



NYE COUNTY SCHOOL DISTRICT
Board of Trustees
Superintendent Evaluation Committee Agenda

A Superintendent Evaluation Committee of the Board of Trustees of Nye County School District will be held on Friday, March 22, 2024, beginning at 1:00 PM at the Southern District Office Boardroom, 484 S West Street, Pahrump, NV 89048.

The subjects to be discussed, considered, or acted upon are listed below. Items do not have to be taken in the order presented below and the Board may combine two or more agenda items for consideration at any time. The Board may also remove any items on the agenda or delay discussion relating to any item listed on the agenda at any time. Unless removed from the Consent Agenda, items identified within the Consent Agenda will be acted on at one time.

1. **CALL TO ORDER**

2. **GENERAL PUBLIC INPUT** for items LISTED on the agenda: At this time, the public is invited to address the Board on items listed on the agenda over which the Board has jurisdiction. Matters raised cannot be deliberated or acted upon until properly placed on a future agenda. If you wish to speak, please step up to the podium and state your name. A time limit of three minutes per person, or five minutes for the spokesperson for a group to avoid repetition will be imposed. Although this Board does not restrict comments based on viewpoint, comments will be prohibited if the content is irrelevant to the Board, repetitious, offensive, inflammatory, irrational, deemed a personal attack, or interferes with the rights of other speakers. Comments made during this time will be monitored by the Board President.

3. **SELECTION OF SUPERINTENDENT EVALUATION INSTRUMENT** - 3
Per NCS D 4170R, the decision on the final evaluation instrument is the responsibility of the Board of Trustee President.

4. **GENERAL PUBLIC INPUT** for items NOT LISTED on the agenda: At this time, the public is invited to address the Board on items not listed on the agenda over which the Board has jurisdiction. Matters raised cannot be deliberated or acted upon until properly placed on a future agenda. If you wish to speak, please step up to the podium and state your name. A time limit of three minutes per person or five minutes for the spokesperson for a group to avoid repetition will be imposed. Although this Board does not restrict comments based on viewpoint, comments will be prohibited if the content is irrelevant to the Board, repetitious, offensive, inflammatory, irrational, deemed a personal attack, or interferes with the rights of other speakers. Comments made during this time will be monitored by the Board President.

5. **ADJOURNMENT**

This Meeting will be streamed live online via the link
<https://livestream.nyeschools.org/ViewStream.html> on the Nye County School District website.

Click on the following link if you have difficulties with the live streaming:

<https://bit.ly/ncsdbotmeetings>.

Public input may be accepted live via email for the duration of the Meeting and shared during the public input designated timeframe (all rules and timelines as listed in the Agenda still apply). Public comments made by members of the public attending the meeting virtually must be emailed to publiccomment@nyeschools.org and must include:

- a. The author's first and last name
- b. The author's phone number (will not be read with comment)
- c. Date of the Meeting for which the comment is intended

Nye County School District (NCS D) will empower students to learn at their highest level in an environment of mutual respect.

The NCS D Goals are as follows:

- ◆ Embrace a culture of learning for all
- ◆ Elevate achievement for all students
- ◆ Provide educational opportunities to support lifelong learning
- ◆ Promote ongoing family engagement in pursuit of our vision
- ◆ Increase graduation rate
- ◆ Foster a safe and respectful learning and working environment
- ◆ Adapt and Integrate technology to achieve our mission

The notice for this posting was posted on the NCS D Website (<https://www.nye.k12.nv.us>), Nevada's Notice Website (<https://notice.nv.gov/>), at the main physical location of the meeting, and has also been provided to all persons who have made a specific request of a copy of the Agenda by US Mail or electronic mail. A Public Binder will be available for viewing at the scheduled location at the time of the Meeting.

NYE COUNTY SCHOOL DISTRICT NOTICE OF NONDISCRIMINATION

Nye County School District (NCS D) does not discriminate on the basis of race, color, religion, national origin, ancestry, disability, age, marital status, sex, sexual orientation, gender identity or expression, or any other category protected by applicable state or federal law in its program and activity, including employment. In keeping with requirements of federal and state law, NCS D strives to remove any vestige of discrimination in accommodating the public at public meetings.

The Nye County School District is pleased to provide reasonable accommodations for the disabled. Members of the public who are physically disabled and require special accommodations or assistance to attend the meeting are requested to notify the Executive Assistant to the Superintendent and Board of Trustees in writing at 484 S West Street, Pahrump, NV 89048, email Iliana Garcia at igarcia@nyeschools.org, or call 775-727-7743, ext. 239 at least one week before the meeting.

4170

EVALUATION OF SUPERINTENDENT

Evaluation is a valuable tool in establishing and carrying out the goals of any institution. Although the evaluation of the superintendent has several purposes, the ultimate objective is to ensure educational excellence through effective governance and management of the school system.

The successful operation of the school district is achieved with an effective working relationship between the board and the superintendent. The development and maintenance of such a relationship may be assisted by an annual review of the role and responsibilities of the superintendent, accompanied by the appraisal of his/her performance.

Adopted: January 25, 1995
Revised: January 31, 1996
Reviewed: April 22, 2022

NEPN/NSBA Classification: CBI
Legal Reference:



Nye County School District *Board Regulation*

4170R

EVALUATION OF SUPERINTENDENT

PURPOSE AND BACKGROUND

To provide an evaluation process for the Board of Trustees regarding the performance of the Superintendent

APPLICABILITY

Nye County School District (NCSD) Board of Trustees (BOT)

MONITORING RESPONSIBILITY

NCSD BOT

OUTLINE OF PROCEDURE

The BOT President (or designated committee) will select an evaluation instrument that aligns with the ‘Goals and Objectives’ and ‘Evaluations’ sections of the ‘Employment Agreement Between Nye County School District and [Superintendent].’ The areas of evaluation include:

- Prepare and then annually review the long-range plan for the achievement of ‘Superintendent Goals.’
- Student learning and academic achievement
- Evaluate and recommend facilities that enhance student learning
- Financial management that supports student learning
- Commitment of staff to student learning
- District community culture and climate to enhance student learning and enhance a healthy, productive, and collaborative relationship with District stakeholders through transparent communications
- Develop and annually update the key performance indicators in the long-range plan

Each Trustee shall submit a completed evaluation to the District’s Human Resources Director. The evaluation form shall provide Superintendent with a written assessment of their performance at least one time per year for the term of the Agreement. Each Trustee shall indicate whether the Superintendent’s performance during the past year has been satisfactory. Trustees shall use the goals and objectives outlined above to render their evaluations. If a Trustee does not submit an evaluation form, the Superintendent’s performance shall be deemed satisfactory by that Trustee. The Superintendent shall be permitted to file a response to any submitted evaluation form. All evaluation forms and responses are public records and shall be posted on the District website.

REVISION HISTORY

Date	Revision	Last Reviewed Date	Modification
January 31, 1996	1.0		Adoption



Nye County School District - Board Regulation

4170R

EVALUATION OF SUPERINTENDENT

April 14, 2022	2.0		Amendment
March 14, 2024	3.0		Amendment: Aligned to Superintendent's contract evaluation criteria

NEPN/NSBA Classification: CBI

Legal References:

Forms Location: None

**EMPLOYMENT AGREEMENT BETWEEN
NYE COUNTY SCHOOL DISTRICT AND JOSEPH H. GENT**

This Agreement, made and entered into on the 4th day of October 2023, by and between the Board of Trustees of the Nye County School District ("Board") and Joseph H. Gent ("Superintendent"), is based upon the following:

- A. Board agrees to employ Superintendent, and Superintendent desires to be employed by Board based upon the terms and conditions set forth in this Agreement.
- B. Both parties agree that a written employment agreement will enhance administrative stability and continuity within the schools, which the parties agree will improve the quality of the overall educational program in the District.
- C. Board and Superintendent agree that a written employment agreement is also necessary to fully describe their relationship and to serve as a basis for effective communication between the parties as they fulfill their governance and administrative functions in the operation of the educational programs of the District.

Both parties agree the development of goals and a program for the achievement of the goals is a necessary and important function of the Superintendent. This contract is a performance-based contract requiring the development of a program for achievement of the goals designed to improve student performance and academic achievement. Annually, the Superintendent shall (1) evaluate student performance including, but not limited to student performance on standardized tests, successful completion of the curriculum and attendance rates; (2) review the curriculum and instructional services, and (3) report to the Board on (a) the findings as to student performance and (b) make recommendations, if any, for curriculum or instructional change as a result of the evaluation of student performance.

Based upon the foregoing, Board and Superintendent agree as follows:

I. TERM

- A. Board agrees to employ Superintendent beginning on October 4, 2023 until June 30, 2027.
- B. At the conclusion of the primary term, this contract shall subsequently extend for additional terms of one (1) year, unless, no later than six (6) months prior to the conclusion of the term in effect, the Board provides the Superintendent written notice of its intention to not renew the Contract.

II. PROFESSIONAL CERTIFICATION

Upon execution of this Agreement, Superintendent shall furnish Board a valid and appropriate certificate issued by the Nevada Department of Education authorizing Superintendent to act as Superintendent of Schools in the State of Nevada. Superintendent shall be responsible for updating this Certificate on an annual basis so that a valid certificate exists at all times Superintendent is employed by Board.

III. DUTIES OF SUPERINTENDENT

Superintendent shall be responsible for the administration of all schools under the direction of Board. Superintendent shall act as Chief Executive Officer of the Board and shall perform the following duties, as well as others to be assigned to him by Board:

- A. Organize, reorganize and arrange the administration and supervisory staff, including instruction and business affairs, to best serve the interests of the District;
- B. Carry out all duties of Superintendent as set forth in the Nevada Revised Statutes and the Nevada Administrative Code as those provisions exist from time to time;
- C. Select all personnel subject to the approval of Board as required by regulation or statute;
- D. Suggest, from time to time, regulations, rules, policies and procedures deemed necessary for the well-being of the school district;
- E. In general, perform all duties incident to the office of Superintendent: and
- F. Any such other duties, consistent with the professional role and responsibility of the Superintendent, as may be described by the Board of Trustees from time to time.

Superintendent agrees to execute and implement policies developed by the Board for the direction and operation of the District.

Superintendent shall be responsible, and shall account for his actions and decisions, to the entire Board and not to any individual members of the Board.

Superintendent shall attend all Board meetings and assigned committee meetings and shall provide administrative recommendations on each item of business considered by Board meetings and assigned committees.

IV. DUTIES OF THE BOARD

Board shall have exclusive jurisdiction in determining and developing policies for the direction and operation of the school system.

Board, individually and collectively, will promptly refer all pertinent and significant matters including any criticisms, complaints and suggestions called to the attention of Superintendent for his review, recommendation and response.

V. COMPENSATION

Board shall pay Superintendent a base annual salary of One Hundred Seventy-Five Thousand Dollars (\$175,000) plus any educational stipends paid to other Non-Represented Administrative Employees of the District.

During the Term, the Superintendent may receive annual raises that may be approved for or received by other Non-Represented Administrative Employees of the District. Such adjustments as to salary shall be made in the form of a written addendum to this Contract and shall not constitute the creation of a new agreement.

VI. PROFESSIONAL GROWTH OF SUPERINTENDENT

In order to encourage the professional growth of Superintendent, Board agrees to his participation in the following activities:

- A. Operations, programs and other activities conducted by local, state and national school administrator and school board associations;
- B. Seminars and courses offered by public or private educational institutions;
- C. Informational meetings with other persons whose particular skills, knowledge or background that will assist Superintendent in carrying out his professional responsibilities to the school district; and
- D. Visits to other institutions.

Board shall permit a reasonable amount of release time for Superintendent to attend the above-described matters, not to exceed ten (10) workdays. Board shall pay the necessary fees for travel and subsistence, after proper documentation of expenses by Superintendent in accordance with District policy, and as approved in the annual budget. Additional release time may be approved by the Board upon written request by the Superintendent.

VII. VACATION AND OTHER BENEFITS

Board agrees to the following:

- A. Superintendent shall be entitled to all benefits applicable to a twelve-month (minimum of two hundred and sixty working days) administrative employee. Specifically, these benefits include:
 - a. Paid holidays;
 - b. Fifteen (15) days sick leave;
 - c. Upon termination of employment, Superintendent shall receive a lump sum payment for accumulated sick leave, up to one hundred forty (140) days maximum, at the rate of 35% of his then current daily salary multiplied by the number of days of accumulated sick leave;
 - d. Twenty (20) days of annual leave each year, accumulated to a maximum of forty-five (45) days;
 - e. Thirty-two (32) hours of personal leave each year. Unused personal leave may not be accumulated;
 - f. Full medical insurance premiums for Superintendent per the District's insurance plan;

- g. All previous earned sick leave, personal leave and annual leave with the District will be credited to this contract up to the maximum accruals provided for herein for each category of leave; and
 - h. Payment of 100% into PERS annually;
- B. Board shall pay Superintendent's membership fees in the American Association of School Administrators, Nevada Association of School Administrators and other professional groups necessary to improve Superintendent's skills as permitted by state law and as approved in the annual budget.
- C. Superintendent shall be entitled to normal travel and per diem reimbursement for any travel and per diem expenses incurred by Superintendent outside of the area of his primary residence, in accordance with District policy.

VIII. TRANSPORTATION

Board shall provide Superintendent with a vehicle in good working condition for use on "official District business", which shall be defined as business conducted or done in furtherance of the duties and responsibilities of Superintendent as described in Article III, above. Superintendent shall be assigned a 4-wheel drive vehicle, if available. Board shall pay for fuel, maintenance, insurance, and other associated costs incurred as part of official duties. Superintendent will have twenty-four (24) hour access to the District vehicle, including to and from Superintendent's residence in Pahrump, Nevada, except in no event shall the District vehicle be used for personal use except as otherwise set forth herein.

IX. PROFESSIONAL LIABILITY

The District agrees that it shall defend, indemnify and hold harmless Superintendent from any and all demands, claims, actions and legal proceedings brought against Superintendent in his individual capacity, or in his official capacity as an agent and employee of the District, provided the incident which is the subject of the claim, demand or suit arose while Superintendent was acting within the course and scope of his employment and does not involve criminal charges against Superintendent. In no event shall individual Board members be considered personally liable for indemnifying Superintendent against any such demands, claims, suits, actions or legal proceedings. The parties agree that the District's liability insurance carrier may have rights to express opinions and render decisions concerning coverage for any claim, demand, suit or legal proceeding which may be brought against Superintendent, and that those rights may supersede the rights set forth in this paragraph.

If, in the opinion of District legal counsel, a conflict exists between Superintendent and the District in the defense of a claim, Superintendent may engage the services of private counsel. In such situations, the District shall indemnify Superintendent for the costs of legal defense as permitted by state law, and as reviewed and approved by the District. In the event the District and Superintendent have adverse interests in such litigation, the District shall not be responsible to pay any of the costs of such legal proceedings incurred by Superintendent.

X. GOALS AND OBJECTIVES

Both parties agree the development of goals and a program for the achievement of the goals is a necessary and important function of the Superintendent. This contract is a performance-based contract requiring the development of a program for achievement of goals designed to improve student performance and academic achievement.

Superintendent shall no later than November 30, 2023, prepare for review and approval by the Board a long-range plan for achievement of the goals as set forth in Attachment "A". It is expected that the long-range plan shall be implemented by the start of the Spring semester in January of 2024.

Annually, the Superintendent shall (1) evaluate student performance including, but not limited to student performance on standardized tests, successful completion of core standards and desired attendance rates; (2) review the curriculum and instructional services; (3) report to the Board on the findings as to student performance and progress towards meeting Superintendent goals; and (4) report to the Board recommendations, if any, for curriculum or instructional changes needed as a result of the evaluation of student performance and attainment of Superintendent Goals.

Each succeeding year thereafter, Board and Superintendent shall meet to establish goals and objectives for the District for the ensuing school year. The parties shall specify the goals, objectives and criteria used to measure the same in writing. Board shall use this and other relevant information to evaluate Superintendent's performance on an annual basis.

XI. EVALUATIONS

Each Trustee shall submit a completed evaluation to the District's Human Resources Director. The evaluation form shall provide Superintendent with a written assessment of his performance at least one time per year for the term of this Agreement. Each Trustee shall indicate whether Superintendent's performance during the past year has been satisfactory. Trustees shall use the Goals and Objectives defined in Articles XI, above, and the duties and responsibilities of Superintendent as set forth in Article 11, above, in rendering their evaluations. If a Trustee does not submit an evaluation form, Superintendent's performance shall be deemed satisfactory from that Trustee. Superintendent shall be permitted to file a response to any submitted evaluation form. All evaluation forms and responses shall be placed in the Superintendent's employee file. All evaluation forms and responses are public records and shall be posted on the District website.

If Superintendent receives a satisfactory evaluation from a majority of the Board, Superintendent shall receive an increase to his base salary equal to the percentage increases approved by the Board on September 21, 2023 for Non-Represented Administrative Employees of the District. Said increase shall only apply to Superintendent's first evaluation and subsequent increases must be separately negotiated as set forth in Article V above.

XII. TERMINATION OF EMPLOYMENT AGREEMENT

Board and Superintendent may terminate this Agreement by any one or any combination of the following:

- A. Mutual agreement of the parties;

- B Retirement of Superintendent;
- C Disability of Superintendent;
- D Discharge of Superintendent for cause as defined in greater detail below; or
- E Death of Superintendent.

Should Superintendent's sick leave be exhausted due to illness, disability or incapacity, compensation shall be reinstated following Superintendent's return to employment and undertaking of all of his responsibilities and duties as set forth in Article III, above.

Termination for cause shall constitute conduct, which is seriously prejudicial to the District, including, but not limited to, neglect of duty or breach of this Agreement. Discharge for cause may be based on the grounds set forth in NRS 391.750 for the dismissal of certified teachers and administrators, but may also include other material breaches of this Agreement or conduct of Superintendent which reflects adversely on the District. Superintendent shall be served with written notice of the basis for dismissal together with the hearing and procedural rights provided under NRS 391.750 to NRS 391.810, inclusive, if the discharge is based on any of the grounds set forth in NRS 391.750. Superintendent may be accompanied by legal counsel at any termination hearing or meeting; however, Superintendent shall bear all of his costs and attorney's fees incurred in retaining and employing legal counsel to represent Superintendent in any termination hearing. If Superintendent is not terminated following any termination hearing or meeting, Superintendent shall be reimbursed for any fees and costs incurred by the Superintendent.

Should Superintendent be dismissed for cause, he shall immediately forfeit all salary other than salary and unused accumulated vacation pay due and owing at the time of dismissal. Said forfeiture shall be effective on the date of Board's final decision to dismiss Superintendent.

XIII. MISCELLANEOUS

All notices required or permitted to be given by law or by the terms of this Agreement shall be in writing and shall be considered given when mailed by certified or registered mail, postage prepaid, receipt for delivery requested, addressed to the party to be served and properly deposited in the United States mail. Notice shall be given to the parties at the addresses listed below the parties' signatures to this Agreement. Any change in the address of any party shall be given by the party having such change to the other in the manner provided above. Thereafter, all notices shall be given in accordance with the notice of change of address set forth herein. Notices given prior to actual receipt of the notice of change of address shall not be invalidated by the change.

This Agreement supersedes any and all other agreements and contains the entire agreement of the parties on the matters covered. No agreement other than this Agreement and no statement or promise made by any party to the other that is not in writing and signed by all of the parties shall be binding.

Neither party may assign the party's rights and obligations under this Agreement without the prior written consent of the other party.

The unenforceability, invalidity, or illegality of any provision of this Agreement shall not render any other provisions unenforceable, invalid or illegal.

Exhibit A
SUPERINTENDENT GOALS

1 Develop and annually update the Long-Range Plan and the Key Performance Indicators (KPI) in the Long-Range Plan addressing:

- Space and Equipment Needs
- Achievement gap
- Social-Emotional learning
- Mental Health
- Inclusionary practices

2 Student Learning and Academic Achievement

Create a positive and nurturing environment that is foundational to student success. Enhance and support a culture of academic excellence while working to close the achievement gap.

Indicators of Success:

- Preparation of students for advancement from primary/elementary to middle school to high school
- Establish and measure Key Performance Indicators for academics, social/emotional learning and closing the achievement gap.
- Champion active collaboration among staff
- Support and enhance student learning through technology commitment.

3 Evaluate and Recommend Facilities that Enhance Student Learning

- Recommend facilities that accommodate and adequately support current educational needs and allow for flexibility to support long-term future needs. Strategically plan for the maintenance of all buildings and grounds.

Indicators of Success:

- Evaluate space utilization
- Ensure and evaluate level of safety and security for all schools including fostering partnerships with civic agencies.
- Implement plans for well-maintained building and grounds on a scheduled basis.

4 Financial Management that Support Student Learning

- Establish an annual budget with a five-year forecast that prioritizes cost containment and uses resources responsibly
- Engage all communities relative to financial priorities
- Evaluate spending for reliability, impact, efficiency and satisfaction of mission

5. Commitment of Staff to Student Learning

Recruit, support and encourage retention of employees at all levels in a thriving work environment that encourages staff learning, growth, commitment to student achievement and to have a voice in the decision-making process.

Indicators of Success:

- Staff is highly engaged in the work, are proud of their work, feel valued, and are focused on the mission of the District and in particular with closing the academic gap to foster student achievement
- Quality professional and mentoring opportunities that are key to the District mission that promote individuals to develop the skills and knowledge they need to be successful in their role
- Provide all teachers opportunities to engage the district beyond the classroom.

6. District Community Culture and Climate to enhance student learning and enhance a healthy, productive and collaborative relationship with District stakeholders through transparent communications.

Indicators of Success:

- Increase parent engagement and ensure they feel connected to the staff and to the overall local school community.
- Continuously improve a welcoming culture in each of our District communities.
- Continuously improve satisfaction among students, parents and staff
- Each community informed about District practices, decisions and operations.
- Enhance the understanding on the various community perspectives on District topics.
- Improve stakeholder and community pride in the District.

Nye County School District

2024 Annual Evaluation of the Superintendent

SUPERINTENDENT PERFORMANCE EVALUATION

I. Prepare and review annually the Long-range plan for the achievement of Superintendent goals

Prepare the long-range plan for the achievement of the Superintendent's goals for review and approval by the Board of Trustees as set forth in the Superintendent's contract to begin implementation by the start of the Spring semester of 2024.

- Meet annually with the Board of Trustees each succeeding year thereafter to establish goals and objectives for the District in writing for the ensuing school year.

Comments:

Satisfactory

Unsatisfactory

14

II. Student Learning and Academic Achievement

Create a positive and nurturing environment that is foundational to student success; Enhances and supports a culture of academic excellence while working to close the achievement gap.

Indicators of success:

- Preparation of students for advancement from primary/elementary to middle to high school
- Establish and measure key performance indicators for academics, social/emotional learning, and closing the achievement gap
- Champion active collaboration among staff
- Support and enhance student learning through technology commitment

Comments:

Satisfactory

Unsatisfactory

III. Evaluate and Recommend Facilities that Enhance Student Learning

Recommend facilities that accommodate and adequately support current educational needs and allow for flexibility to support long-term future needs. Strategically plan for the maintenance of all buildings and grounds.

Indicators of success:

- Evaluate space utilization
- Ensure and evaluate the level of safety and security for all schools, including fostering partnerships with civic agencies
- Implement plans for well-maintained buildings and grounds on a scheduled basis

Comments:

Satisfactory

Unsatisfactory

IV. Financial Management that Supports Student Learning

- Establish an annual budget with a five-year forecast that prioritizes cost containment and uses resources responsibly
- Engage all communities relative to financial priorities
- Evaluate spending for reliability, impact, efficiency, and satisfaction of mission

15

Comments:

Satisfactory

Unsatisfactory

V. Commitment of Staff to Student Learning

Recruit, support, and encourage retention of employees at all levels in a thriving work environment that encourages staff learning, growth, commitment to student achievement, and to have a voice in the decision-making process.

Indicators of Success:

- Staff is highly engaged in the work, are proud of their work, feel valued, and are focused on the mission of the District and in particular closing the academic gap to foster student achievement
- Quality professional and mentoring opportunities that are key to the district mission that promote individuals to develop the skills and knowledge they need to be successful in their role
- Provide all teachers opportunities to engage the district beyond the classroom

Comments:

- Satisfactory
 Unsatisfactory
-

VI. District community culture and climate to enhance student learning and enhance a healthy, productive, and collaborative relationship with District stakeholders through transparent communications

Indicators of Success:

- Increase parent engagement and ensure they feel connected to the staff and the overall local school community
- Continuously improve a welcoming culture in each of our District communities
- Continuously improve satisfaction among students, parents, and staff
- Each community informed about District practices, decisions, and operations
- Enhance the understanding on the various community perspectives on District topics
- Improves stakeholder and community pride in the District

Comments:

- Satisfactory
 Unsatisfactory
-

VII. Develop and annually update the key performance indicators in the long-range plan addressing:

- Space and Equipment needs
- Achievement Gap
- Social Emotional Learning
- Mental Health
- Inclusionary Practices

Comments:

- Satisfactory
- Unsatisfactory

Satisfactory = ≥ 4 Satisfactory checkmarks

Unsatisfactory = ≤ 3 Unsatisfactory marks

Name of Trustee Completing Evaluation: _____ 17

Evaluator's Signature _____ Date: _____

DCSD Board of Trustees Annual Evaluation of the Superintendent of the Douglas County School District February 2018

SUPERINTENDENT PERFORMANCE STANDARDS

These are not specific goals, but the everyday requirements of the position.

<p>Performance Standard 1 - Leadership and District Culture</p> <ul style="list-style-type: none"> • Implement a shared vision that focuses on improved student achievement. • Promotes academic rigor. • The Superintendent promotes collaboration among all groups. • Empowers and supports staff to reach high levels of performance to achieve district and school objectives. • Promotes understanding and celebration of educational success. • Promotes safety, tolerance, civility and acceptance. • Develops, implements, monitors and promotes continuous improvement processes. 	<p><u>RATING:</u></p> <p><input type="checkbox"/> Highly Effective (4)</p> <p><input type="checkbox"/> Effective (3)</p> <p><input type="checkbox"/> Minimally Effective (2)</p> <p><input type="checkbox"/> Ineffective (1)</p> <p>Please put this score on the last page to be included in the overall rating.</p>
<p>Comments:</p>	

SUPERINTENDENT PERFORMANCE STANDARDS

Page 2

<p>Performance Standard 2 - Policy and Governance/Employer-Superintendent Relations</p> <ul style="list-style-type: none"> • Works with the Board to formulate internal and external district policy. • Demonstrates good school governance to staff, students and the community at large. • Establishes procedures for successful Superintendent/Board interpersonal and working relationships. • Takes active responsibility for executing District policies. • Understands and interprets the role of federal, state and regional governments, policies and politics and their relationships to local districts and schools. • Uses legal and other counsel in governance and procedures to avoid liabilities. • The Superintendent displays leadership at Board Meetings. • The Superintendent assures proper preparation of board meeting materials in consultations with the Board President, makes recommendations and participates appropriately in all meetings. • Communicates effectively with the Board. • Board packet represents both pros and cons of topics. • The Superintendent responds to requests • The Superintendent interprets and executes Board policies • The Superintendent promotes Board development • The Superintendent treats all Board Members fairly, equally and with respect 	<p><u>RATING:</u></p> <p><input type="checkbox"/> Highly Effective (4)</p> <p><input type="checkbox"/> Effective (3)</p> <p><input type="checkbox"/> Minimally Effective (2)</p> <p><input type="checkbox"/> Ineffective (1)</p> <p>Please put this score on the last page to be included in the overall rating.</p> <p style="text-align: right;">19</p>
<p>Comments:</p>	
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SUPERINTENDENT PERFORMANCE STANDARDS

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<p>Performance Standard 3 - Community Relations and Communication</p> <ul style="list-style-type: none">• Leads staff to establish effective two-way communications with students, staff, parents and community.• Demonstrates effective communication skills in individual, small and large-group settings.• Promotes involvement of all stakeholders to fully participate in effective education.• Establishes effective school/community relations, school/business partnerships and public service opportunities.• Understands and uses media opportunities to shape and form opinions and relations.	<p><u>RATING:</u></p> <p><input type="checkbox"/> Highly Effective (4)</p> <p><input type="checkbox"/> Effective (3)</p> <p><input type="checkbox"/> Minimally Effective (2)</p> <p><input type="checkbox"/> Ineffective (1)</p> <p>Please put this score on the last page to be included in the overall rating.</p>
<p>Comments:</p> <hr/> <hr/> <hr/> <hr/>	

<p>Performance Standard 4 - Organizational Management</p> <ul style="list-style-type: none">• Gathers and analyzes data for decision-making and recommendations to the Board and other entities.• Develops and monitors long-range plans for school and district technology and information systems.• Develops and monitors a successful facility management plan, including security, maintenance and replacement programs. Plans for community financial support for facilities via bond issues.• Establishes procedures for dealing with emergencies such as weather, threats to schools, student bullying, violence and trauma.	<p><u>RATING:</u></p> <p><input type="checkbox"/> Highly Effective (4)</p> <p><input type="checkbox"/> Effective (3)</p> <p><input type="checkbox"/> Minimally Effective (2)</p> <p><input type="checkbox"/> Ineffective (1)</p> <p>Please put this score on the last page to be included in the overall rating.</p>
<p>Comments:</p> <hr/> <hr/> <hr/> <hr/>	

SUPERINTENDENT PERFORMANCE STANDARDS

Page 4

<p>Performance Standard 5 - Educational Program/Curriculum Planning Development</p> <ul style="list-style-type: none"> • Stays up-to-date in curriculum, teaching practices, learning and testing theories. • Successfully plans, implements and monitors state-mandated curriculum and testing changes. • Establishes curriculum planning anticipating occupational trends and school-to-career opportunities. • Assesses and reports student progress using required and appropriate techniques. • Involves faculty and stakeholders in enhancement and renewal of curriculum to align curriculum, instruction and assessment. 	<p><u>RATING:</u></p> <p><input type="checkbox"/> Highly Effective (4)</p> <p><input type="checkbox"/> Effective (3)</p> <p><input type="checkbox"/> Minimally Effective (2)</p> <p><input type="checkbox"/> Ineffective (1)</p> <p>Please put this score on the last page to be included in the overall rating.</p>
<p>Comments:</p>	
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<p style="text-align: right;">21</p>	

<p>Performance Standard 6 - Instructional Leadership, Professional and Leadership Development</p> <ul style="list-style-type: none"> • Collaboratively develops, implements and monitors change so that the most effective teaching techniques are in place, following current research and best practices. • Instructional resources are focused on maximizing student achievement. • Implements and manages processes to assess teaching methods, classroom management and strategies for student-based learning. • Analyzes instructional resources and assigns them in cost-effective equitable manner. • Establishes instructional strategies that include cultural diversity, learning style differences and individual potentials. • Encourages improved staffing patterns, scheduling, organizational structures and professional training to support improved student outcomes. • The Superintendent is visible in schools. 	<p><u>RATING:</u></p> <p><input type="checkbox"/> Highly Effective (4)</p> <p><input type="checkbox"/> Effective (3)</p> <p><input type="checkbox"/> Minimally Effective (2)</p> <p><input type="checkbox"/> Ineffective (1)</p> <p>Please put this score on the last page to be included in the overall rating.</p>
<p>Comments:</p>	
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SUPERINTENDENT PERFORMANCE STANDARDS

Page 5

<p>Performance Standard 7 - Human Resources Management/Staff and Personnel Relations</p> <ul style="list-style-type: none"> • Demonstrates successful use of system and staff evaluation data for personnel policies, decision-making, promotion of career growth and professional development. • Seeks to employ highly qualified staff as budget and contractual obligations allow. • Promotes improved evaluation and compensation programs • Understands and applies legal requirements, contractual obligations, District and Board policies in employment and union negotiations. • Provide technical advice to the Board and representatives during labor negotiations, to keep the Board apprised of negotiation status, to understand and effectively administer contracts, and to keep abreast of legislative changes affecting the collective bargaining process, budgets and contracts. 	<p><u>RATING:</u></p> <p><input type="checkbox"/> Highly Effective (4)</p> <p><input type="checkbox"/> Effective (3)</p> <p><input type="checkbox"/> Minimally Effective (2)</p> <p><input type="checkbox"/> Ineffective (1)</p> <p>Please put this score on the last page to be included in the overall rating.</p>
<p>Comments:</p> <hr/> <hr/> <hr/> <hr/>	

<p>Performance Standard 8 - Values and Ethics Leadership</p> <ul style="list-style-type: none"> • Understands and models appropriate value systems, ethical and moral leadership. Coordinates with public agencies and human services to help students grow and develop as caring, informed citizens. • Explores and develops ways to successfully deal with difficult and divisive issues. • Promotes establishment of moral and ethical practices in every classroom, school and operation of the district. • The Superintendent accepts responsibility for personal actions and actions of subordinates. 	<p><u>RATING:</u></p> <p><input type="checkbox"/> Highly Effective (4)</p> <p><input type="checkbox"/> Effective (3)</p> <p><input type="checkbox"/> Minimally Effective (2)</p> <p><input type="checkbox"/> Ineffective (1)</p> <p>Please put this score on the last page to be included in the overall rating.</p>
<p>Comments:</p> <hr/> <hr/> <hr/> <hr/>	

SUPERINTENDENT PERFORMANCE STANDARDS

Page 6

<p>Performance Standard 9 - Financial Management and Business Matters</p> <ul style="list-style-type: none"> • Demonstrates successful budget management, including forecasting, planning, cash-flow management and controls. • Oversees the monetary policy of the district, including revenue projections, budgeting, resource allocation and control. • With the Board, plans prudent financial strategy to maximize district success. • Directs financial resources to support the goals and requirements of the district. • Maintain good communication with the Board and state and federal financial administrative offices. Maintain transparent financial records. • The Superintendent works with Business Services to develop a budget that reflects the District’s priorities. 	<p><u>RATING:</u></p> <p><input type="checkbox"/> Highly Effective (4)</p> <p><input type="checkbox"/> Effective (3)</p> <p><input type="checkbox"/> Minimally Effective (2)</p> <p><input type="checkbox"/> Ineffective (1)</p> <p>Please put this score on the last page to be included in the overall rating.</p>
<p>Comments:</p> <hr/> <hr/> <hr/> <hr/>	

<p>Performance Standard 10 - Report on Strategic Plan</p> <ul style="list-style-type: none"> • Provides quarterly reports on progress of goals, objectives and strategies • Provides annual report • The superintendent ensures that appropriate reports are prepared for and presented to the Board throughout the year • The superintendent monitors the action steps in the Strategic Plan and provides the Board with progress updates 	<p><u>RATING:</u></p> <p><input type="checkbox"/> Highly Effective (4)</p> <p><input type="checkbox"/> Effective (3)</p> <p><input type="checkbox"/> Minimally Effective (2)</p> <p><input type="checkbox"/> Ineffective (1)</p> <p>Please put this score on the last page to be included in the overall rating.</p>
<p>Comments:</p> <hr/> <hr/> <hr/> <hr/>	

SUPERINTENDENT PERFORMANCE STANDARDS

Page 7

Step 1: Please transfer your ratings from each Performance Standard on the previous pages to the lines below:

- ____ Performance Standard 1
- ____ Performance Standard 2
- ____ Performance Standard 3
- ____ Performance Standard 4
- ____ Performance Standard 5
- ____ Performance Standard 6
- ____ Performance Standard 7
- ____ Performance Standard 8
- ____ Performance Standard 9
- ____ Performance Standard 10

Step 2: Please add (total) the 10 scores from the above lines to the 'Total Rating Score' line below.

____ TOTAL RATING SCORE

Step 3: Using the Total Rating Score in Step 2, please indicate the Overall Rating Category below

- ____ Highly Effective: Total Rating Score of 35 – 40
- ____ Effective: Total Rating Score of 27 – 34
- ____ Minimally Effective: Total Rating Score of 19-26
- ____ Ineffective: Total Rating Score of 10 – 18

Step 4: Please transfer the ratings for each Performance Standard, plus any Comments you have made about that Performance Standard, to the online data link provided in the email. The Performance Standard scores from each Trustee will be gathered and tallied for the next Board Meeting.

Please bring this copy of your responses and comments to the next Board Meeting.

24

Signed: _____ Date: _____
President of the Board of Trustees

Signed: _____ Date: _____
Superintendent

Name of Trustee Completing Evaluation: _____

Annual Evaluation of the Superintendent of the Carson City School District 2019

SUPERINTENDENT PERFORMANCE STANDARDS

These are not specific goals, but the everyday requirements of the position.

As used herein, the ratings have the following meanings:

- **4 = Superior:** consistently demonstrates exceptional performance and effectiveness; goes above and beyond in meeting strategic objectives and core goals; exceeds job requirements and reasonable expectations to a noticeable degree.
- **3 = Very Satisfactory:** elements of excellence in performance; predominately demonstrates effectiveness in meeting objectives and goals; adds new dimensions to position through capability and desire.
- **2 = Satisfactory:** level of performance fulfills essential requirements and meets reasonable expectations; performance is what is expected.
- **1 = Need to Improve:** shows need for improvement; not completely effective; performance falls short of what is expected and requires improvement to continue employment.
- **0 = Unsatisfactory:** fails to demonstrate consistent or effective behavior; insufficient strength in performance to receive a "Need to Improve" rating.

Leadership and District Culture

- Implement a shared vision that focuses on improved student achievement.
- Promotes academic rigor.
- Empowers and supports staff to reach high levels of performance to achieve district and school objectives.
- Promotes understanding and celebration of educational success.
- Promotes safety, tolerance, civility, and acceptance.
- Develops, implements, monitors, and promotes continuous improvement processes.

COMMENTS:

RATING:

25

- ___ **SUPERIOR**
- ___ **VERY SATISFACTORY**
- ___ **SATISFACTORY**
- ___ **NEED TO IMPROVE**
- ___ **UNSATISFACTORY**

SUPERINTENDENT PERFORMANCE STANDARDS

Page 2

Employer-Superintendent Relations

- Works with the Board to formulate internal and external district policy.
- Demonstrates good school governance to staff, students, and the community at large.
- Establishes procedures for successful Superintendent/Board interpersonal and working relationships.
- Takes active responsibility for executing District policies.
- Understands and interprets the role of federal, state, and regional governments, policies and politics and their relationships to local districts and schools.
- Uses legal and other counsel in governance and procedures to avoid liabilities.

COMMENTS:

RATING:

- SUPERIOR
- VERY SATISFACTORY
- SATISFACTORY
- NEED TO IMPROVE
- UNSATISFACTORY

26

Community Relations and Communication

- Leads staff to establish effective two-way communications with students, staff, parents, and community.
- Demonstrates effective communication skills in individual, small and large-group settings.
- Promotes involvement of all stakeholders to fully participate in effective education.
- Establishes effective school/community relations, school/business partnerships and public service opportunities.
- Understands and uses media opportunities to shape and form opinions and relations.

COMMENTS:

RATING:

- SUPERIOR
- VERY SATISFACTORY
- SATISFACTORY
- NEED TO IMPROVE
- UNSATISFACTORY

SUPERINTENDENT PERFORMANCE STANDARDS

Page 3

Organizational Management

- Gathers and analyzes data for decision making and recommendations to the Board and other entities.
- Develops and monitors long-range plans for school and district technology and information systems.
- Develops and monitors a successful facility management plan, including security, maintenance, and replacement programs. Plans for community financial support for facilities via bond issues.
- Establishes procedures for dealing with emergencies such as weather, threats to schools, student bullying, violence, and trauma.

COMMENTS:

RATING:

- SUPERIOR
- VERY SATISFACTORY
- SATISFACTORY
- NEED TO IMPROVE
- UNSATISFACTORY

27

Educational Program/Curriculum Planning Development

- Stays up-to-date in curriculum, teaching practices, learning, and testing theories.
- Successfully plans, implements, and monitors state-mandated curriculum and testing changes.
- Establishes curriculum planning anticipating occupational trends and school-to-career opportunities.
- Assesses and reports student progress using required and appropriate techniques.
- Involves faculty and stakeholders in enhancement and renewal of curriculum to align curriculum, instruction, and assessment.

COMMENTS:

RATING:

- SUPERIOR
- VERY SATISFACTORY
- SATISFACTORY
- NEED TO IMPROVE
- UNSATISFACTORY

SUPERINTENDENT PERFORMANCE STANDARDS

Page 4

Instructional Leadership, Professional and Leadership Development

- Collaboratively develops, implements, and monitors change so that the most effective teaching techniques are in place, following current research and best practices.
- Instructional resources are focused on maximizing student achievement.
- Implements and manages processes to assess teaching methods, classroom management and strategies for student-based learning.
- Analyzes instructional resources and assigns them in cost-effective equitable manner.
- Establishes instructional strategies that include cultural diversity, learning style differences and individual potentials.
- Encourages improved staffing patterns, scheduling, organizational structures, and professional training to support improved student outcomes.

COMMENTS:

RATING:

- SUPERIOR
- VERY SATISFACTORY
- SATISFACTORY
- NEED TO IMPROVE
- UNSATISFACTORY

SUPERINTENDENT PERFORMANCE STANDARDS

Page 5

Human Resources Management/Staff and Personnel Relations

- Demonstrates successful use of system and staff evaluation data for personnel policies, decision-making, promotion of career growth and professional development.
- Seeks to employ highly-qualified staff as budget and contractual obligations allow.
- Promotes improved evaluation and compensation programs
- Understands and applies legal requirements, contractual obligations, District and Board policies in employment and union negotiations.
- Provide technical advice to the Board and representatives during labor negotiations, to keep the Board apprised of negotiation status, to understand and effectively administer contracts, and to keep abreast of legislative changes affecting the collective bargaining process, budgets, and contracts.

COMMENTS:

RATING:

- SUPERIOR
- VERY SATISFACTORY
- SATISFACTORY
- NEED TO IMPROVE
- UNSATISFACTORY

29

Values and Ethics Leadership

- Understands and models appropriate value systems, ethical and moral leadership. Coordinates with public agencies and human services to help students grow and develop as caring, informed citizens.
- Explores and develops ways to successfully deal with difficult and divisive issues.
- Promotes establishment of moral and ethical practices in every classroom, school, and operation of the district.

COMMENTS:

RATING:

- SUPERIOR
- VERY SATISFACTORY
- SATISFACTORY
- NEED TO IMPROVE
- UNSATISFACTORY

SUPERINTENDENT PERFORMANCE STANDARDS

Page 6

Financial Management and Business Matters

- Demonstrates successful budget management, including forecasting, planning, cash-flow management and controls.
- Oversees the monetary policy of the district, including revenue projections, budgeting, resource allocation and control.
- With the Board, plans financial strategy to maximize district success.
- Directs financial resources to support the goals and requirements of the district.
- Maintain good communication with state and federal financial administrative offices. Maintain transparent financial records.

COMMENTS:

RATING:

- SUPERIOR
- VERY SATISFACTORY
- SATISFACTORY
- NEED TO IMPROVE
- UNSATISFACTORY

30

Management and Implementation of Strategic Plan

- Provides quarterly reports on progress of goals, objectives, and strategies
- Provides annual report
- Utilizes the Strategic Plan in decision making
- Demonstrates through his or her actions that he or she is leading with the Strategic Plan's mission and values
- Engages the community in the development and implementation of the Strategic Plan

COMMENTS:

RATING:

- SUPERIOR
- VERY SATISFACTORY
- SATISFACTORY
- NEED TO IMPROVE
- UNSATISFACTORY

SUPERINTENDENT PERFORMANCE STANDARDS

Page 7

Student Achievement

- Annually set and communicate to the Board, SMART goals focused on improving student achievement as measured by graduation rates, SBAC, MAP, ACT, and EOC exams.

COMMENTS:

RATING:

- ___ SUPERIOR
- ___ VERY SATISFACTORY
- ___ SATISFACTORY
- ___ NEED TO IMPROVE
- ___ UNSATISFACTORY

COMPILATION: (TO BE COMPLETED AT DISTRICT OFFICE, FOLLOWING RECEIPT OF ALL INDIVIDUAL TRUSTEE EVALUATION FORMS.)

SUPERIOR: 38 - 44
VERY SATISFACTORY: 29-37
SATISFACTORY: 20-28
NEED TO IMPROVE: 13-19
UNSATISFACTORY: 0 – 12

31

Signed: _____ Date: _____
President of the Board of Trustees

Signed: _____ Date: _____
Superintendent

**BOARD OF TRUSTEES
CHURCHILL COUNTY SCHOOL DISTRICT**

SUPERINTENDENT’S EVALUATION FORM

1. BUDGET

The Superintendent shall:

- a. Supervise the preparation of the tentative budget annually for Board approval and administer the approved budget during the year.
- b. Provide financial planning for any fiscal year or the remaining part of any fiscal year that will not deviate materially from the Board’s end priorities (4%), risk fiscal jeopardy, or fail to be derived from a multi-year plan.
- c. With respect to the actual ongoing financial conditions and activities, will not cause or allow the development of fiscal jeopardy or material deviation of actual expenditures from Board policy (budget as compared to actual).
- d. Not expend more funds than will be received in the fiscal year.
- e. Actively seek public input on budget reductions for programs which will directly impact students.
- f. Secure funding through grants and other means.

EXCELLENT

SATISFACTORY

NEEDS IMPROVEMENT

UNSATISFACTORY

1. BOARD OF TRUSTEES COMMUNICATION

The Superintendent shall:

- a. Administer all activities of the school system according to policy as developed by the Board and in doing so assumes responsibility for everything that occurs in the District.
- b. Recommends a course of action to the Board in all matters affecting the operation and welfare of the school district.
- c. Oversees the establishment of the School Improvement Plans and/or educational goals of the District, both annually and over a long range period, (including but not limited to areas of curriculum and instruction, school plant and fiscal requirements).
- d. Upon approval by the Board and consistent with policy, attends state, regional and national conferences pertaining to the superintendent’s duties; brief the Board on what was learned.
- e. Provides leadership in the development, improvement, implementation, evaluation and results of the District’s K-12 curriculum. Maintain a general knowledge of educational trends through professional development.

Superintendent's Evaluation Form

- f. Maintains effective relationships with legislative representatives and the Department of Education.
- g. Shall, in conjunction with a maximum of three Board Members, prepare the agenda for each Board meeting, shall attend Board meetings and all closed sessions, except when his/her contract is being considered, and shall participate in all deliberations of the Board when such deliberations do not involve his/her contract. All Board Members shall be given equal opportunity to have items placed on the agenda for discussion and action.
- h. Shall establish and maintain a program of public information designed to communicate objectives, needs, problems, and accomplishments of the schools to the Board.
- i. Will not permit the Board to be uninformed or unsupported in its work.
- j. Shall support the public and address open meeting laws when policies are under consideration for revision or adoption.
- k. Shall support the Board in its community linkage initiatives that develop community relations and communications with parents, community members and staff.
- l. Shall marshal for the Board as many staff and external points of view on issues and opinions as the Board determines is necessary to be better informed when making decision.
- m. Shall supply all Board members a means in which to receive pertinent information and communication concerning the District for the decision making process.
- n. Shall supply to the Board in the draft consent agenda items in sufficient time (one week), all items delegated to the Superintendent yet required by law or contract to be Board-approved.
- o. Shall reference or address agenda items to Board policies unless the items appear under the consent portion and purchasing services of the agenda.
- p. Shall deal with the Board as a whole except when fulfilling individual requests for information or responding to officers or committees duly charged by the Board.
- q. Bring all regulations before the Board for review and approval.

EXCELLENT

SATISFACTORY

NEEDS IMPROVEMENT

UNSATISFACTORY

1. MANAGEMENT OF ADMINISTRATIVE STAFF AND SITE PRINCIPALS

The Superintendent shall:

- a. Supervise directly and/or through delegation, the recruitment, selection, assignment, evaluation, and professional growth opportunities for all personnel. Interprets and clarifies all personnel policies to staff and resolves personnel grievances or complaints in accordance with Board policy.
- b. Shall manage the District schools through subordinates in an efficient and economical manner.

EXCELLENT SATISFACTORY NEEDS IMPROVEMENT UNSATISFACTORY

1. CONTRACTS/EVALUATIONS/JOB DESCRIPTIONS

The Superintendent:

- a. Shall, in all instances, follow the protocol of Regulation #4117.8 (a) on all administrative evaluations. For principal evaluations refer to Policy 4117.
- b. Shall assure that all employee contracts will be developed by legal counsel and thoroughly reviewed by the Board prior to adoption (according to NRS 391). Board Members shall be given adequate time to review all contract language with legal counsel, thus preventing implication of liabilities.
- c. Shall assure that job descriptions will be reviewed and approved by the Board.
- d. Shall evaluate the performance of all unrepresented employees by January 15th, all site administrators (principals) by June 1st, ensure that all classified and licensed evaluations are completed per the timelines set forth in contracts and NRS, and shall make a report to the Board of Trustees regarding evaluation timelines being met.

EXCELLENT SATISFACTORY NEEDS IMPROVEMENT UNSATISFACTORY

1. EMPLOYMENT

The Superintendent:

- a. Shall recommend the number and type of positions needed for the effective operation of the school district.
- b. Shall recommend to the Board candidates for employment for the Board's acceptance or rejection.
- c. Shall recommend the assignment, transfer and promotion of all employees of the Churchill County School District to the Board. (In accordance to and 391.3127)

Superintendent’s Evaluation Form

- d. May, in accordance with Policy 4820 and Regulation 4820, suspend and/or recommend the dismissal of personnel.
- e. Shall monitor the use of long term or permanent substitutes.
- f. Shall not promise or imply permanent or guaranteed employment so as to give an applicant unfair advantage over other candidates for any District position.
- g. Shall establish hiring protocol on a timely recruitment basis (refer to Policy 2120, #5 Employment, section “f”).

EXCELLENT SATISFACTORY NEEDS IMPROVEMENT UNSATISFACTORY

1. CONCERNS/CONTROVERSY/COMPLAINTS/GRIEVANCES

The Superintendent:

- a. Shall hear or appoint his/her designee to hear any complaints within the schools, and he/she shall act as arbiter in matters of controversy between the school, employees and parents.
- b. Shall follow Board policy and regulations 4138 (a) concerning the complaint process.
- c. Shall educate staff as to the proper chain of command when addressing complaints: Teacher, Principal, Superintendent, and Board (being mindful of the timelines of notification, 5-10 working days,) (see policy).
- d. Shall ensure that any complaint that reaches the level of Superintendent will be made known to the Board.

EXCELLENT SATISFACTORY NEEDS IMPROVEMENT UNSATISFACTORY

1. GOVERNANCE AND BOARD POLICY COMMUNICATION

The Superintendent shall:

- a. Be responsible for the dissemination of all general orders adopted by the Board relating to all school employees and is charged with the enforcement of policies, regulations and decisions of the Board.
- b. Collaborate with Board Members in the creation and revision of all policies unless otherwise directed.
- c. Report in a timely manner an actual or anticipated noncompliance with any policy of the Board.
- d. Respect and enforce all Board Policy.
- e. Reference agenda items to Board policies unless the items appear under the consent portion of the agenda.

Superintendent’s Evaluation Form

- f. Notify the public when policies are under consideration for revision or adoption per the Open Meeting Law.
- g. Submit monitoring data required by the Board in a timely, accurate, and understandable fashion, directly addressing provisions of Board policies being monitored.

EXCELLENT SATISFACTORY NEEDS IMPROVEMENT UNSATISFACTORY

1. COMMUNICATION/SITE VISITS/PUBLIC RELATIONS

The Superintendent shall:

- a. Visit all schools and departments in the District frequently, being highly visible, in order to promote communication between all levels of District administration, staff, and Board of Trustees.
- b. Communicate with local, state and federal government agencies to be informed on new legislative and budget issues.
- c. Establish protocol and measures for communication with students, parents, media, and community organizations (may include, but not limited to, connecting student academic growth and progress, attendance, schedules, conferences, open houses, registration, disciplinary codes, suspensions, expulsions, rules, graduation requirement, scholarships, required college courses, fees, uniforms, and other services, to parents).
- d. Hold town hall meetings, send newsletters, and utilize all calls, web sites, and postings to inform the public of important upcoming event.

EXCELLENT SATISFACTORY NEEDS IMPROVEMENT UNSATISFACTORY

1. TREATMENT OF STAFF/EMPLOYEES/VOLUNTEERS

The Superintendent shall:

- a. Supervise the appointment and defines the duties of all personnel, subject to approval of the Board.
- b. Strive to create open and honest relations among staff members.
- c. Deal with personnel matters in a forthright, objective, and profession manner.
- d. With respect to the treatment of paid and volunteer staff, may not bully, intimidate or cause or allow conditions which are inequitable, threatening, discriminatory, undignified, disorganized or unclear.

- e. See that his/her administrative staff do not bully, intimidate, harass or cause or allow conditions, which are inequitable, threatening, discriminatory, undignified, and disorganized or unclear to those who serve directly under them. The creation of a hostile work environment is unacceptable.
- f. Be team player by including staff members from the bottom up in the decision making process.
- g. Monitors treatment of staff through surveys. Will collaboratively create and review the surveys with Board approval.

EXCELLENT

SATISFACTORY

NEEDS IMPROVEMENT

UNSATISFACTORY

1. TREATMENT OF STUDENTS AND THEIR FAMILIES

The Superintendent shall:

- a. Assume the responsibility of maintaining good human relationships among students, parents and the general public, striving at every opportunity to reconcile divergent viewpoints in order to do what is best for students and for public education.
- b. Provide leadership in the development and execution of a sound school-community relations program that effectively communicates the needs and successes of the District.
- c. Establish and maintains a sound working relationship with the news media, utilizing any public service opportunities for the betterment of education within the school district.
- d. Maintain accessibility and visibility in the community, while serving as a spokesperson for the District with the community and news media.
- e. Be knowledgeable of and sensitive to the demographics of the community.
- f. With respect to interaction with student and their families or those enrolling to be students, will not cause or allow conditions, procedures, or decisions which interfere with student achievement or which are discriminatory, or unnecessarily intrusive in his or her interactions.
- g. Not use application forms or survey results that elicit information that fails to protect improper access to the material elicited.

EXCELLENT

SATISFACTORY

NEEDS IMPROVEMENT

UNSATISFACTORY

1. SAFETY/WORKERS' COMPENSATION/BULLYING/VIOLENCE

The Superintendent:

- a. Ensures that policies, procedures and school rules promote a safe and secure, respectful, and healthy school environment.
- b. Acts on own discretion when emergency action is necessary in matters not covered by District policy: reports such emergency actions to the Board and recommends policy for future guidance.
- c. Shall, in order to protect the Board from sudden loss of Superintendent services, have no fewer than two other executives familiar with Board Policies, Instructional, Budget and Superintendent issues and processes.
- d. Keeps running statistics to monitor problem areas thus avoiding incurred expenses.
- e. Provides safety training to all staff in the following areas: drills, CPR training, and incident command training to prevent crises (earthquake, fire, lockdown, and shelter in place).

EXCELLENT SATISFACTORY NEEDS IMPROVEMENT UNSATISFACTORY

1. DISTRICT GOALS/OBJECTIVES

The Superintendent:

- a. Visits each school during a faculty meeting once each quarter to share information, to provide necessary.) A log of these visits will document the completion of this goal.
- b. Strengthens communications and relationships with employees and community by holding two town hall meetings throughout the year, presenting a "press release" or newspaper article to the newspaper once each quarter, and emailing employees informing them that the Superintendent has an "open door" policy.
- c. Prepares a thorough Board report twice a year explaining the state of the District.
- d. Reports semi-annually to the Board on the development of long-range plans for the educational and operating programs of the District in order to meet the needs of the community for high quality educational offerings and the progress of stated District goals and shall disseminate these goals throughout the District.
- e. Shall create, have in place and disseminate to each school site, the District's Mission Statement describing a clear vision for education.

EXCELLENT SATISFACTORY NEEDS IMPROVEMENT UNSATISFACTORY

1. CONDITION ASSESSMENT OF FACILITIES, GROUNDS AND EQUIPMENT/ ASSET PROTECTION**The Superintendent:**

- a. Serves as custodian of all property, real or personal, owned, leased or borrowed by the District; lends, exchanges, transmits or receives such property only in accordance with approval of the Board.
- b. Participates in the preparation of all plans and specifications including a District Master Plan for the purpose of modification and/or construction of facilities.
- c. Takes a leadership role with facilities and facilities management, improving systems in place; shows an interest in internal and external building care and cleanliness, helps build internal, city and public support or facility needs.
- d. Provides leadership role in overseeing long range planning and direction for deferred maintenance and facility planning for future development and growth.
- e. Will not allow District assets to be unprotected, inadequately maintained, or unnecessarily risked or failed to be maximized.
- f. Shall not subject plant and equipment to improper wear and tear or insufficient maintenance.
- g. Shall not unnecessarily expose the District or its Board or staff to claims of liability.
- h. Shall not make any purchase: (1) circumventing the District central purchasing rules and authorization (2) wherein normally prudent protection has not been given against conflict of interest (3) wherein preference not been given to NRS (5) in any amount for which funding has not been included in the budget without Board approval. (Splitting orders to avoid these requirements is not allowed)
- i. Shall not fail to maintain adequate insurance for the District.
- j. Shall not fail to protect intellectual property, information and files from loss or significant damage.
- k. Shall make sure that files are maintained and updated on a continuous basis.
- l. Shall not receive, process, or disburse under controls, which are insufficient to meet the Board's appointed auditor's standards.
- m. Shall not fail to maintain and operate physical facilities in a manner that prolongs the life expectancy of the building and provides an appropriate educational environment.

- n. Shall not endanger the District's public image or credibility, particularly in ways that would hinder the accomplishment of its mission.

EXCELLENT SATISFACTORY NEEDS IMPROVEMENT UNSATISFACTORY

1. CAPITAL PROJECTS

The Superintendent:

- a. Shall closely monitor capital projects along with the Director of Business and Board of Trustees. All final changes will be approved by the Board.
- b. Shall see that initial building evaluations on capital projects (remodels, renovations, new buildings) will be reviewed to prevent unnecessary change orders. Closely monitors contracts by Construction Manager and Director of Maintenance.

EXCELLENT SATISFACTORY NEEDS IMPROVEMENT UNSATISFACTORY

1. CHARACTER/ MORAL CONDUCT/ PERSONAL QUALITIES

The Superintendent:

- a. Models professional conduct and display traits of integrity at all times.
- b. Dresses modestly, neatly and cleanly for effective leadership
- c. Exhibits a strong work ethic and be punctual to all obligations
- d. Does not drink or smoke at school functions.
- e. Exhibits control under demanding and stressful or heated situations.
- f. Is respectful at all times leading with fairness and compassion.

EXCELLENT SATISFACTORY NEEDS IMPROVEMENT UNSATISFACTORY

1. LEGAL COUNSEL

The Superintendent shall:

- a. Understand that the District's Legal Counsel is just that; he/she serves the entire interests of the District. (Legal Counsel is hired and approved by the elected Board of Trustees.) The Superintendent shall ensure that the District's Legal Counsel is used properly to protect and defend the Churchill County School District. Legal Counsel also has specific responsibilities to give counsel to the Board and the Superintendent as they carry out their responsibilities in accordance with Nevada Revised Statutes.

Superintendent’s Evaluation Form

- b. See that all contracts, grievances, evaluations, and any legal documents that may have budgetary implication or could be the subject of potential litigation must be reviewed and or written by or with the help of legal counsel.

EXCELLENT SATISFACTORY NEEDS IMPROVEMENT UNSATISFACTORY

1. ACADEMIC PROGRESS AND GROWTH/ SCHOOL IMPROVEMENT

The Superintendent:

- a. Shall be responsible for the general efficiency of the school system, for the development of the teaching staff and for the academic growth and welfare of pupils; be responsible for the methods of curriculum, instruction, professional development, assessment, data analysis and management used by teachers and principals, and shall have the authority to hold such meetings of teachers and principals as he/she deems necessary, and shall require attendance at such meetings.
- b. Monitors increased academic rigor, through (may include, but is not limited to: depth of knowledge and rich tasks, effective grading systems, growth model, career and technical achievement, the quality assurance framework, testing and assessment (formative summative), collecting data and files of all types, trends, statistics and the use of best practice)..
- c. Monitors principal’s School Improvement Plans, Curriculum Instructional Services, Alternative Education, Early Childhood (Read by 3), Special Services, Adult Education, Home Bound, Second Language Needs (ELL), Expanded Gifted and Talented, and Science, Technology, Engineer and Math (STEM) Programs.
- d. Monitors enrollment, attendance, graduation rates, class size, dropout prevention, and ethnic changes in demographics.
- e. Promotes participation, equity and diversity and parent partnership, being customer friendly.
- f. Administers parent, student, and staff surveys for purposes of school improvement.
- g. Puts in place a Character Counts Program that teaches to the whole child at each school site and which emphasizes the principles of: Honesty, Respect, Trustworthiness, Fairness, Responsibility, Citizenship, Service, Caring, Choice and Accountability, Good Sportsmanship, Knowledge, Integrity, Kindness, Choice and Accountability.

EXCELLENT SATISFACTORY NEEDS IMPROVEMENT UNSATISFACTORY

1. CURRICULUM/ PROFESSIONAL DEVELOPMENT/ DATA ANALYSIS

The Superintendent:

- a. Shall educate all teachers in the following curriculum areas (which may include, but are not limited to: mapping, alignment, developmentally sequencing, indentifying and labeling state standards to specific content areas, addressing rigor with instruction on Rich tasks, Depth of Knowledge, higher levels of thinking (Booms Taxonomy), identifying essential questions, clarifying rubrics, developing effective-best practice-grading procedures [Formative/Summative]).
- b. Shall offer continual professional development opportunities to teachers in a variety of needed subject areas at least once a year with a strong emphasis on technology.
- c. Shall educate teachers as to the use and development of Common Core Standards and its application in the classroom, assessment strategies, and the use of data analysis.
- d. Shall educate as to the state emphasis leaning toward performance-based evaluation.

EXCELLENT

SATISFACTORY

NEEDS IMPROVEMENT

UNSATISFACTORY

REVIEW RESPONSIBILITY: Board of Trustees / Superintendent

SUPERINTENDENT GOAL TRACKING

The following columns represent the goals established by Dr. Jensen and approved by the Board of Trustees for the 2018-2019 school year. This document is intended to facilitate tracking by the Board of Trustees regarding progress towards each goal culminating with the final review presented in May of 2019.

Consistent with the evaluation template, for each item there are six possible choices:

- 6 = Outstanding (consistently exceeds expectations)**
- 5 = Very Good (frequently exceeds expectations)**
- 4 = Good (occasionally exceeds expectations)**
- 3 = Satisfactory (meets expectations)**
- 2 = Needs Improvement (occasionally does not meet expectations)**
- 1 = Unacceptable (regularly does not meet expectations)**

Please mark the (one) choice which most accurately describes your perception as a board member. Please keep in mind that some action steps may not be completed or started at the time of review. This document can be used throughout the review process to assist with your final rating of the superintendent during the final evaluation process. You are encouraged to include comments to assist with your thought process.

Fiscal Responsibility

	6	5	4	3	2	1	Comments
User Friendly Budget Tool							
Grant Writer							
Development and Implementation of a Balanced Budget							
Summer Bond Projects							
Enhancement of Maintenance Department							

Ensure a Clear Focus on Academic Improvement

	6	5	4	3	2	1	Comments
Graduation rates to exceed 85%							
District Wide Strategic Plan Focus – Culture and Guaranteed Learning							
Discussion with Board Regarding Equity							

Strategic Focus with our Lowest Performing Schools (FFMS, McD and WJHS)								
Expand Distance-Ed through Edgenuity								
Update Recruitment Plan								
Explore and Report on Personalized Learning								
Ensure PD Opportunities for Central Office Personnel								
Provide a clear and strategic emphasis on Administrative Leadership								
Coordinate and organize a minimum of two board retreats based on board requests								
Ensure supports for new teachers - mentoring								

Continue a Strategic Focus on Communication

	6	5	4	3	2	1	Comments
Monthly Meetings with HCEA and HCSSO							
Two Sections of Board Policy and Regulations							
Two Engagements of ThoughtExchange							
Monthly Superintendent Musings							
Monthly Extended Cabinet Meetings							
Weekly updates to Board							
Continuation of Visibility							
Transition website management to HCSD							
Individual FaceBook pages as approved by Board							
Information dissemination regarding the 2019 legislative session							

What Every New Board Member Needs to Know to new members								
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Social Emotional Supports

	6	5	4	3	2	1	Comments
Develop, review and adopt policy regarding Social Emotional Learning (SEL)							
Develop and implement Multi-Tiered System of Supports (MTSS)							
Evaluate classified staffing to assist with testing requirements to free up counselors							
Continue emphasis on Youth Mental Health First Aid							
Elementary Mental Health worker through Project Aware							

OVERALL COMMENTS:

Lyon County School District Superintendent Evaluation Instrument

Superintendent: _____

Date: _____

Evaluator: Board member Board as a whole

Performance Categories

(Use the indicators below as examples and do not rate each one. These are listed only to help you in thinking about the standard, and are not intended to be a checklist of tasks.)

<i>Categories</i>	<i>Outcome Statements</i>
<u>Student Learning</u>	<p>Students are making progress toward achieving outcomes identified by the board.</p> <p><u>Indicators:</u></p> <ol style="list-style-type: none"> 1. Specific progress is evident. 2. Student learning is defined based on the knowledge and skills necessary to be successful. 3. Data and information collected is reliable, valid, and believable. 4. Data is regularly presented and is communicated in understandable forms. 5. Data is used for future planning and improvement. 6. Effective methods of providing, monitoring, evaluating, and reporting student achievement are used. 7. Surveys generally demonstrate student satisfaction with their school program. 8. Preparing students for post-secondary education and/or entrance into the job market. 9. Data is disaggregated, analyzed, and explained. 10. Other:

The superintendent has sufficient authority to achieve this standard? Yes No

The superintendent's rating for this standard is:

Unacceptable Needs Improvement Good Excellent Outstanding

Written Comments:

<p><u>Instruction</u></p>	<p>Students receive the highest quality instruction.</p> <p><u>Indicators:</u></p> <ol style="list-style-type: none"> 1. Curriculum is aligned across the system. 2. Students are engaged in their work. 3. Instructional best practices are described and used. 4. Adopted programs are fully implemented and effectiveness regularly monitored. 5. Faculty and stakeholders are involved in the enhancement, renewal, and alignment of curriculum, instruction, and assessment. 6. Feedback about effective instruction is encouraged. 7. Professional development and teacher evaluation are focused on improving instructional practices. 8. Teachers understand and utilize knowledge about different learning styles and particular student needs. 9. Students and teachers work in an environment of shared respect and open feedback. 10. Other:
<p>The superintendent has sufficient authority to achieve this standard? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>The superintendent's rating for this standard is:</p> <p><input type="checkbox"/> Unacceptable <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Good <input type="checkbox"/> Excellent <input type="checkbox"/> Outstanding</p>	
<p><u>Written Comments:</u></p>	

<p><u>Community Relations</u></p>	<p>The community at large is satisfied with performance and supports the school</p> <p><u>Indicators:</u></p> <ol style="list-style-type: none"> 1. Parents communicate satisfaction with school experiences. 2. A community process exists to develop and implement a shared vision that focuses on improving student achievement. 3. Budgets are consistently supported by the community. 4. Community members are involved in school activities. 5. Students participate in community service learning activities. 6. A process is in place and followed to listen to and resolve complaints. 7. Other:
<p>The superintendent has sufficient authority to achieve this standard? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>The superintendent's rating for this standard is:</p> <p><input type="checkbox"/> Unacceptable <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Good <input type="checkbox"/> Excellent <input type="checkbox"/> Outstanding</p>	
<p><u>Written Comments:</u></p>	

<p><u>Human Resources</u></p>	<p>The environment supports the staff performing their best work.</p> <p><u>Indicators:</u></p> <ol style="list-style-type: none"> 1. Staff members are treated fairly. 2. Teachers work effectively within their classroom, throughout the school, across district schools, and with the community. 3. Operations are clearly defined, communicated, and implemented. 4. Personnel contracts are adhered to. 5. Effective collective bargaining strategies advance and promote student learning. 6. Other:
<p>The superintendent has sufficient authority to achieve this standard? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>The superintendent's rating for this standard is:</p> <p><input type="checkbox"/> Unacceptable <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Good <input type="checkbox"/> Excellent <input type="checkbox"/> Outstanding</p>	
<p><u>Written Comments:</u></p>	

<p><u>Policy</u></p>	<p>Policies are adhered to and administrative procedures are followed.</p> <p><u>Indicators:</u></p> <ol style="list-style-type: none"> 1. The superintendent serves as a resource to the board in developing, adopting, and updating policies. 2. Procedures are developed and available to the board, staff, students, and the public. 3. Procedures are aligned with board policy and comply with all laws, rules, and regulations. 4. Procedures are reviewed and revised periodically. 5. Legal counsel is judiciously used to proactively prevent /respond to civil and criminal liabilities. 6. The superintendent understands the system of public school governance and differentiates between the policy making and administrative roles. 7. Other:
<p>The superintendent has sufficient authority to achieve this standard? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>The superintendent's rating for this standard is:</p> <p><input type="checkbox"/> Unacceptable <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Good <input type="checkbox"/> Excellent <input type="checkbox"/> Outstanding</p>	
<p><u>Written Comments:</u></p>	

<p><u>Finances</u></p>	<p>The district is an effective steward of financial resources.</p> <p><u>Indicators:</u></p> <ol style="list-style-type: none"> 1. Budgets reflect district goals for student achievement. 2. District expenses do not exceed revenues. If this occurs, a plan is developed and presented to the board for remediation within an acceptable timeline. 3. Finances are managed in accordance with GASBE and GAAP standards. 4. The annual audit shows no material deficiencies and audit recommendations are effectively implemented. 5. Multi-year budget plans are used for planning purposes. 6. Other:
<p>The superintendent has sufficient authority to achieve this standard? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>The superintendent's rating for this standard is:</p> <p><input type="checkbox"/> Unacceptable <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Good <input type="checkbox"/> Excellent <input type="checkbox"/> Outstanding</p>	
<p><u>Written Comments:</u></p>	

<p><u>Facilities</u></p>	<p>The district is a good steward of capital resources.</p> <p><u>Indicators:</u></p> <ol style="list-style-type: none"> 1. All buildings meet safety, health, and construction codes. 2. Facilities and equipment are not subject to improper wear or insufficient maintenance. 3. Multi-year plans for maintenance, repairs, and facility upgrades are in place. 4. Ongoing inspection and reporting systems are utilized. 5. Other:
<p>The superintendent has sufficient authority to achieve this standard? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>The superintendent's rating for this standard is:</p> <p><input type="checkbox"/> Unacceptable <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Good <input type="checkbox"/> Excellent <input type="checkbox"/> Outstanding</p>	
<p><u>Written Comments:</u></p>	

<p><u>Board Relations</u></p>	<p>The superintendent fosters a relationship of mutual respect and support.</p> <p><u>Indicators:</u></p> <ol style="list-style-type: none"> 1. The superintendent assists the board in developing clear policies that meet federal and state requirements. 2. The superintendent understands and communicates legal liability to the district. 3. The superintendent supports the board chair to maximize the effectiveness of board operations. 4. The superintendent regularly informs all board members about the business of the district and alerts the board about critical issues and areas that may have impact on the district. 5. The superintendent maintains a future-focus on emerging trends and research. 6. The superintendent follows agreed upon board-superintendent guidelines. 7. Other:
<p>The superintendent has sufficient authority to achieve this standard? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>The superintendent's rating for this standard is:</p> <p><input type="checkbox"/> Unacceptable <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Good <input type="checkbox"/> Excellent <input type="checkbox"/> Outstanding</p>	
<p><u>Written Comments:</u></p>	

<p><u>Safety</u></p>	<p>Students, staff, and community members are physically and psychologically safe in the school.</p> <p><u>Indicators:</u></p> <ol style="list-style-type: none"> 1. The superintendent creates and implements practices and procedures that promote safe school environments. 2. A school-based climate of tolerance, acceptance, and civility are in place and continually monitored. 3. Crisis plans exist and are routinely practiced. 4. Parents, staff, and students report feeling physically and emotionally safe and respected in school. 5. Other:
<p>The superintendent has sufficient authority to achieve this standard? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>The superintendent's rating for this standard is:</p> <p><input type="checkbox"/> Unacceptable <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Good <input type="checkbox"/> Excellent <input type="checkbox"/> Outstanding</p>	
<p><u>Written Comments:</u></p>	

Communication

The superintendent promotes two-way communication with students, staff, parents, and the community as a whole, including building effective relationships with the media.

Indicators:

1. Communication systems are in place that effectively keeps all parties informed.
2. Systems are in place to monitor internal and external perceptions of the district.
3. Involvement of all stakeholders is promoted.
4. The superintendent demonstrates effective communication skills in formal and informal settings.
5. Other:

The superintendent has sufficient authority to achieve this standard? Yes No

The superintendent's rating for this standard is:

Unacceptable Needs Improvement Good Excellent Outstanding

Written Comments:

<p><u>Ethics</u></p>	<p>The district operates in an ethical manner.</p> <p><u>Indicators:</u></p> <ol style="list-style-type: none"> 1. The superintendent manifests a professional code of ethics and demonstrates personal integrity. 2. The superintendent models accepted moral and ethical standards in all interactions. 3. The superintendent explores and develops ways to find common ground in dealing with difficult and divisive issues. 4. The superintendent promotes opportunities for growth in professional competence for staff, administrators, and self. 5. Moral and ethical practices are established and followed in every classroom, school, and throughout the district. 6. Other:
<p>The superintendent has sufficient authority to achieve this standard? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>The superintendent's rating for this standard is:</p> <p><input type="checkbox"/> Unacceptable <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Good <input type="checkbox"/> Excellent <input type="checkbox"/> Outstanding</p>	
<p><u>Written Comments:</u></p>	