

# WOODBRIDGE SCHOOL DISTRICT

## Superintendent Evaluation Plan

# SUPERINTENDENT PERFORMANCE EVALUATION OVERVIEW

**Disclaimer:** This evaluation document, or its ratings, comments, or recommendations, may contain legally privileged and confidential information, and is intended only for the use of the individual Woodbridge Board of Education member or whole board only. You are hereby notified that any dissemination, distribution, electronic distribution or copying of this communication is strictly prohibited.

## Underlying Principles

1. Even accomplished leaders are continuous learners. They are relentless in their quest to find the right combination of management, communication with and motivation of others, vision, and leadership that ensures all students will excel. The rubrics provide the Superintendent and the Board with the opportunity to reflect upon the performance patterns relative to the Woodbridge School District **strategic plan** and the Standards for School Leaders. The rubrics are designed to provide the Board and the Superintendent with a profile of strengths and areas for growth relative to Woodbridge's expectations for exceptional leadership. Through regular and annual reflection on four defined areas of leadership, we can more efficiently and thoroughly evaluate and increase our impact on student achievement.
2. Based on the rubrics, there are four ratings:
  - Exceeds Expectations
  - Meets Expectations
  - Needs Improvement
  - Does Not Meet Expectations
3. Having four ratings allows the Superintendent and Board to clearly distinguish between effective and ineffective leadership practices. "Meets Expectations" is the expected standard for Woodbridge, however, the Superintendent shall strive for attaining "Exceeds Expectations," which represents the ideal – a reachable, but truly exceptional goal.

# 1. Educational Leadership

Expectation: Demonstrated vision and learning in education quality, with specific efforts and results.

	Unacceptable Performance		Acceptable Performance	
	1 Does Not Meet Expectations	2 Needs Improvement	3 Meets Expectations	4 Exceeds Expectations
<b><u>Vision:</u></b> Works with the BOE, staff, and community to develop and implement a vision for students' high academic achievement.	1	2	3	4
<b><u>Culture:</u></b> Promotes a positive school culture for effective learning and high achievement; fosters a spirit of collaboration, camaraderie, and team support.	1	2	3	4
<b><u>Instructional Materials:</u></b> Ensures teachers and students are provided with the highest quality instructional materials and cutting-edge technologies to support superior instruction and learning across all subject areas.	1	2	3	4
<b><u>Curriculum:</u></b> Manages the development and effective continuous improvement of curriculum across all academic and specials subject areas.	1	2	3	4
<b><u>Hiring:</u></b> Ensures the hiring of highly qualified, high performing, and caring administrators, teachers, and staff.	1	2	3	4
<b><u>Training:</u></b> Leads the design and implementation of effective and comprehensive professional development for administrators, teachers, and staff.	1	2	3	4
<b><u>Performance:</u></b> Ensures administrators, teachers, and staff are held to high standards of performance, including timely and effective performance reviews according to District policies.	1	2	3	4
<b><u>Issue Management:</u></b> Deals with staff, personal, performance, or other issues in a timely, considerate, and effective manner, ensuring the smooth-running of the District.	1	2	3	4

	Unacceptable Performance		Acceptable Performance	
	1 Does Not Meet Expectations	2 Needs Improvement	3 Meets Expectations	4 Exceeds Expectations
<b>Measurable Results:</b> Leads the District towards improved student achievement as evidenced by multiple sources of data.	1	2	3	4
<b>Presence:</b> Creates a leadership presence in the District by regularly visiting classrooms, attending special programs, and meeting with staff.	1	2	3	4
<b>Personal Development:</b> Actively participates in professional organizations (e.g. CAPSS, CAFE, AASA, NSBA) for her own development.	1	2	3	4
<b>EDUCATIONAL LEADERSHIP OVERALL RATING</b>	1	2	3	4

**Comments:**

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## 2. Organizational Management

Expectation: Effective management and reporting of all aspects of the District's Finances and Operations.

	Unacceptable Performance		Acceptable Performance	
	1 Does Not Meet Expectations	2 Needs Improvement	3 Meets Expectations	4 Exceeds Expectations
<b><u>Budget Process:</u></b> Develops and implements a timeline and process that provides sufficient opportunity for thorough scrutiny, discussion, and decision making in all budget areas.	1	2	3	4
<b><u>Budget Development:</u></b> Works with staff, BOE, and the Town Board of Finance to develop a sound budget that adequately funds all vital areas of the District's operations and meets the needs of all students.	1	2	3	4
<b><u>Budget Management:</u></b> Effectively manages all expenses in the District.	1	2	3	4
<b><u>Contract Negotiation:</u></b> Develops contract terms for all contracted parties that are fair to the contracted parties and manageable by the BOE.	1	2	3	4
<b><u>Grants &amp; Excess Cost:</u></b> Keeps abreast of available federal and state grants (including Excess Cost) and actively pursues and obtains all monies available.	1	2	3	4
<b><u>Expense Reporting:</u></b> Reports to the BOE monthly on the status of the budget and all key areas of revenue and expense.	1	2	3	4
<b><u>Day-to-Day Management:</u></b> Through personal oversight and a network of managing staff, maintains oversight of the day-to-day operations of the District, ensuring performance at a high level of excellence.	1	2	3	4
<b><u>Facilities Planning:</u></b> Works with staff and BOE to develop an effective long-term facilities plan.	1	2	3	4

	Unacceptable Performance		Acceptable Performance	
	1 Does Not Meet Expectations	2 Needs Improvement	3 Meets Expectations	4 Exceeds Expectations
<b>Facilities Maintenance:</b> Ensures all aspects of the facilities and equipment are cleaned, maintained, fixed and/or replaced in a timely, cost effective manner.	1	2	3	4
<b>School Environment Safety and Health:</b> Ensures all aspects of the school environment are safe and healthy, and all government standards are met.	1	2	3	4
<b>ORGANIZATIONAL MANAGEMENT OVERALL RATING</b>	1	2	3	4

**Comments:**

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### 3. Community and Board of Education Relations

Expectation: Effective relationship with the Board of Education, including communication, collaboration, and commitment to priorities. Focus on a culture of effective, collaborative, mutually supportive relationships with the parent community.

	Unacceptable Performance		Acceptable Performance	
	1 Does Not Meet Expectations	2 Needs Improvement	3 Meets Expectations	4 Exceeds Expectations
<b><u>BOE Communication-Proactive:</u></b> Communicates proactively and effectively with the BOE on key operational, staffing, financial, educational, and other issues.	1	2	3	4
<b><u>BOE Communication-Responsive:</u></b> Responds to Board Chair's requests for information in a timely fashion.	1	2	3	4
<b><u>Policy:</u></b> Performs continuous review of Board policies and provides timely and thorough information to the Board for effective policy decision making.	1	2	3	4
<b><u>Commitment to Board Priorities:</u></b> Works diligently to implement Board priorities and directives; implements all policies adopted by the Board.	1	2	3	4
<b><u>Information and Advice:</u></b> Provides professional advice and informs the Board on educational issues, statutory requirements, and needs in the District, by providing appropriate recommendations and supporting data.	1	2	3	4
<b><u>Collaboration:</u></b> Works collaboratively and collegially with members of the Board and with Board committees.	1	2	3	4
<b><u>Community Communication-Proactive:</u></b> Keeps parents informed of key events, programs, staff changes, education issues, emergencies, and any other issues of concern to parents.	1	2	3	4
<b><u>Community Communication-Responsive:</u></b> Responds to communications in a timely, caring, professional manner.	1	2	3	4

	Unacceptable Performance		Acceptable Performance	
	1 Does Not Meet Expectations	2 Needs Improvement	3 Meets Expectations	4 Exceeds Expectations
<b>Follow Through:</b> Takes action on parent concerns, suggestions, and expressed needs.	1	2	3	4
<b>Collaboration:</b> Solicits input and feedback from parents, actively involving them in the education process and decision making where possible and appropriate.	1	2	3	4
<b>COMMUNITY &amp; BOE RELATIONS OVERALL RATING</b>	1	2	3	4

**Comments:**

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## 4. Personal and Professional Qualities

Expectation: The highest standards of personal integrity, professionalism, and leadership.

	Unacceptable Performance		Acceptable Performance	
	1 Does Not Meet Expectations	2 Needs Improvement	3 Meets Expectations	4 Exceeds Expectations
<b><u>Personal Integrity:</u></b> Demonstrates the highest standards of ethics, honesty, and integrity in all dealings with all parties.	1	2	3	4
<b><u>Professionalism:</u></b> Exhibits poise and diplomacy in all professional interactions.	1	2	3	4
<b><u>Personal Interaction Skills:</u></b> Exhibits strong "people skills," including empathy, listening skills, and powers of speech.	1	2	3	4
<b><u>Communication Style:</u></b> Demonstrates facility in balancing modes of communication (emails, formal letters, and face-to-face interactions) to communicate effectively with others.	1	2	3	4
<b><u>Work Ethic:</u></b> Demonstrates strong time commitment and task commitment, going "above and beyond the call of duty."	1	2	3	4
<b><u>Transparency:</u></b> Hides nothing and owns up to mistakes.	1	2	3	4
<b><u>Commitment to Excellence:</u></b> Demonstrates the highest degree of commitment to personal excellence, continually striving to develop and improve.	1	2	3	4
<b>PERSONAL AND PROFESSIONAL QUALITIES OVERALL RATING</b>	1	2	3	4

Comments:

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# SUPERINTENDENT EVALUATION SUMMARY

Board Member Name: \_\_\_\_\_

Date: \_\_\_\_\_

## 1. Educational Leadership

- 1 – Does Not Meet Expectations
- 2 – Needs Improvement
- 3 – Meets Expectations
- 4 – Exceeds Expectations

## 2. Organization Management

- 1 – Does Not Meet Expectations
- 2 – Needs Improvement
- 3 – Meets Expectations
- 4 – Exceeds Expectations

## 3. Community and Board of Education Relations

- 1 – Does Not Meet Expectations
- 2 – Needs Improvement
- 3 – Meets Expectations
- 4 – Exceeds Expectations

## 4. Personal and Professional Qualities

- 1 – Does Not Meet Expectations
- 2 – Needs Improvement
- 3 – Meets Expectations
- 4 – Exceeds Expectations

## OVERALL RATING

- 1 – Does Not Meet Expectations
- 2 – Needs Improvement
- 3 – Meets Expectations
- 4 – Exceeds Expectations

# SUPERINTENDENT EVALUATION SUMMARY

## Completed by the Board Chairman Based On Board's Discussion

Superintendent Name: \_\_\_\_\_

**1. Educational Leadership**

- |   |   |
|---|---|
| <input type="checkbox"/> 1 – Does Not Meet Expectations | <input type="checkbox"/> 3 – Meets Expectations   |
| <input type="checkbox"/> 2 – Needs Improvement          | <input type="checkbox"/> 4 – Exceeds Expectations |

**2. Organization Management**

- |   |   |
|---|---|
| <input type="checkbox"/> 1 – Does Not Meet Expectations | <input type="checkbox"/> 3 – Meets Expectations   |
| <input type="checkbox"/> 2 – Needs Improvement          | <input type="checkbox"/> 4 – Exceeds Expectations |

**3. Community and Board of Education Relations**

- |   |   |
|---|---|
| <input type="checkbox"/> 1 – Does Not Meet Expectations | <input type="checkbox"/> 3 – Meets Expectations   |
| <input type="checkbox"/> 2 – Needs Improvement          | <input type="checkbox"/> 4 – Exceeds Expectations |

**4. Personal and Professional Qualities**

- |   |   |
|---|---|
| <input type="checkbox"/> 1 – Does Not Meet Expectations | <input type="checkbox"/> 3 – Meets Expectations   |
| <input type="checkbox"/> 2 – Needs Improvement          | <input type="checkbox"/> 4 – Exceeds Expectations |

**OVERALL RATING**

- |   |   |
|---|---|
| <input type="checkbox"/> 1 – Does Not Meet Expectations | <input type="checkbox"/> 3 – Meets Expectations   |
| <input type="checkbox"/> 2 – Needs Improvement          | <input type="checkbox"/> 4 – Exceeds Expectations |

Comments:

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**Superintendent:** Your signature confirms that you have read and discussed this evaluation with the BOE Chair. Your signature does not imply agreement with the evaluation. If you wish to comment, you may do so within 10 school days from the date the evaluation was signed.

\_\_\_\_\_  
Superintendent's Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Board of Education Chairman's Signature

\_\_\_\_\_  
Date