

Pursuant to LRS 42:19A (1)
any matter not on the published agenda may
be taken up by board only upon unanimous
approval of the members present.
An individual wishing to place a matter on
the agenda shall submit a request to the
Superintendent at least eight (8) days prior
to the meeting date, stating the nature of the
matter and the time required to present it.
(CPSB Policy File: BCBI)

AGENDA
CALCASIEU PARISH SCHOOL BOARD
COMMITTEE TO DRAFT SUPERINTENDENT EVALUATION
DOCUMENT
3310 BROAD STREET
LAKE CHARLES, LOUISIANA
Tuesday, August 8th, 2017

Committee Members: Annette Ballard, John Duhon, Damon Hardesty, Ron
Hayes, Mack Dellafosse, *Chair*

1. Roll Call

2. Take Appropriate Action

- A. Review, discuss, and approve Superintendent's Evaluation tool.
(Only the evaluation tool will be discussed. The actual evaluation of
Superintendent performance will occur in November, 2017.)

CPSB SUPERINTENDENT EVALUATION

SUPERINTENDENT: KARL BRUCHHAUS	Date:
Evaluator:	

EVALUATION OF THE SUPERINTENDENT OF SCHOOLS

I. Purpose of the Evaluation:

The Superintendent and the Calcasieu Parish School Board recognize the need to review the Superintendent's performance. This review will consist of the completion of a written appraisal instrument and the discussion of this instrument with the Superintendent as appropriate. The intent of the evaluation is to:

- A. Arrive at certain conclusions as to the effectiveness of the Superintendent in achieving the objectives of the district and the job description;
- B. Communicate those conclusions to the Superintendent providing counsel and direction;
- C. Enhance the working relationship between the Board and the Superintendent
- D. Promote the professional development and growth of the Superintendent; and
- E. Guide decisions relative to continued employment and compensation

II. Evaluation Instrument and Rating System:

The evaluation instrument is comprised of Performance Standards and Objectives with accompanying/appropriate performance criteria in each area. The evaluation instrument also provides an opportunity for the Superintendent and the Board to discuss the targets listed in the Superintendent's contract. The instrument also contains a self-assessment evaluation which will be completed by the Superintendent prior to School Board Member evaluation.

III. Procedures:

- A. Review item in each of the performance area and write the rating number in the appropriate column. The ratings that will be utilized are as follows:

4 = Highly Effective: Consistently and considerably surpasses expectations

3 = Effective Proficient: Consistently meets expectations

2 = Effective Emerging: Partially meets expectations, but may show potential for improvement

1 = Ineffective: Consistently performs below expectations

0 = No zeros are allowed. If a "0" is entered it will invalidate that standard and no points inputted.

- B. Board designees (President, Evaluation Committee Chairman, Legal Counsel, etc.) will input the total points of the rating column for each section in the summary then transfer to the Summary of Performance Rating page. The final rating is calculated by inputting the total number of points earned divided by the total number of questions on the evaluation which will provide the overall average rating.

PERFORMANCE TARGETS AND SUPERINTENDENT SELF-ASSESSMENT

1. How would you rate your performance as it relates to your performance targets for 2016-2017? Please provide explanation, charts, graphs, etc. to support your analysis.
 - a. District wide student achievement
 - b. Individual School Student Achievement at C, D, or F Elementary schools based on State issued letter grades
 - c. Individual school student achievement at C, D, or F Middle schools based on State issued letter grades.
 - d. Individual school student achievement at C, D, or F High schools based on State issued letter grades.
 - e. District graduation rates
 - f. Graduation rates for each C, D, or F school
 - g. Teacher effectiveness and retention
2. What are some of the things that you would do differently after reflecting back over your 2016-2017 performance?
3. What is your assessment of the overall health of CPSB?
4. Describe your major contributions to CPSB during the year and would you consider them a success?
5. How would you describe your working relationship with your staff?
6. What can the Board do to help you do your job better?
7. Describe problems or special concerns related to your job that need to be addressed in order to enhance your performance, and strategies that you recommend?
8. What else would you like for the Board to know about your performance?

Section below is reserved for School Board Members

After reading the information above and through my personal interaction and observation, I have the following comments about the Superintendent's performance. The Superintendent self-assessment is not to be calculated into the overall final rating.

Comments:

Policy and Governance

Performance Standard PG-1A:

The Superintendent works with the school board to develop and implement policies that define organizational expectations.

	Performance Indicators:	Rating	Comments
1.	Supports and enforces all school board policies and informs constituents of changes to the school board policies.		
2.	Recommends changes to the school board when school board policies conflict with the school board's vision for education.		
3.	Develops administrative regulations that support the applications of school board policies.		
4.	Recommends policies and procedures that protect the security and integrity of the district infrastructure and the data it contains.		
5.	Recommends policies and procedures that protect the rights of staff and student's and the confidentiality of their protected information.		
6.	Maintains/improves relations between the superintendent and school board through periodic joint seminars, workshops and training sessions.		
	Section Rating -- Total score/# of indicators		

Performance Standard PG-1B:

The Superintendent functions as the primary leader for the school district, relying on support from staff as necessary when advising the school board.

	Performance Indicators:	Rating	Comments
1.	Involves staff as necessary when planning/ providing recommendations to the school board.		
2.	Demonstrates professional and personal skills, which facilitate staff involvement.		
3.	Responds directly and factually to the school board.		
4.	Demonstrates tact when offering recommendations		
	Section Rating -- Total score/# of indicators		

Performance Standard PG-1C:

The Superintendent oversees the administration of the school district's day-to- day operations.

	Performance Indicators:	Rating	Comments
1.	Explores/applies operational methods, which enable the school district to apply resources in an efficient manner		
2.	Keeps the school board informed of needs and issues confronting school district employees.		
3.	Informs the school board of actions which require school board involvement.		
4.	Delegates authority and responsibility to other employees as needs/opportunities arise		
	Section Rating -- Total score/# of indicators		

Performance Standard PG-1D:

The Superintendent works with individuals, groups, agencies, committees and organizations to provide and maintain schools that are safe and productive.

	Performance Indicators:	Rating	Comments
1.	Works to ensure safe, secure schools for all students and employees.		
2.	Proposes improvements to school facilities, which increase public confidence and trust that schools are safe and effective learning environments		
3.	Uses technology to enhance professional practices and increase productivity.		
	Section Rating -- Total score/# of indicators		

PLANNING AND ASSESSMENT

Performance Standard PA-2A:

The superintendent effectively employs various processes for gathering, analyzing and using data for decision making.

	Performance Indicators:	Rating	Comments
1.	Applies current research related to effective techniques for gathering data from individuals, groups, programs and the community, and uses reliable data in making decisions		
2.	Reviews analyses of student academic achievement through standardized test results and other academic sources.		
3.	Provides staff with data in a collaborative effort to determine needs for improvement.		
4.	Applies and communicates statistical findings to identify strengths and weaknesses in programs and practices in order to ensure continuous improvement.		
5.	Plans and implements changes in programs and/ or curricula based on data.		
6.	Reviews annual analyses of district's test and sub-test scores by school and discipline in order to assess school improvement and monitor improvement plans		
7.	Develops, monitors and assesses district and school improvement plans		
	Section Rating -- Total score/# of indicators		

Performance Standard PA-2B:

The superintendent organizes the collaborative development and implementation of a district strategic plan based on analysis of data from a variety of sources.

	Performance Indicators:	Rating	Comments
1.	Provides leadership in the development of a shared vision for educational improvement and of a strategic plan to attain that vision.		
2.	Implements strategies for the inclusion of staff and various stakeholders in the planning process.		
3.	Supports the district's mission by identifying, articulating and planning to meet the educational needs of students, staff and other stakeholders.		
4.	Works collaboratively to develop long and short range goals and objectives consistent with the strategic plan and monitors progress in achieving long and short range goals and objectives.		
5.	Supports staff through the stages of the change process		
6.	Maintains stakeholders' focus on long-range mission and goals throughout the implementation process.		
	Section Rating -- Total score/# of indicators		

Performance Standard PA-2C:

The superintendent plans, implements, supports and assesses instructional programs that enhance teaching and student achievement of the state educational standards.

	Performance Indicators:	Rating	Comments
1.	Demonstrates a working knowledge and understanding of the state educational standards and district curricular requirements		
2.	Supports the development of a comprehensive curriculum utilizing goals and objectives in alignment with the state educational standards.		
3.	Oversees the planning, implementation, evaluation and revision of the curriculum on a systematic and ongoing basis		
4.	Provides resources and materials to accomplish instructional goals for students.		
5.	Facilitates programs/curricular changes to meet state or federal requirements.		
6.	Monitors and assesses the effect of the programs and/or curricula on student achievement.		
	Section Rating -- Total score/# of indicators		

Performance Standard PA-2D:

The superintendent develops plans for effective allocation of fiscal and other resources.

	Performance Indicators:	Rating	Comments
1.	Acquires, allocates and manages district resources in compliance with all laws to ensure the effective and equitable support of the district's students, schools and programs.		
2.	Allocates resources consistent with the mission and strategic plan of the district		
3.	Meets and works collaboratively with the board and appropriate staff to determine priorities for budgeting and for the effective allocation of space and human resources.		
4.	Utilizes human and material resources outside the district that may support and/or enhance the achievement of goals and objectives.		
5.	Provides adequate staffing and other resources to support technology infrastructure and integration across the school district		
6.	Monitors/assesses resource allocation and revises allocation plans based on implementation data		
7.	Oversees budget development and prepares it for school board approval.		
8.	Implements the annual school operating budget and capital improvement plan		
9.	Applies financial forecasting and planning procedures that support efficient use of all school district resources		
10.	Maintains appropriate and accurate financial records		
	Section Rating -- Total score/# of indicators		

INSTRUCTIONAL LEADERSHIP

Performance Standard IL-3A:

The superintendent communicates a clear vision of excellence and continuous improvement consistent with the goals of the school district.

	Performance Indicators:	Rating	Comments
1.	Demonstrates personal commitment to achieving the mission of the school district.		
2.	Articulates a shared vision to all constituencies and ensures that staff members are working in concert with the district's strategic plan		
3.	Informs members of the board and community of current research related to best practices in curriculum and instruction.		
4.	Explores, disseminates and applies knowledge and information about new or improved methods of instruction or related issues.		
5.	Shares evaluation data and subsequent plans for continuous improvement with staff, students and other stakeholders.		
6.	Recognizes, encourages and celebrates excellence among staff and students.		
7.	Demonstrates strong motivation and high standards and models self-evaluation.		
8.	Fosters positive morale and team spirit.		
	Section Rating -- Total score/# of indicators		

Performance Standard IL-3B:

The superintendent selects, inducts, supports, evaluates and retains quality instructional and support personnel.

	Performance Indicators:	Rating	Comments
1.	Maintains and disseminates a current handbook of personnel policies and procedures.		
2.	Establishes and uses selection procedures that ensure fairness and equity in selecting the best candidates.		
3.	Makes recommendations regarding personnel decisions consistent with established policies and procedures		
4.	Oversees the recruitment, appointment, induction and assignment of the most qualified personnel available.		
5.	Sets high standards for staff performance		
6.	Evaluates performance of personnel consistent with district policies, provides formal and informal feedback and maintains accurate evaluation records.		
7.	Recommends the reappointment and/or promotion of competent, effective personnel.		
8.	Provides support and resources for staff to improve job performance, and recognizes and supports the achievements of highly effective staff members.		
	Section Rating -- Total score/# of indicators		

Performance Standard IL-3C:

The superintendent provides staff development programs consistent with program evaluation results and school instructional improvement plans.

	Performance Indicators:	Rating	Comments
1.	Leads the development and implementation of a systematic professional development plan for individuals, including members of the board, and for the district.		
2.	Works collaboratively with members of the staff in using student achievement data to determine relevant professional development opportunities.		
3.	Meets with principals regularly to assess ongoing school improvement efforts.		
4.	Evaluates the effectiveness of the professional development plan in relation to district goals.		
5.	Encourages participation in relevant conferences, course work and activities of professional organizations		
6.	Shares program evaluation results and demonstrates connection of results to ongoing staff development efforts.		
7.	Supports staff participation in internal and external professional development opportunities as appropriate.		
	Section Rating -- Total score/# of indicators		

Performance Standard IL-3D:

The superintendent identifies, analyzes and resolves problems using effective problem-solving techniques

	Performance Indicators:	Rating	Comments
1.	Identifies and addresses problems in a timely and effective manner.		
2.	Demonstrates fairness in identifying multiple points of view around problem situations		
3.	Involves stakeholders in analyzing problems and developing solutions		
4.	Monitors implementation of problem resolutions.		
5.	Provides shared leadership and decision-making opportunities for staff that promotes a climate of collaboration and collegiality		
6.	Delegates responsibility appropriately to staff members		
7.	Maintains focus on school and district mission and goals.		
8.	Promotes an atmosphere of mutual respect and courtesy.		
	Section Rating -- Total score/#indicators		

Performance Standard IL-3E:

The superintendent assesses factors affecting student achievement and serves as an agent of change for needed improvements.

	Performance Indicators:	Rating	Comments
1.	Makes appropriate changes in the curriculum and scheduling.		
2.	Adjusts personnel assignments.		
3.	Provides appropriate training for instructional personnel.		
	Section Rating -- Total score/# of indicators		

ORGANIZATIONAL MANAGEMENT

Performance Standard OM-4A:

The superintendent actively supports a safe and positive environment for students and staff.

	Performance Indicators:	Rating	Comments
1.	Clearly communicates expectations regarding behavior to students, staff, parents and other members of the community.		
2.	Implements and enforces school district code of conduct and appropriate disciplinary policies and procedures in a timely and consistent manner.		
3.	Supports effective programs through which students develop self-discipline and conflict resolution skills		
4.	Calmly and effectively manages emergency situations as they occur.		
5.	Recognizes students and staff for their academic, co-curricular, personal and professional achievements.		
	Section Rating -- Total score/# of indicators		

Performance Standard OM-4B:

The superintendent develops procedures for working with the Board that define mutual expectations, working relationships and strategies for formulating district policies

	Performance Indicators:	Rating	Comments
1.	Develops and uses a systematic means of keeping members of the board informed with complete, accurate information		
2.	Recommends policy additions and/or modifications to improve student learning and district effectiveness.		
3.	Supports and implements policy established by the board.		
4.	Anticipates future needs and demonstrates a basis for action.		
	Section Rating -- Total score/# of indicators		

Performance Standard OM-4C:

The superintendent effectively manages human, material and financial resources to ensure student learning and to comply with legal mandates.

	Performance Indicators:	Rating	Comments
1.	Collaboratively plans and prepares a fiscally responsible budget to support the organization's mission and goals.		
2.	Ensures that expenditures are within limits approved by the board.		
3.	Prepares and implements short- and long-range plans for facilities and sites.		
4.	Monitors any construction, renovation, or demolition of district buildings.		
5.	Regularly reports to the board on the financial condition of the district and ensures the maintenance of accurate records.		
	Section Rating -- Total score/# of indicators		

Performance Standard OM-4D:

The superintendent demonstrates effective organizational skills to achieve school, community and district goals.

	Performance Indicators:	Rating	Comments
1.	Demonstrates and communicates a working knowledge and understanding of school district policies and procedures.		
2.	Systematically evaluates progress on achieving established goals.		
3.	Keeps the board, staff and community apprised of progress in achieving the district's goals.		
	Section Rating -- Total score/# of indicators		

Performance Standard OM-4E:

The superintendent implements sound personnel procedures in recruiting, employing and retaining the best-qualified and most competent teachers, administrators and other personnel.

	Performance Indicators:	Rating	Comments
1.	Recruits and assigns the best available personnel in terms of personal and professional competence.		
2.	Establishes and uses selection procedures that ensure fairness and equity in selecting the best candidates for employment and promotions.		
3.	Assigns and transfers employees as the needs of the school district dictate and reports such information to the school board.		
	Section Rating -- Total score/# of indicators		

Performance Standard OM-4F:

The Superintendent provides staff development for all categories of personnel consistent with individual needs, program evaluation results and instructional improvement plans.

	Performance Indicators:	Rating	Comments
1.	Works collaboratively with members of the staff in using student achievement data to identify relevant professional development needs.		
2.	Maintains an emphasis on technology fluency and provides staff development opportunities to support high expectations.		
	Section Rating -- Total score/# of indicators		

Performance Standard OM-4G:

The Superintendent plans and implements a systematic employee performance evaluation system.

	Performance Indicators:	Rating	Comments
1.	Establishes a fair and meaningful employee evaluation system that promotes high expectations of all staff.		
2.	Provides training for all administrative and supervisory personnel in the evaluation and documentation of teacher and administrative performance that includes student achievement as a criterion		
3.	Provides assistance to employees requiring remediation		
4.	Provides oversight in the identification of strengths and weaknesses of employees, formal and informal feedback and dismissal of ineffective employees.		
	Section Rating -- Total score/# of indicators		

Communication and Community Relations

Performance Standard CC-5A:

The superintendent promotes effective communication and interpersonal relations within the school district.

	Performance Indicators:	Rating	Comments
1.	Promotes a climate of trust and teamwork within the district		
2.	Establishes a culture that encourages responsible risk-taking while requiring accountability for results.		
3.	Maintains visibility and accessibility to staff.		
4.	Solicits staff input to discuss issues and goals and to promote effective decision-making.		
5.	Establishes and maintains a collaborative relationship with staff members in promoting the district's mission and in communicating expectations.		
	Section Rating -- Total score/# of indicators		

Performance Standard CC-5B:

The superintendent establishes and maintains effective channels of communication with board members and between the schools and community, strengthening support of constituencies and building coalitions.

	Performance Indicators:	Rating	Comments
1.	Accepts responsibility for maintaining communication between the board and district personnel.		
2.	Anticipates, analyzes and discusses emerging educational/district issues with the board on a regular basis		
3.	Systematically provides accurate, relevant information to the board to facilitate decision making.		
4.	Communicates school and district goals, objectives and expectations to stakeholders.		
5.	Establishes partnerships with public and private agencies to enhance the district's ability to serve students and other constituents.		
	Section Rating -- Total score/# of indicators		

Performance Standard CC-5C:

The superintendent works collaboratively with staff, families and community members to secure resources and to support the success of a diverse student population.

	Performance Indicators:	Rating	Comments
1.	Is responsive to the conditions and dynamics of the diversity within the school community		
2.	Is knowledgeable about laws regarding individual and group rights and responsibilities and scrupulously avoids actions that might violate them.		
3.	Collaborates with staff, families and community leaders and responds to identified needs of individual students and groups of students		
	Section Rating -- Total score/# of indicators		

PROFESSIONALISM

Performance Standard P-6A:

The superintendent models professional, moral and ethical standards as well as personal integrity in all interactions

	Performance Indicators:	Rating	Comments
1.	Understands and models appropriate value systems, ethics and moral leadership.		
2.	Relates to board members, staff and others in an ethical and professional manner.		
3.	Serves as an articulate spokesperson for the school district and represents the district favorably at the local, state and national levels.		
4.	Resolves concerns and problems in an appropriate manner		
5.	Respects and maintains confidentiality and assumes responsibility for personal actions and those of subordinates.		
6.	Demonstrates good character and integrity		
	Section Rating -- Total score/# of indicators		

Performance Standard P-6B:

The superintendent works in a collegial and collaborative manner with school personnel and the community to promote and support the mission and goals of the school district.

	Performance Indicators:	Rating	Comments
1.	Demonstrates flexibility and a collaborative attitude in supporting professionals/other staff / work teams		
2.	Supports the district and advances its mission/ goals		
3.	Establishes and supports a district culture that encourages collaboration and teamwork in achieving goals		
4.	Shares ideas and information and considers the interests and needs of staff members and community stakeholders in promoting and supporting district goals and services.		
5.	Maintains effective working relationships with other administrators and staff.		
	Section Rating -- Total score/# of indicators		

Performance Standard P-6C:

The superintendent provides service to the profession, the district and the community.

	Performance Indicators:	Rating	Comments
1.	Serves on district, state and/or national committees and maintains an active role in professional organizations		
2.	Contributes to and supports the development of the profession by serving as an instructor, mentor, coach, presenter, researcher, or supervisor		
3.	Organizes, facilitates and presents at local, state and/or national conferences		
4.	Supports and participates in efforts to align district goals and activities with community endeavors.		
	Section Rating -- Total score/# of indicators		

Performance Standard P-6D:

The superintendent takes responsibility for and participates in a meaningful and continuous process of professional development that results in the enhancement of student learning.

	Performance Indicators:	Rating	Comments
1.	Participates in professional growth activities, including conferences, workshops, course work and/or membership in professional organizations at the district, state and/or national level.		
2.	Evaluates and identifies areas of personal strengths and weaknesses related to providing district leadership.		
3.	Maintains a high level of personal knowledge regarding new developments and techniques, including technology, and shares the information with appropriate staff		
4.	Networks with colleagues to share knowledge about effective educational practices and to improve and enhance administrative knowledge, skills and organizational success		
5.	Comprehends and applies current research of educational issues, trends and practices.		
	Section Rating -- Total score/# of indicators		

Summary of Performance Ratings

Performance Rating	PR-1:	PR-2:	PR-3:	PR-4:	PR-5:	PR-6:	Final Rating:

Evaluator's Signature	Date:

Comments:

Effectiveness Rating	Composite Score Rating
Ineffective	1.00 – 1.49
Effective: Emerging	1.50 – 2.49
Effective: Proficient	2.50 – 3.49
Highly Effective	3.50 – 4.00

Highly Effective Consistently and considerably surpasses expectations
Effective: Proficient Consistently meets expectations
Effective: Emerging Partially meets expectations, but may show potential for improvement
Ineffective Consistently performs below expectations