

EVALUATION OF SUPERINTENDENT OF SCHOOLS

It is the policy of the Rye City School District Board of Education to review the Superintendent's performance annually.

PURPOSE OF THE SUPERINTENDENT'S EVALUATION INSTRUMENT

The purpose of the evaluation process is to communicate to the Superintendent the Board's assessment of his/her performance, in order that the Superintendent may:

- A. Understand with increasing accuracy the scope of his/her duties and responsibilities;
- B. Establish long and short-term goals;
- C. Prioritize tasks which are most critical in the performance of duties and responsibilities;
- D. Clarify relationship and expectations with the Board, staff and community;
- E. Improve day-to-day operational effectiveness of the Superintendent;
- F. Understand better how the Superintendent is performing from the Board's perspective; and
- G. Receive suggestions and direction regarding strengths and areas for improvement to enhance performance and job satisfaction.

EVALUATION PROCEDURE

The Board and Superintendent will establish mutually agreed upon goals for the year by the first Board meeting in September. In establishing goals, the Board and Superintendent will identify and consider District needs and potential constraints such as budget, personnel, contract conditions and other factors which may affect the accomplishment of goals. The Superintendent will be tasked with accomplishing the mutually agreed upon goals in addition to managing the day-to-day operations of the District.

The annual evaluation of the Superintendent will be based upon the accomplishment of the established goals as well as performance in the following categories:

- Vision, Culture & Values
- Educational Leadership
- Management, Finance & Operations
- Communication & Community Relations
- Professional & Personal Practice

Each Board member will complete his/her own individual evaluation of the Superintendent. The Board officers will compile comments from the Board and develop a draft composite evaluation. At least a quorum of the Board must be present in executive session to complete the final evaluation based upon the composite draft and the Superintendent's written self-

evaluation, which will be submitted to the Board by June 1st. The Board officers and Superintendent will meet prior to June 30th to discuss the evaluation. The Superintendent will be given the opportunity to attach written comments to the composite evaluation and submit it to the Board of Education. The final evaluation shall be signed by both the Superintendent and the Board President. A copy of the evaluation shall be provided to the Superintendent and another copy retained and filed with the District Clerk, to provide a continuous record of the Superintendent's service.

SUPERINTENDENT EVALUATION CRITERIA

1. VISION, CULTURE & VALUES

- 1.1 Fosters an atmosphere of trust, respect and fairness within the Rye City School District community.
- 1.2 Leads all stakeholders in the process of establishing a vision and direction for the District and demonstrates sound judgement in implementing the vision.
- 1.3 Collaborates effectively with the Board, administration, District faculty and staff to ensure measurable objectives of high expectations for all students.
- 1.4 Models and maintains high standards of ethical and professional practices for himself and for all within the District, and promotes the practice of continuous improvement.
- 1.5 Leads and encourages faculty and staff to collaborate and work as a team.
- 1.6 Encourages suggestions and input and respects multiple viewpoints, particularly in the decision-making process.
- 1.7 Provides the Board with clear recommendations that take into account relevant input and data and are based upon thoughtful and thorough analysis.

2. EDUCATIONAL LEADERSHIP

- 2.1 Demonstrates deep understanding of quality instruction and stays informed on educational issues and trends.
- 2.2 Fosters strong collaborations to develop and implement a strategic vision of teaching and learning.
- 2.3 Establishes annual and long-term goals to improve teaching practices and academic achievement for all students.
- 2.4 Ensures the District carries out with fidelity its obligations to all populations and cohorts, including special education, ENL, or other identified needs populations.
- 2.5 Translates goals and vision of the District into specific, actionable recommendations to on curriculum, teaching practices and school environment.
- 2.6 Demonstrates creativity and innovation in regularly evaluating and recommending updates to or new curricula, that meet the needs of the community, New York State standards, and Federal requirements.
- 2.7 Promotes the effective integration of technology into instruction.
- 2.8 Implements procedures to recruit, hire and retain the best qualified teachers, administrators and personnel.
- 2.9 Ensures all employees have professional development that meets District-specific needs, is ongoing and continuous, responsive to participant feedback, and enhances school environment, District culture and/or teaching and learning.

- 2.10 Monitors and reviews teaching effectiveness and ensures feedback to faculty and staff to promote self-reflection and professional growth.
- 2.11 Monitors and reviews learning outcomes through a wide variety of measures. Leads in and supports the use of data by administrators and teachers to inform instruction.
- 2.12 Leads the RCSD community in a process of evaluating the current physical environment of all schools and consider how to most appropriately use the space for educational needs now and in the future.

3. MANAGEMENT, FINANCE & OPERATIONS

- 3.1 Manages staff effectively by providing supervision and direction, delegating when appropriate, monitoring performance and deadlines, and taking responsibility for actions taken on behalf of the District.
- 3.2 Oversees the establishment, updating and maintenance of management and operational systems as necessary.
- 3.3 Effectively analyzes and communicates to the Board and the community the financial, facilities, human resources and operational needs required to fulfill the vision, mission and goals of the District.
- 3.4 Supervises the preparation of the annual budget and leads the RCSD community through a transparent, informative budget process to create a budget that is fiscally responsible, meets the goals of the District and is therefore likely to garner the necessary community support through a positive budget vote.
- 3.5 Understands collective bargaining, labor relations and contract negotiations in order to work effectively with District bargaining units and actively seek to improve bargaining outcomes that best serve students and the District.
- 3.6 Recommends short and long-term plans for improvement, alterations, and changes in buildings and equipment of the District to support the educational vision and ensure the safety of students and staff.
- 3.7 Ensures appropriateness of technology infrastructure provided to support the instructional program and operational functions.
- 3.8 Stays informed of operations and promotes flow of relevant information throughout central administration and staff to support overall effectiveness of the organization.
- 3.9 Recommends the number and types of positions required to provide proper personnel for a sound educational program and appropriately assigns and deploys employees to best meet District needs.
- 3.10 Directs, through the Assistant to the Superintendent for Business Affairs, efficient procedures to maximize income and effective controls for all expenditures of school funds within the adopted budget.
- 3.11 Delegates authority to staff appropriate to their position.
- 3.12 Supervises the planning of capital improvement projects.
- 3.13 Demonstrates an understanding and application of Rye City School District Code of Conduct.
- 3.14 Establishes a regular performance management process with staff that includes constructive feedback, growth opportunities and professional development.
- 3.15 Encourages participation and teamwork on the part of District staff while ensuring that roles and responsibilities are clearly defined and performance monitored.

- 3.16 Handles all legal matters of the District in a timely manner. Communicates proactively with counsel as to any potential or existing legal issue.
- 3.17 Oversees special education, with particular attention to ensuring the District's legal obligations to students.

4. COMMUNICATIONS & COMMUNITY RELATIONS

- 4.1 Maintains productive relationship with Board of Education. Shares information, concerns and reports with the Board in a timely manner and makes recommendations based on study and analysis to execute District vision and goals.
- 4.2 Is responsive to Board requests and questions and provides comprehensive responses.
- 4.3 Communicates effectively with stakeholders within the District, with the broader community, with media and local and state officials.
- 4.4 Maintains a visible presence in the classroom and the school community.
- 4.5 Interprets and executes Board policies, and advises the Board on the need for new or revised policies.
- 4.6 Prepares an annual plan of Board meeting presentations for the public and ensures agendas are prepared and disseminated communicating business items and presentations for each regular and special Board meeting.
- 4.7 Keeps the public informed about current and proposed educational issues and trends, as well as the policies, practices, plans and problems in the district's schools.
- 4.8 Represents the District in its dealings with other school systems, institutions, agencies, community organizations and the general public.
- 4.9 Recognizes potential problems, develops appropriate solutions, and handles emergencies responsibly, acknowledging the gravity of any given situation while maintaining a calm demeanor.
- 4.10 Provides oversight to faculty & staff presentations to ensure focused, informative and concise presentations.
- 4.11 Monitors/addresses community perceptions and concerns and responds to community/media advocating for student needs and District's goals and priorities.
- 4.12 Advocates effectively for public education and on behalf of the Rye City School District.
- 4.13 Balances strong community demands with what is best for students and the District.

5. PROFESSIONAL & PERSONAL PRACTICE

- 5.1 Sets and maintains high standards of ethical behavior, honesty, and integrity, professionally and personally, and acts on principle and conviction.
- 5.2 Demonstrates a high level of self-awareness and actively seeks out professional and personal learning opportunities.
- 5.3 Communicates clearly and effectively in person and in writing and emphasizes good communication with the Board, staff and the community.
- 5.4 Earns positive regard of professional colleagues.
- 5.5 Accepts responsibility as liaison between the Board and District personnel to foster productive working relationships.
- 5.6 Accepts responsibility for own and subordinates' actions.
- 5.7 Seeks insight and assistance when necessary from colleagues, counsel, professional organizations, or others.

- 5.8 Seeks and acts on feedback and constructive criticism.
- 5.9 Actively participates in relevant professional, educational and community organizations.
- 5.10 Exhibits professionalism, good judgment, common sense and perception.

6. ANNUAL PERFORMANCE GOALS

- 6.1 To be determined each year and agreed upon by the Board and Superintendent.

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