


# Superintendent Evaluation

As per the Omnibus School Code legislation, Act 82 of 2012, the Charleroi Area School Board is required to post the mutually agreed to objective performance standards included in the contract of the Superintendent. The performance assessment for the 2020-2021 school year of the Superintendent occurred in August of 2021.

August 17, 2021

The Charleroi Area School District Board of Education conducted a thorough evaluation of the School District Superintendent. A number of critical areas were researched and examined. All nine members participated in the evaluation process. The Board is proud to announce that Dr. Edward J. Zelich has achieved a performance level that met or exceeded expectations.

  
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Kenneth J. Wiltz, President  
Board of School Directors  
Charleroi Area School District

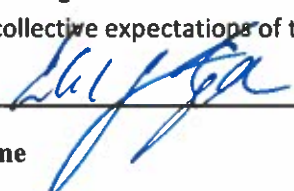
**Charleroi Area School District  
Superintendent Evaluation**

This evaluation tool uses the below assessment measures as a basis for indicating your impression of the superintendent's performance in the areas of Student Growth and Achievement; Organizational Leadership; District Operations and Financial Management; Communication and Community Relations; Human Resource Management; and Professionalism.

<b>Distinguished</b>	<ul style="list-style-type: none"> <li>• Performance is clearly outstanding</li> <li>• Performance is superior, far exceeding expectations</li> <li>• Performance is exceptional on a regular or continuous basis – the superintendent far outperforms relative to minimum expectations</li> </ul>
<b>Proficient</b>	<ul style="list-style-type: none"> <li>• Adequately performs all functions within the role, meeting or occasionally exceeding expectations</li> <li>• Performance is adequate, meeting or occasionally exceeding standards or expectations generally associated with performance</li> </ul>
<b>Needs Improvement</b>	<ul style="list-style-type: none"> <li>• Periodically fails to meet expectations associated with assigned tasks, targeted goals, or professional competencies</li> <li>• Performance is less than adequate on a periodic or frequent basis – the superintendent may be developing within the position, but needs to improve to be considered proficient</li> </ul>
<b>Failing</b>	<ul style="list-style-type: none"> <li>• Performance is below acceptable levels</li> <li>• Fails to meet most expectations associated with the role of superintendent – substantial professional improvement is needed before the superintendent can be considered proficient in the role</li> </ul>

The superintendent is evaluated on each of six *Objective Performance Standards*. *Objective Performance Standards* should be included in the superintendent's contract, and are the basis for the overall performance rating made available to the public at the completion of the performance review. Below each *Objective Performance Standard* are several customizable *Key Performance Indicators* that may help board members and the Board to assess overall performance in each *Standard*. Boards are encouraged at the beginning of the evaluation cycle to discuss each *Objective Performance Standard* to determine if and what changes should be made to the *Key Performance Indicators* so that they remain representative of the collective expectations of the Board.

Edward J. Zelich



8/17/2021

Superintendent's Name

Kenneth Wilts

08-17-2021

Evaluator's Name

2020-21 School Year

## Charleroi Area School District Superintendent Evaluation

Using the ratings described above, place an "X" in the appropriate box indicating the superintendent's performance in each area.

<u>Objective Performance Standard</u>				
<p><b>Student Growth and Achievement</b></p> <p><i>Superintendent uses multiple data sources to assess student success and growth as appropriate, specific to needs within the district and as determined annually in collaboration with the board of school directors. Annual or other district performance objectives are articulated and clearly achieved under the direction of the superintendent relative to standardized assessments, PVAAS , or other locally determined measures.</i></p> <p><b>Key Performance Indicators</b></p>	<b>Distinguished</b>	<b>Proficient</b>	<b>Needs Improvement</b>	<b>Failing</b>
Effectively works with the Board to develop and monitor district policy and administrative regulations related to Student Growth and Achievement	X			
Demonstrates understanding and appropriate use of performance measures established within the district in support of specific goals and initiatives	X			
Appropriately monitors student achievement on identified standardized assessments and has actively developed successful strategies for improvement.	X			
Monitors, oversees, and encourages use of PVAAS data among professional staff with regard to making curricular, staffing, and comprehensive planning decisions within the district	X			
Has ensured all performance targets for staff and students have been met for the most current evaluation period	X			

How would you classify the superintendent's overall performance in the area of Student Growth and Achievement?

Distinguished	Proficient	Needs Improvement	Failing
X			

Comments:

- Analyzes and identifies strengths/weaknesses within student curricula from various modes of data
- Compares/contrasts data to yield best practices
- Proactive in retaining students and returning cyber students to CASD
- Continually updates school board on student performance, achievements, and school rankings on various assessments
- Works tirelessly and effectively with board of directors, administrators and professional staff to develop, collect and monitor student growth and achievement
- Shares everything with the board.
- Student achievement is his #1 priority..."It's all about the kids"
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**Charleroi Area School District  
Superintendent Evaluation**

<u>Objective Performance Standard</u>				
<p><b>Organizational Leadership –</b></p> <p><i>Superintendent has worked collaboratively with the Board to develop a vision for the district, displays an ability to identify and rectify problems affecting the district, works collaboratively with district administration to ensure best practices for instruction, supervision, curriculum development, and management are being utilized, and works to influence the climate and culture of the district.</i></p>	<b>Distinguished</b>	<b>Proficient</b>	<b>Needs Improvement</b>	<b>Failing</b>
<u>Key Performance Indicators</u>				
Effectively works with the board to develop and monitor district policy and administrative regulations related to Organizational Leadership	X			
Has ensured priorities and initiatives are in alignment with a clearly defined and well-articulated vision for the district	X			
Has developed and implemented operational plans and processes to accomplish strategic goals	X			
Demonstrates an ability to assist and motivate others in achieving personal, professional, and district goals	X			
Is skilled in identifying, analyzing, and resolving problems that impact the district	X			
Maintains a regular presence in district buildings and at district events for the purpose of monitoring effectiveness of programming	X			
Uses strategic initiatives and district performance data to identify appropriate professional development opportunities for staff within the district	X			
Works appropriately within the role of instructional leader, while providing clear direction for teachers and administrators regarding curricular decisions	X			
Demonstrates clear understanding of board/superintendent relationship including appropriate roles and responsibilities	X			
Ensures compliance with all applicable local, state, and federal laws/regulations	X			

**How would you classify the superintendent’s overall performance in the area of Organizational Leadership?**

<b>Distinguished</b> X	<b>Proficient</b>	<b>Needs Improvement</b>	<b>Failing</b>
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**Comments:**

- Identified district’s need to implement/operate an in-house K-6 cyber program and revamped the district’s grades 7-12 cyber program to form the Charleroi Online Learning Academy K-12
- Initiated grades K-5 STEAM program
- Makes himself available 24/7

## **Charleroi Area School District Superintendent Evaluation**

- Employs evidence based best practices
- Is an articulate, well organized problem solver and people person
- One of the most organized superintendents in the Valley...when problems arise, he's right on it
- Utilizes a variety of professional development opportunities to expand and build upon district professional goals
- Involves his administrators, professional staff and board of directors in decision making, but he takes ownership of the difficult decisions
- Adheres to all of the above performance indicators flawlessly

**Charleroi Area School District  
Superintendent Evaluation**

<u>Objective Performance Standard</u>	<b>Distinguished</b>	<b>Proficient</b>	<b>Needs Improvement</b>	<b>Failing</b>
<p><b>District Operations and Financial Management</b></p> <p><i>Superintendent manages effectively, ensuring completion of activities associated with the annual budget; overseeing distribution of resources in support of district priorities; and directing overall operational activities within the district.</i></p> <p><u>Key Performance Indicators</u></p>				
Effectively works with the board to develop and monitor district policy and administrative regulations related to District Operations and Financial Management	<b>X</b>			
Regularly assesses state of district facilities and equipment and develops replacement and updating schedules as appropriate	<b>X</b>			
Demonstrates knowledge appropriate to the role of the superintendent regarding all financial and budgeting issues	<b>X</b>			
Works with the board and district business official to successfully accomplish financial and budgetary priorities including meeting all timelines associated with the annual budget	<b>X</b>			
Develops contingency plans designed to address anticipated and unanticipated budgetary necessities	<b>X</b>			
Provides regular as requested financial and budgetary reports to the board	<b>X</b>			
Ensures end-of-year results are consistent with budgetary planning expectations	<b>X</b>			

**How would you classify the superintendent's overall performance in the area of District Operations and Financial Management?**

<b>Distinguished X</b>	<b>Proficient</b>	<b>Needs Improvement</b>	<b>Failing</b>
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Comments:

- Effectively collaborating with business manager to use ESSER funds for district needs
- Analyzes district personnel and programs annually for cost effectiveness
- Analyzes district needs and capitalizes on a plan of improvement: budgetary, district facilities, staffing or curricula
- Is very transparent with the board of directors regarding district operations and financial management

## **Charleroi Area School District Superintendent Evaluation**

- Works closely with the business manager, director of buildings/grounds and security personnel and in return keeps the board and administration aware of concerns
- District has thrived financially under Dr. Zelich's supervision. Along with the business manager, he has done a terrific job with expenditures, as well as cost saving initiatives AND no tax increase for 2021-22
- Continues to evaluate and make necessary changes in personnel for cost effectiveness
- Does a nice job managing finances...fund balance has increased

**Charleroi Area School District  
Superintendent Evaluation**

<u>Objective Performance Standard</u>				
<b>Communication and Community Relations</b>				
<i>Superintendent communicates with and effectively engages the staff, the board, and members of the community, clearly articulating district goals and priorities, addressing local and broader issues affecting the district, and building support for district initiatives, programs and short/long-range plans.</i>	<b>Distinguished</b>	<b>Proficient</b>	<b>Needs Improvement</b>	<b>Failing</b>
<u>Key Performance Indicators</u>				
Effectively works with the board to develop and monitor district policy and administrative regulations related to Communication and Community Relations	X			
Has worked successfully with the board to build support in the community for the district's vision, mission, and both long and short-term priorities	X			
Handles media resources skillfully, and regularly demonstrates sound judgment when communicating with the public	X			
Maximizes utilization of multiple methods for delivering accurate, timely, and reliable information to the Board and community	X			
Has been able to successfully build school/community partnerships that benefit students and staff	X			
Communicates effectively with the board and coordinates the flow of information from administrators to board committees in a manner consistent with Board Operating Guidelines	X			

**How would you classify the superintendent's overall performance in the area of Communication and Community Relations?**

<b>Distinguished</b> X	<b>Proficient</b>	<b>Needs Improvement</b>	<b>Failing</b>
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**Comments:**

- Our parents and stakeholders know who Dr. Zelich is because of his involvement in the community
- Clear, consistent and concise communication to board, staff, students, parents and stakeholders
- Dr. Zelich has a rapport with the community. He is well known and liked. His attendance @ after school functions is exceptional
- A major accomplishment is the newly formed community newsletter that is received by stakeholders
- Maneuvered several crisis situations, including pandemic related concerns, by being proactive and transparent
- Dr. Zelich is an excellent communicator. He is frequently seen throughout campus engaging faculty, staff, students and parents in positive conversation



## **Charleroi Area School District Superintendent Evaluation**

- Has an "open door" policy approach for all which affords stakeholders the ability to discuss and express any and all concerns
- Not only visible on campus, but very active in the Charleroi community (SPHS Board, CASD Ed Foundation)
- More transparent than any administrator I have known

**Charleroi Area School District  
Superintendent Evaluation**

<u>Objective Performance Standard</u>				
<b>Human Resource Management</b>				
<i>Superintendent incorporates best practices for human resource management and oversight, coordinating staffing, recruitment, and other human resource functions within the district.</i>				
<b>Key Performance Indicators</b>	<b>Distinguished</b>	<b>Proficient</b>	<b>Needs Improvement</b>	<b>Failing</b>
Effectively works with the board to develop and monitor district policy and administrative regulations related to Human Resource Management	X			
Appropriately manages district staff, assigning functions, delegating effectively, and determining accountability as necessary	X			
Ensures timely completion of all district wide staff evaluations	X			
Ensures alignment of superintendent evaluation goals with that of key personnel	X			
Has ensured training and professional development opportunities for all professional staff related to new requirements for teacher and administrator evaluation	X			
Institutes sound employee relations programs to improve relationships between and among all staff members	X			
Effectively monitors all aspects of the collective bargaining agreement(s) in the district	X			

**How would you classify the superintendent's overall performance in the area of Human Resource Management?**

Distinguished	Proficient	Needs Improvement	Failing
X			

**Comments:**

- Demonstrates a sense of fairness, consistency and driven work code
- Reflects and recommends supporting staff developments and alignment within all bargaining units
- Dr. Zelich is not only concerned with how the staff is performing in assigned duties, he also realizes they have a personal life out of school
- Dr. Zelich has a knack for selecting good people and knows how to treat them
- Dr. Zelich is an excellent manager of our staff. He takes everyone's situations into account when making decisions
- One of Dr. Zelich's strongest attributes is working with the board of directors to develop/monitor policies
- Dr. Zelich works with administration/staff to improve and maintain a friendly working environment
- His leadership and personal integrity are valuable assets that increase the value of CASD students' education and achievements

## Charleroi Area School District Superintendent Evaluation

<u>Objective Performance Standard</u>				
<p><b>Professionalism</b></p> <p><i>Superintendent models professional decision-making processes and ethical standards consistent with the values of Pennsylvania's public education system as well as that of the local community.</i></p> <p><i>Superintendent additionally works to individually reflect upon her/his effectiveness within the role, and works to improve effectiveness through the use of professional development literature and activities.</i></p> <p><b>Key Performance Indicators</b></p>	<b>Distinguished</b>	<b>Proficient</b>	<b>Needs Improvement</b>	<b>Failing</b>
Demonstrates recognition and understanding of public education's role in promoting civic responsibility	X			
Performs all duties in a manner consistent with the values and expectations of the board and community at large	X			
Supports a standards-based approach to governance, leadership, and instruction throughout the district	X			
Encourages an inclusive and respectful environment that aligns with the organization's execution of the district's vision, mission, and strategic goals.	X			
Demonstrates ethical and personal integrity consistent with expectations associated with the role of superintendent	X			
Maintains the confidence and trust of school professionals and the community	X			
Continuously monitors effectiveness within the role of the superintendent, seeking out and participating in professional development activities in alignment with areas identified for improvement by the board and through self reflection	X			

How would you classify the superintendent's overall performance in the area of Professionalism?

Distinguished	Proficient	Needs Improvement	Failing
X			

Comments:

- Dr. Zelich remains the consummate professional
- Dr. Zelich is a fair-minded, outgoing, compassionate man who goes above and beyond
- Dr. Zelich exudes professionalism In a world that seems to be evolving into a disrespectful environment with some parents and employees
- Emulates daily professional ethics through conversations, meetings and input of educational endeavors
- Dr. Zelich has good ethics, integrity and leadership qualities coupled with a good sense of humor...the complete package

**Charleroi Area School District  
Superintendent Evaluation**

**Formative Assessment**

Based on your perceptions of the superintendent's performance noted above:

What are the superintendent's major strengths?

1. He listens...no need to elaborate on that strength
2. Interpretation and application of data
3. A communicator, very transparent
4. Analyzes his personal goals to lead the school district

In what areas do you see a need for improvement?

1. Dr. Zelich needs to realize that he can't please all people all the time
2. Formulate time within the day to relax

What resources should be made available in order to support improvement strategies, or what steps should the superintendent take in order to improve performance in areas identified for improvement?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**Charleroi Area School District  
Superintendent Evaluation**

## Charleroi Area School District Superintendent Evaluation

### Annual Goals

This form provides the superintendent with an opportunity to update the Board on the status of annual performance goals. Annual performance goals should be mutually determined at the beginning of the evaluation cycle by the board/superintendent team. Annual performance goals may support personal professional development for the superintendent, or may be derived from the long and short term priorities and needs within the district.

### Status of Annual Goals for School Year 2020-2021

<u>Goal</u>	<u>Status/Results</u>
<p><b><u>Annual Goal #1: Growth in Student Achievement</u></b> The Superintendent demonstrates an advanced understanding in the use of data and the various types of data available to the District. The Superintendent will develop a district data team that reviews and plans with the various data available to the District with the goal of increasing student achievement at the forefront.</p>	<ul style="list-style-type: none"> <li>• Compares/contrasts data to yield best practices</li> </ul>
<p><b><u>Annual Goal #2: Communication</u></b> The Superintendent will create a climate that stimulates and supports professional growth and improvement of all staff. Professional development will be provided to fit the individual needs of staff and as well large scale mandatory training for staff to be in compliance with all federal and state regulations and mandates.</p>	<ul style="list-style-type: none"> <li>• Provides foundation and trainings for staff to provide a positive and thriving environment for ALL students</li> <li>• Compares/contrasts the ever changing needs of the district to improve and implement programs and training</li> </ul>
<p><b><u>Annual Goal #3: Relationship with Superintendent and Board of Directors</u></b> The Superintendent develops and maintains a positive and productive working relationship with the Board of Directors that includes regular communication with board members providing recommendations and supporting documents and goal setting for the District. The relationship should be mutually respectful and honest.</p>	<ul style="list-style-type: none"> <li>• Maintains regular communication throughout the school year</li> <li>• Established excellent working relationship with ALL board members</li> <li>• Willingness to keep board members abreast of all school district on goings</li> </ul>
<p><b><u>Annual Goal #4: Communication and Community Relations</u></b> The Superintendent will lead, guide and direct a multitude of events/products as they relate to making community aware of District events, news and related educational outcomes. These products include the following: completion, maintenance and leadership of an updated and comprehensive website for public use and advancing the brand of the District through strategic social media plan.</p>	<ul style="list-style-type: none"> <li>• Established and communicated concise protocols in regards to COVID 19</li> <li>• Collaborated with district personnel to provide stakeholders with a consistent updated website</li> <li>• Established a community newsletter to highlight school district achievements</li> </ul>
<p><b><u>Annual Goal #5: Organizational Management</u></b> The Superintendent incorporates best practices for human resource management and oversight coordinating staffing, recruitment and other related functions. Furthermore, the Superintendent will oversee the implementation of a safety/security operation plan within the District that includes multiple measures and aligns to state expectations.</p>	<ul style="list-style-type: none"> <li>• Identified/implemented district staffing needs to commence the Charleroi Online Learning Academy</li> <li>• Prioritizes the needs of all students/staff in the area of mental health</li> <li>• Scrutinizes changes in personnel to optimize cost effectiveness across the board</li> </ul>

**Charleroi Area School District  
Superintendent Evaluation**

**How would you rate the superintendent's performance in achieving desired annual goals for the district?**

<b>Distinguished X</b>	<b>Proficient</b>	<b>Needs Improvement</b>	<b>Failing</b>
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