

**WC** Washington County Public Schools **WC**  
**Superintendent Evaluation Instrument**



**Recommendation to the Washington County School Board  
Prepared by Rickey Edmond, Ed.D. Superintendent of Schools**

**September 2019**

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## **Overview**

The Board of Education of the Washington County Public Schools has been asked to review the Superintendent Evaluation Instrument for approval for the 2020-2021 school term to measure the effectiveness and efficiency of the superintendent of schools. The Board Chair will meet with the other board members and superintendent to discuss and review the evaluation instrument as noted. A scheduled work session is optional for review by the board members. Ideas will be expressed surrounding the process, the evaluation tool, and the development of the Superintendent's goals. The full Board will discuss the ideas of this group and any next steps related to the Superintendent Evaluation Instrument and goals. The Superintendent Evaluation Instrument was designed within the Georgia School Board Association (GSBA) suggestions for goals, indicators, and possible evidence, and correlates with the Georgia Department of Education District Improvement Standards, Washington County Superintendent Induction Plan, The Washington County Strategic Plan 2020-2021, and the Washington County District Improvement Plan as established using the Georgia Department of Education Comprehensive Needs Assessment (CNA) process.

### **Primary Issues for the full board to consider before approval:**

1. Superintendent evaluation process (formative and summative) and stated goals
2. Any required supporting documents/evidence
3. Optional comments as individuals or as a governance team
4. Approval of the Superintendent Evaluation Instrument for 2020-2021.

**The key components of the Superintendent Evaluation Instrument include:**

- **Goals:** Goals are governance areas of responsibilities, broad in scope but narrow enough to be defined and address the operational function and the effectiveness of the school system.
- **Indicators:** Indicators are action items that describe what is expected to be accomplished within each goal area. One or multiple indicators may be necessary to accomplish the goal.
- **Evidence:** Evidence is a listing of Indicator numbers and/or data documents that will define the progress made on accomplishing the identified indicator.
- **Rating Scale:** The governance team should choose the method of rating for each goal area as a progress scale with the inclusion of written comments. The final superintendent evaluation report usually is completed on the goal area. However, the governance team may elect to rate each indicator and make a summary rating for the final evaluation report.
- **Comment Section:** The instrument is designed to capture each board member's comments by goal areas when individual board members complete the evaluation process. For the final official evaluation report to the superintendent, the board, by consensus, may elect to provide an overall comment summary to be included versus the individual board member comments.

## Superintendent Evaluation Instrument FY19-22

**Goal 1: Leading the Vision and Mission: The superintendent leads and directs the school district for continuous improvement with a commitment to high expectations for teaching and learning.**

VM 1.1: The superintendent creates and communicates a collaboratively developed district vision, mission, and core beliefs that focus on preparing all students for college and career readiness by engaging organizational and community personnel using collaborative teams.

Exemplary (4) \_\_\_ Satisfactory(3) \_\_\_ Needs Improvement (2) \_\_\_ Not Evident (1)\_\_\_

Comments:	Possible Evidence/artifacts: Improved student achievement, positive school culture ratings, CCRPI results, Districtwide meeting agendas SMART Team meeting agendas & minutes, presentations, Balance Score Card, Superintendent Board Reports, District Improvement Plan, School Improvement Plans Updates/reports on Strategic Plan initiatives and other requested artifacts
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VM 1.2: The superintendent builds a cooperative and collaborative working relationship with the broader community, seeks to sustain a culture of trust, shares the districts vision and mission, and seeks partnerships of joint responsibility for improving teaching and learning.

Exemplary (4) \_\_\_ Satisfactory(3) \_\_\_ Needs Improvement (2) \_\_\_ Not Evident (1)\_\_\_

Comments:	Possible Evidence/artifacts: Improved student achievement, positive school culture ratings, CCRPI results, Districtwide meeting agendas SMART Team meeting agendas & minutes, presentations, Balance Score Card, Superintendent Board Reports, District Improvement Plan, School Improvement Plans Updates/reports on Strategic Plan initiatives and other requested artifacts
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Overall Rated Score for Goal 1: \_\_\_\_\_

**Goal 2: Governance: The superintendent monitors district policies and implements procedures that support a shared vision by all stakeholders focused on high expectations for teaching and learning in all schools.**

G 2.1: The superintendent builds support for district and school goals and initiatives by engaging stakeholders, informing school board members, seeks to improve teaching, and allows for appropriate school-level flexibility for innovation and evidenced based practices to improve student learning.

Exemplary (4) \_\_\_ Satisfactory(3) \_\_\_ Needs Improvement (2) \_\_\_ Not Evident (1)\_\_\_

Comments:	Possible Evidence/artifacts: Improved student achievement, positive school culture ratings, CCRPI results, Districtwide meeting agendas SMART Team meeting agendas & minutes, presentations, Balance Score Card, Superintendent Board Reports, District Improvement Plan, School Improvement Plans Updates/reports on Strategic Plan initiatives and other requested artifacts
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G 2.2: Uses an established process to align policies, procedures, and practices with laws and regulations and keeps the board and other relevant audiences informed as appropriate.

Exemplary (4) \_\_\_ Satisfactory(3) \_\_\_ Needs Improvement (2) \_\_\_ Not Evident (1)\_\_\_

Comments:	Possible Evidence/artifacts: Improved student achievement, positive school culture ratings, CCRPI results, Districtwide meeting agendas SMART Team meeting agendas & minutes, presentations, Balance Score Card, Superintendent Board Reports, District Improvement Plan, School Improvement Plans Updates/reports on Strategic Plan initiatives and other requested artifacts
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G 2.3: Communicates district policies and procedures in a timely manner to relevant audiences as appropriate.

Exemplary (4) \_\_\_ Satisfactory(3) \_\_\_ Needs Improvement (2) \_\_\_ Not Evident (1)\_\_\_

Comments:	Possible Evidence/artifacts: Improved student achievement, positive school culture ratings, CCRPI results, Districtwide meeting agendas SMART Team meeting agendas & minutes, presentations, Balance Score Card, Superintendent Board Reports, District Improvement Plan, and School Improvement Plans Updates/reports on Strategic Plan initiatives and other requested artifacts
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Overall Rated Score for Goal 2: \_\_\_\_\_

**Goal 3: Planning, Organizing, and Monitoring: The superintendent uses data-driven processes, procedures, structures, and web-based products that focus on the district’s organizational effectiveness and takes actions to ensure higher levels of student learning and staff effectiveness using systems thinking principles.**

POM 3.1: The superintendent uses a collaborative, data-driven planning, and monitoring process at the district and school levels for improving student learning.

Exemplary (4) \_\_\_ Satisfactory(3) \_\_\_ Needs Improvement (2) \_\_\_ Not Evident (1)\_\_\_

Comments:	Possible Evidence/artifacts: Improved student achievement, positive school culture ratings, CCRPI results, Districtwide meeting agendas SMART Team meeting agendas & minutes, presentations, Balance Score Card, Superintendent Board Reports, District Improvement Plan, School Improvement Plans Updates/reports on Strategic Plan initiatives and other requested artifacts
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POM 3.2: The superintendent uses protocols and processes for problem solving, decision-making, and removing barriers that hinder the district’s continuous improvement process.

Exemplary (4) \_\_\_ Satisfactory(3) \_\_\_ Needs Improvement (2) \_\_\_ Not Evident (1)\_\_\_

Comments:	Possible Evidence/artifacts: Improved student achievement, positive school culture ratings, CCRPI results, Districtwide meeting agendas SMART Team meeting agendas & minutes, presentations, Balance Score Card, Superintendent Board Reports, District Improvement Plan, School Improvement Plans Updates/reports on Strategic Plan initiatives and other requested artifacts
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POM 3.3: The superintendent uses processes to monitor and provide timely guidance, support, and feedback to individual schools as they implement improvement plans and keeps the board of education informed about initiatives.

Exemplary (4) \_\_\_ Satisfactory(3) \_\_\_ Needs Improvement (2) \_\_\_ Not Evident (1)\_\_\_

Comments:	Possible Evidence/artifacts: Improved student achievement, positive school culture ratings, CCRPI results, Districtwide meeting agendas SMART Team meeting agendas & minutes, presentations, Balance Score Card, Superintendent Board Reports, District Improvement Plan, School Improvement Plans Updates/reports on Strategic Plan initiatives and other requested artifacts
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Overall Rated Score for Goal 3: \_\_\_\_\_

**Goal 4: Allocation and Management of Resources: The superintendent allots and administrates resources to attain district and school goals for student learning.**

AMR 4.1: The superintendent guides and monitors a clearly defined, collaborative, data-driven budget process that ensures the equitable, efficient, and transparent distribution of resources to support organizational effectiveness to drive higher student achievement.

Exemplary (4) \_\_\_ Satisfactory(3) \_\_\_ Needs Improvement (2) \_\_\_ Not Evident (1)\_\_\_

Comments:	Possible Evidence/artifacts: Improved student achievement, positive school culture ratings, CCRPI results, Districtwide meeting agendas SMART Team meeting agendas & minutes, presentations, Balance Score Card, Superintendent Board Reports, District Improvement Plan, School Improvement Plans Updates/reports on Strategic Plan initiatives and other requested artifacts
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AMR 4.2: The superintendent allocates and monitors the use of time, materials, equipment, and fiscal resources to support organizational effectiveness to drive higher student achievement.

Exemplary (4) \_\_\_ Satisfactory(3) \_\_\_ Needs Improvement (2) \_\_\_ Not Evident (1)\_\_\_

Comments:	Possible Evidence/artifacts: Improved student achievement, positive school culture ratings, CCRPI results, Districtwide meeting agendas SMART Team meeting agendas & minutes, presentations, Balance Score Card, Superintendent Board Reports, District Improvement Plan, School Improvement Plans Updates/reports on Strategic Plan initiatives, budget items, fund balance, audit reports, and other requested artifacts
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AMR 4.3: The superintendent develops and implements processes to maintain all facilities and equipment to ensure all school environments are safe and conducive to learning.

Exemplary (4) \_\_\_ Satisfactory(3) \_\_\_ Needs Improvement (2) \_\_\_ Not Evident (1)\_\_\_

Comments:	Possible Evidence/artifacts: Improved student achievement, positive school culture ratings, CCRPI results, Districtwide meeting agendas SMART Team meeting agendas & minutes, presentations, Balance Score Card, Superintendent Board Reports, SRO reports, District Safety Plan, GEMA & Homeland Security collaboration, and drills District Improvement Plan, School Improvement Plans Updates/reports on Strategic Plan initiatives and other requested artifacts
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AMR 4.4: The superintendent provides, coordinates, and monitors student support systems and services.

Exemplary (4) \_\_\_ Satisfactory(3) \_\_ Needs Improvement (2) \_\_ Not Evident (1)\_\_\_

Comments:	Possible Evidence/artifacts: Improved student achievement, positive school culture ratings, CCRPI results, Districtwide meeting agendas SMART Team meeting agendas & minutes, presentations, Balance Score Card, Superintendent Board Reports, District Improvement Plan, School Improvement Plans Updates/reports on Strategic Plan initiatives, 25-Points inspection reports, social worker data, MTSS reports, and other requested artifacts and evidence
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Overall Rated Score for Goal 4: \_\_\_\_\_

**Goal 5: Teaching and Learning Systems: The superintendent monitors the processes for implementing, supporting, and designing the Pre-K – 12<sup>th</sup> grade curriculum, instructional practices, and assessment systems and evaluates their impact on student learning.**

TL 5.1: The superintendent engages and supports all schools in systemic processes for curriculum design to align instruction and assessments with the required state standards and committed norms for the district.

Exemplary (4) \_\_\_ Satisfactory(3) \_\_\_ Needs Improvement (2) \_\_\_ Not Evident (1)\_\_\_

Comments:	Possible Evidence/artifacts: Improved student achievement, positive school culture ratings, CCRPI results, Districtwide meeting agendas SMART Team meeting agendas & minutes, presentations, Balance Score Card, Superintendent Board Reports, District Improvement Plan, School Improvement Plans Updates/reports on Strategic Plan initiatives, committed norms, hybrid schedules, 4-Year graduation plan, and other requested artifacts/evidence(s)
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TL 5.2: The superintendent helps develop and communicates common expectations for implementing curriculum, instruction, and assessment practices across all schools.

Exemplary (4) \_\_\_ Satisfactory(3) \_\_\_ Needs Improvement (2) \_\_\_ Not Evident (1)\_\_\_

Comments:	Possible Evidence/artifacts: Improved student achievement, positive school culture ratings, CCRPI results, Districtwide meeting agendas SMART Team meeting agendas & minutes, presentations, Balance Score Card, Superintendent Board Reports, District Improvement Plan, School Improvement Plans Updates/reports on Strategic Plan initiatives and other requested artifacts
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TL 5.3: The superintendent guides innovation, supports, and evaluates the implementation of effective strategies and practices for high-level curriculum, instruction, and assessments designs.

Exemplary (4) \_\_\_ Satisfactory(3) \_\_\_ Needs Improvement (2) \_\_\_ Not Evident (1)\_\_\_

Comments:	Possible Evidence/artifacts: Improved student achievement, positive school culture ratings, CCRPI results, Districtwide meeting agendas SMART Team meeting agendas & minutes, presentations, Balance Score Card, Superintendent Board Reports, District Improvement Plan, School Improvement Plans Updates/reports on Strategic Plan initiatives and other requested artifacts
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TL 5.4: The superintendent ensures that professional learning is relevant and aligns with student needs for implementation of effective strategies, evidence-based programs, and interventions to improve student achievement.

Exemplary (4) \_\_\_ Satisfactory(3) \_\_\_ Needs Improvement (2) \_\_\_ Not Evident (1)\_\_\_

Comments:	Possible Evidence/artifacts: Improved student achievement, positive school culture ratings, CCRPI results, Districtwide meeting agendas SMART Team meeting agendas & minutes, presentations, Balance Score Card, Superintendent Board Reports, District Improvement Plan, School Improvement Plans Updates/reports on Strategic Plan initiatives and other requested artifacts
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Overall Rated Score for Goal 5: \_\_\_\_\_

**Goal 6: Leader, Teacher, and Staff Effectiveness: The superintendent monitors and evaluates the performance effectiveness of district leaders, teachers, and other staff to ensure optimal efficiency and quality learning for all students.**

LTSE 1: The superintendent develops and implements processes that recruit, hire, and retain highly effective teachers, leaders, and staff.

Exemplary (4) \_\_\_ Satisfactory(3) \_\_\_ Needs Improvement (2) \_\_\_ Not Evident (1)\_\_\_

Comments:	Possible Evidence/artifacts: Improved student achievement, positive school culture ratings, CCRPI results, Districtwide meeting agendas SMART Team meeting agendas & minutes, presentations, Balance Score Card, Superintendent Board Reports, District Improvement Plan, School Improvement Plans Updates/reports on Strategic Plan initiatives and other requested artifacts
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LTSE 2: The superintendent monitors the use of a state-approved evaluation system to ensure fidelity of implementation and alignment with board policies to evaluate accurately the effectiveness of district and school leaders, teachers, and staff.

Exemplary (4) \_\_\_ Satisfactory(3) \_\_\_ Needs Improvement (2) \_\_\_ Not Evident (1)\_\_\_

Comments:	Possible Evidence/artifacts: Improved student achievement, positive school culture ratings, CCRPI results, Districtwide meeting agendas SMART Team meeting agendas & minutes, presentations, Balance Score Card, Superintendent Board Reports, District Improvement Plan, School Improvement Plans Updates/reports on Strategic Plan initiatives and other requested artifacts
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LTSE 3: The superintendent defines the roles, responsibilities, skill sets, and expectations of leaders at all levels of the district to improve student learning and staff performance.

Exemplary (4) \_\_\_ Satisfactory(3) \_\_\_ Needs Improvement (2) \_\_\_ Not Evident (1)\_\_\_

Comments:	Possible Evidence/artifacts: Improved student achievement, positive school culture ratings, CCRPI results, Districtwide meeting agendas SMART Team meeting agendas & minutes, presentations, Balance Score Card, Superintendent Board Reports, District Improvement Plan, School Improvement Plans Updates/reports on Strategic Plan initiatives and other requested artifacts
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Overall Rated Score for Goal 6: \_\_\_\_\_

**Goal 7: Family and Community Engagement: The superintendent seeks innovative ways to brand and tell the district’s story and engages families and community members as active participants to help schools improve learning and teaching.**

FCE 1: The superintendent communicates district-wide expectations for schools to engage families and the community to enhance teaching and learning.

Exemplary (4) \_\_\_ Satisfactory(3) \_\_\_ Needs Improvement (2) \_\_\_ Not Evident (1)\_\_\_

Comments:	Possible Evidence/artifacts: Improved student achievement, positive school culture ratings, CCRPI results, Districtwide meeting agendas SMART Team meeting agendas & minutes, presentations, Balance Score Card, Superintendent Board Reports, District Improvement Plan, School Improvement Plans Updates/reports on Strategic Plan initiatives and other requested artifacts
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FCE 2: The superintendent uses social media options to promote clear and open public relations communication between schools and community stakeholders.

Exemplary (4) \_\_\_ Satisfactory(3) \_\_\_ Needs Improvement (2) \_\_\_ Not Evident (1)\_\_\_

Comments:	Possible Evidence/artifacts: Improved student achievement, positive school culture ratings, CCRPI results, Districtwide meeting agendas SMART Team meeting agendas & minutes, presentations, Balance Score Card, Superintendent Board Reports, District Improvement Plan, School Improvement Plans Updates/reports on Strategic Plan initiatives and other requested artifacts
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FCE 3: The superintendent ensures that families and community members have feedback and problem-solving opportunities throughout the district.

Exemplary (4) \_\_\_ Satisfactory(3) \_\_\_ Needs Improvement (2) \_\_\_ Not Evident (1)\_\_\_

Comments:	Possible Evidence/artifacts: Improved student achievement, positive school culture ratings, CCRPI results, Districtwide meeting agendas SMART Team meeting agendas & minutes, presentations, Balance Score Card, Superintendent Board Reports, District Improvement Plan, School Improvement Plans Updates/reports on Strategic Plan initiatives and other requested artifacts
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Overall Rated Score for Goal 7: \_\_\_\_\_

## Summary of Superintendent Evaluation

<b><u>Goal 1: Leading the Vision and Mission:</u></b> The superintendent leads and directs the school district for continuous improvement with a commitment to high expectations for teaching and learning.	Final Rating Score
<b><u>Goal 2: Governance:</u></b> The superintendent monitors district policies and implements procedures that support a shared vision by all stakeholders focused on high expectations for teaching and learning in all schools.	Final Rating Score
<b><u>Goal 3: Planning, Organizing, and Monitoring:</u></b> The superintendent uses data-driven processes, procedures, structures, and web-based products that focus on the district’s organizational effectiveness and takes actions to ensure higher levels of student learning and staff effectiveness using systems thinking principles.	Final Rating Score
<b><u>Goal 4: Allocation and Management of Resources:</u></b> The superintendent allots and administrates resources to attain district and school goals for student learning.	Final Rating Score
<b><u>Goal 5: Teaching and Learning Systems:</u></b> The superintendent monitors the processes for implementing, supporting, and designing the Pre-K – 12 <sup>th</sup> grade curriculum, instructional practices, and assessment systems and evaluates their impact on student learning.	Final Rating Score
<b><u>Goal 6: Leader, Teacher, and Staff Effectiveness:</u></b> The superintendent monitors and evaluates the performance effectiveness of district leaders, teachers, and other staff to ensure optimal efficiency and quality learning for all students.	Final Rating Score
<b><u>Goal 7: Family and Community Engagement:</u></b> The superintendent seeks innovative ways to brand and tell the district’s story and engages families and community members as active participants to help schools improve learning and teaching.	Final Rating Score

Overall Evaluation Rated Score: \_\_\_\_\_

Based on this evaluation instrument the superintendent has received a formative or summative performance that:

\_\_\_\_\_ Meets satisfactory performance on his/her duties and responsibilities for the school term.

\_\_\_\_\_ Does not meet satisfactory performance on his/her duties and responsibilities for the school term. The posted comments should guide improvements expectations.

This evaluation has been given in writing to the superintendent and has been discussed in executive session by the board/board chair and the superintendent on **DATE** as a formative or final summative position.

Signature of the Board Chair: \_\_\_\_\_ Date: \_\_\_\_\_

Signature of the Superintendent: \_\_\_\_\_ Date: \_\_\_\_\_

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