

Dickinson Public Schools

Consolidated Evaluation

Name: **Douglas Sullivan** Location: **Dickinson, ND** Position/Title: **Superintendent**

Observation Start Dates:
February 28th 2017 - Tanya Rude
November 15th 2016 - Brent Seaks
November 15th 2016 - Sarah Ricks
March 6th 2017 - David Wilkie
February 6th 2017 - Kim Schwartz

Observation End Dates:
March 3rd 2017 - Tanya Rude
March 3rd 2017 - Brent Seaks
March 5th 2017 - Sarah Ricks
March 6th 2017 - David Wilkie
February 14th 2017 - Kim Schwartz

Todays Date:
March 8th, 2017

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.	25 out of 40
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.	2.6 out of 4
1-b	Superintendent provides for regular reports to board on steps taken to accomplish goals and demonstrates progress toward accomplishing district goals.	2.4 out of 4

Comments

We must have better defined goals that we can measure our progress against. It will also be helpful to have Dr. Sullivan specific goals we are achieving.
 Brent Seaks on Mar 4th, 2017 at 7:39pm

I appreciate Dr. Sullivan taking time to review the strategic plan with us recently. I would love to hear more regular updates on the progress our district is making. However, progress would be more visible and readily measurable if there were SMART goals embedded in the strategic plan. It is unclear what objectives are long term versus short term.
 Sarah Ricks on Mar 5th, 2017 at 9:45pm

Updates needed on facility master plan from the DLR Group. Concrete data not provided about strategic plan.
 Kim Schwartz on Mar 6th, 2017 at 10:02pm

Reasons & Recommendations from Unsatisfactory Score

Data driven is what we need to be looking at when we look to goals. I realize that this appears to be hard to get changed but some working towards getting these changed would be good.
 Tanya Rude on Mar 4th, 2017 at 7:01pm

Overall Category Score: **25 out of 40**

Satisfactory (24 or higher) **Unsatisfactory** (23 or lower)

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 (<http://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? 29 out of 40
- 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. 2.4 out of 4
- 2-b Superintendent advises Board on need for new or revised policies and sees that all policies of Board are implemented. 3.4 out of 4

Comments

It would be a good practice to specifically reference our district's goals and our strategic plan as it relates to decisions Dr. Sullivan or the board are making.

Brent Seaks on Mar 4th, 2017 at 7:39pm

Dr. Sullivan does an excellent job at keep our policies updated. He is also very thoughtful in suggesting policies for the board to look at. I appreciate it that he suggests small changes which make policies a better fit for our district. I would like to see the board have more discussion about goals and to be very deliberate about tying agenda items to the strategic plan.

Sarah Ricks on Mar 5th, 2017 at 9:45pm

- 3 Does the superintendent serve as an organized, informed, and responsive resource for the board? 31 out of 40
- 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. 2.8 out of 4
- 3-b Superintendent answers board questions in a timely manner. 3.4 out of 4

Comments

Perhaps it would work best if the Superintendent shared with the Board President not only the decisions he would like the board to make, but also what he plans to present for supporting documents. That way, the Board President has the ability to ask for more or different information the board might need.

Brent Seaks on Mar 4th, 2017 at 7:39pm

I feel that Dr. Sullivan has made an effort to respond quickly to board requests for information.

Sarah Ricks on Mar 5th, 2017 at 9:45pm

3-a - More information is needed as to pros and cons of agenda items.

Kim Schwartz on Mar 6th, 2017 at 10:02pm

- 4 Does the superintendent have the confidence of the board? 72 out of 100
- 4-a Information superintendent provides to board, staff, and public is accurate. 3 out of 4
- 4-b Superintendent communicates with board throughout the month via updates, not just at monthly board meetings. 3.2 out of 4
- 4-c Superintendent complies with district policy. 3.2 out of 4
- 4-d Board has confidence in the superintendent's decisions. 2 out of 4
- 4-e Superintendent takes final responsibility for execution of any duties that s/he delegated. 3 out of 4

Comments

This is a key issue. I believe as a whole, the trust and confidence the board has in the Superintendent is

much lower than it should be for an effective working relationship. While I believe Dr Sullivan has taken steps and made effort to try to build this trust and confidence, I worry that at least for some board members, this trust and confidence can not be restored. I think this is a core issue that must be addressed.

Brent Seaks on Mar 4th, 2017 at 7:39pm

Because the board is new there seems to be less inherent trust in the board superintendent relationship than there was in the past. Dr. Sullivan is very good about keeping the board informed of any issues which might arise in the media or be brought up by constituents. I appreciate that I am never surprised by any potentially concerning situation- Dr. Sullivan has already let me know about it. I do think that Dr. Sullivan does many things that the board is not aware of which might help increase the trust between him and the board. I would recommend that he give the board more frequent updates on what he is working on- especially if it is related to something the board has requested.

Sarah Ricks on Mar 5th, 2017 at 9:45pm

4-a - More information needed on agenda items, i.e., curriculum coordinator. Job descriptions are now forthcoming.

Kim Schwartz on Mar 6th, 2017 at 10:02pm

Overall Category Score: **132 out of 180**

Satisfactory (108 or higher) **Unsatisfactory** (107 or lower)

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

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| 5 | Does the superintendent hire or recommend for hire qualified employees? | 31 out of 40 |
| 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. | 2.8 out of 4 |
| 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. | 3.4 out of 4 |

Comments

There are some positions in our district that still do not have job descriptions.

Brent Seaks on Mar 4th, 2017 at 7:39pm

I feel our hiring process is a good one and that Dr. Sullivan is very careful and compassionate when considering cases of non-renewal.

Sarah Ricks on Mar 5th, 2017 at 9:45pm

5-a - Job description development is ongoing. Hiring policies, procedures, and laws are followed.

Kim Schwartz on Mar 6th, 2017 at 10:02pm

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| 6 | Does the superintendent ensure that all staff members are engaged and provide opportunities for quality training/professional development and job performance feedback? | 42 out of 60 |
| 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. | 2.8 out of 4 |
| 6-b | Superintendent ensures that district administrators hold orientation for new staff to familiarize them with policies, procedures, and job duties. | 3.2 out of 4 |

- 6-c Superintendent oversees programs to recognize staff members and to encourage staff engagement. 2.4 out of 4

Comments

I would love to see more ways of celebrating our wonderful staff. Dr. Sullivan does a good job of informing the board of what professional development is happening. I would appreciate more information after the fact about how the training was received and how it is positively affecting our students. An email to the board with the dates and times of any professional development events that we are invited to attend would also be appreciated.

Sarah Ricks on Mar 5th, 2017 at 9:45pm

- 7 Does the superintendent serve as a respected leader to district administrators and other district staff? 43 out of 60
- 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. 3.2 out of 4
- 7-b Superintendent seeks input from and regularly communicates with staff on district goals, needs, issues, and changes to programs/policies /procedures. 2.6 out of 4
- 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. 2.8 out of 4

Comments

I appreciate the amount of time Dr. Sullivan spends on committees. I also appreciate the efforts he has made to go into the schools to discuss the AdvancedEd survey data. He is very helpful in carefully considering language changes or other issues to discuss during negotiations which might be important to the school district.

Sarah Ricks on Mar 5th, 2017 at 9:45pm

Overall Category Score: **116 out of 160**

Satisfactory (96 or higher) **Unsatisfactory** (95 or lower)

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? 40 out of 60
- 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. 2.6 out of 4
- 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. 2.6 out of 4
- 8-c Superintendent regularly meets or corresponds with building administrators to discuss implementation of curriculum, including instructional strategies and challenges associated with implementation. 2.8 out of 4

Comments

The feedback I have received from a few parents is that their students are not ready for college. This concerns me. Just recently, parents of a DSU student recently told me that when their daughter shared with her Professor she was struggling in his class his comment was: "Let me guess, you graduated from DHS." We need some specific strategic plan action items to help us assess and improve our students readiness for success beyond high school.

Brent Seaks on Mar 4th, 2017 at 7:39pm

While I appreciate that we have a very thorough curriculum adoption process, these questions specifically address the board's involvement in curriculum adoption. Where I feel we are lacking is in the board having and using data to understand and therefore support the decisions of the curriculum committee. At the recent presentation about Eureka Math, it would have been helpful for the board to see how this curriculum encourages project based learning or how this new curriculum enhances the 21st century learning skills of collaboration and critical thinking.

Sarah Ricks on Mar 5th, 2017 at 9:45pm

9 Has the superintendent established and effectively managed programs to support students' academic success? 26 out of 40

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. 2.8 out of 4

9-b Superintendent ensures that academic enrichment programs are available as necessary. 2.4 out of 4

Comments

I appreciate the list Dr. Sullivan provided of all of the various interventions and enrichment available at our schools. I would recommend that Dr. Sullivan take a look at enrichment services in the younger grades as the starting point for gifted and talented education has continued to get pushed back to later and later grades.

Sarah Ricks on Mar 5th, 2017 at 9:45pm

10 Has the superintendent overseen administration of assessments designed to measure if students achieved goals in the curriculum and communicated progress to the board? 13 out of 20

10-a Superintendent reports aggregated student assessment results and other student achievement indicators to board, staff, and community as available. 2.6 out of 4

Comments

As we discussed in our book study, the board should be asking the question, "Are our students learning?" and looking at data to answer it. We do review the ACTs each year, but we don't really have much of a conversation about other student data.

Sarah Ricks on Mar 5th, 2017 at 9:45pm

Reasons & Recommendations from Unsatisfactory Score

Student achievement has declined year after year, as shown in the test results of students with the NWEA and the ACT. We MUST get a grip on the decline and change the direction of student assessments. It is our DUTY to prepare students for post high school. The indicators we've been seeing is that students are not ready to succeed post high school. What are some tangible things being done at all levels to change this? All we have heard is that it is being addressed, that doesn't cut it. How are the teaching methods changed or the curriculum to address the deficits.

Tanya Rude on Mar 4th, 2017 at 7:01pm

Overall Category Score: **79 out of 120**

Satisfactory (72 or higher) **Unsatisfactory** (71 or lower)

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? 16 out of 20

11-a Superintendent attends the meetings of, or is involved in the activities of, community and civic organizations. 3.2 out of 4

Comments

Dr. Sullivan is a very good ambassador to the community and legislature for Dickinson Public Schools.
Sarah Ricks on Mar 5th, 2017 at 9:45pm

12 Does the superintendent find ways to actively engage the community? 30 out of 40

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. 3 out of 4

12-b Superintendent recommends to the board, as needed, public forums to receive input on district issues. 3 out of 4

Comments

As we continue to focus on the strategic plan, I would recommend that Dr. Sullivan consider incorporating those goals and initiatives into the website and other communications.
Sarah Ricks on Mar 5th, 2017 at 9:45pm

Overall Category Score: **46 out of 60**

Satisfactory (36 or higher) **Unsatisfactory** (35 or lower)

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? 97 out of 120

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. 3.4 out of 4

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. 3.4 out of 4

13-c During board discussions of budget, superintendent explains how it supports the district's strategic plan and goals. 2.6 out of 4

13-d Superintendent's mill levy recommendations are based on actual needs as clearly explained to the board during budget discussions. 3.2 out of 4

13-e Superintendent's recommendations related to the building levy are based on justified needs, including long-term demographic information 3.4 out of 4

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. 3.4 out of 4

Comments

Dr. Sullivan does well in this area.

Brent Seaks on Mar 4th, 2017 at 7:39pm

Dr. Sullivan has been very careful with district finances and, with the help of the business manager, has positioned this district to weather the difficult financial situation we are facing this year. Moving forward, I would love to see a budget that is closely aligned with the strategic plan so we can make sure we are putting our money in the places where it will make the greatest impact and help us achieve our goals.

Sarah Ricks on Mar 5th, 2017 at 9:45pm

14 Does the superintendent take appropriate steps to ensure that school facilities, equipment, and supplies meet the needs of students and staff? 40 out of 60

14-a School buildings, grounds, and equipment are well maintained and typically in proper working order. 2.4 out of 4

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. 2.8 out of 4

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. 2.8 out of 4

Comments

I believe some of our schools have building needs that are not fully being addressed. I am guessing that a new Business Manager will have a new perspective on our facilities, and we will bring to light some more items that will need to be addressed.

Brent Seaks on Mar 4th, 2017 at 7:39pm

Overall Category Score: 137 out of 180

Satisfactory (108 or higher) Unsatisfactory (107 or lower)

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

Handwritten signatures and dates for Board Chair's Signature (3/8/17) and Superintendent's Signature (3-10-17).

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