with the district's goals and strategic plan.

Suggested evidence: superintendent's budget narrative (submitted to board with proposed budget spreadsheet); budget calendar; monthly board reports on the status of the budget, special reserve fund, and returns on investments; board meeting minutes; district policies governing purchasing and school finance; finance committee meeting minutes; district insurance policies; and deferred maintenance and transportation replacement plans

13 Does the superintendent make recommendations necessary to ensure the district meets its financial needs? Does the superintendent manage district finances in a manner that meets the district's short- and long-term goals and needs?

- 13-a Superintendent's budget recommendations take into account ending fund balance requirements in NDCC 15.1-07-29 and 15.1-27-35.3.
- 13-b Superintendent ensures that the special reserve fund does not exceed limitations in NDCC 57-15-14.2; superintendent assists the business manager to ensure that these funds are invested in accordance with restrictions in law and in a manner meant to maximize return.
- 13-c During board discussions of budget, superintendent explains how it supports the district's strategic plan and goals.
- 13-d Superintendent's mill levy recommendations are based on actual needs as clearly explained to the board during budget discussions.
- 13-e Superintendent's recommendations related to the building levy are based on justified needs, including long-term demographic information and/or a deferred maintenance plan.
- 13-f Superintendent assists the business manager and board with ensuring that the budget is approved and mill levies are certified in accordance with deadlines in laws.

14 Does the superintendent take appropriate steps to ensure that school facilities, equipment, and supplies meet the needs of students and staff?

- 14-a School buildings, grounds, and equipment are well maintained and typically in proper working order.
- 14-b Superintendent has developed, or assisted the business manager with developing, a deferred maintenance plan for school buildings and requires building administrators to perform a risk management assessment to determine facilities and equipment that need repair, which is discussed with the board.
- 14-c Superintendent has established a process for administrators to request needed equipment and supplies and developed timelines for submitting these requests consistent with budget cycles.

The following signatures indicate the evaluation has been read and discussed.

Board Chair's Signature	Date	Superintendent's Signature	Date
-------------------------	------	----------------------------	------

Note: The superintendent may submit a written rebuttal as per board policy, master contract, or state law.

