

ORANGE COUNTY
BOARD OF EDUCATION

AGENDA ITEM ABSTRACT

Meeting Date: June 11, 2012

AGENDA ITEM No. 12-06-18

ACTION ITEM: (Y/N) N

SUBJECT: Superintendent Evaluation Committee

INFO. CONTACT: Patrick Rhodes, Superintendent PHONE: 919-732-8126

ATTACHMENTS:

1. Superintendent Annual Evaluation Process Flow Chart.
2. OCS Superintendent Evaluation Process Narrative.
3. Performance Goals for 2012 for Superintendent.
4. OCS Superintendent Evaluation Rubric.

PURPOSE: The purpose of this agenda item is to provide the Board of Education an opportunity to establish a superintendent evaluation subcommittee.

BACKGROUND: During its December 2, 2011 retreat, the Board of Education discussed modifications and improvements to the superintendent evaluation process. Working with counsel, the board developed a new process consisting of performance goals, input, feedback and new timelines. The new process was approved at the February 6, 2012 board meeting. At the February 20, 2012 board meeting, a revised evaluation rubric was approved to complete all modifications to the superintendent evaluation process.

Appointment of a board subcommittee will facilitate moving forward in the superintendent evaluation process in keeping with the approved timeline. The subcommittee will coordinate the process with the entire board.

FINANCIAL IMPACT: None.

RECOMMENDATION: The Superintendent recommends the Board of Education establish a superintendent evaluation subcommittee and initiate the evaluation process.

Superintendent Annual Evaluation Process Orange County Schools

(No later than) July 1: Superintendent presents draft school district goals & his/her individual performance goals to the Board of Education

Between June 15 and the start of each school year, the Board will evaluate the Superintendent's performance for the previous school year using the "Orange County Schools Superintendent Evaluation Rubric." Each Board member will complete the OCS Rubric & a Board committee will compile the completed evaluations. The compiled evaluation will include all individual ratings for each area (7 ratings for each area - one from each board member). The committee will also summarize and report primary evaluation comments as submitted by individual Board members. The completed evaluation will be provided to the Superintendent and assist in generating goals for the upcoming year.

Between July 1 and September 1: Board and Superintendent meet to engage in constructive dialogue and establish specific assessments and data points to be considered in evaluating the Superintendent's performance.

No later than June 15: Superintendent provides a report to the Board reflecting his/her progress in accomplishing approved goals and identifying his/her performance strengths & areas for improvement. As part of this report, the Superintendent provides the Board with a completed self-assessment using the NCDPI Rubric.

(On or before) September 1: Board approves school district goals & Superintendent's individual goals

At least quarterly, Superintendent updates Board regarding progress on goals

As needed throughout the year in closed session, Board provides feedback to Superintendent regarding his/her performance

Orange County Schools: Superintendent Evaluation Process

1. School System and Individual Performance Goals

The Superintendent has submitted draft goals covering the 2011-2012 school year. The Superintendent should annually present draft school system and individual performance goals to the Board by July 1st. Goal setting is an ongoing responsibility as part of continuous improvement and the Superintendent should recommend revisions, deletions, or new goals at any time and the Board is free to revise, delete, or establish new goals for the system and Superintendent at any time.

For the 2011-2012 school year, the Board will approve individual goals for the Superintendent by January 31, 2012, and will approve school system goals by the end of February 2012. The Board will annually establish school system and individual goals for the Superintendent on or before September 1st. The Board may establish these goals in conjunction with its evaluation of the Superintendent at the completion of the previous school year.

The Superintendent and Board will meet during the goal-setting process to engage in constructive dialogue. The Superintendent and Board may establish specific assessments and data points that will be considered in evaluating the Superintendent's performance.

2. Ongoing Input and Feedback

The Superintendent should regularly update the Board about progress on achieving goals and on other issues that impact the Superintendent's performance (this should be done on at least a quarterly basis as a board agenda item). The Board is free to provide the Superintendent feedback throughout the school year in closed session concerning the Superintendent's performance. By June 15th of each school year (including the 2011-2012 school year), the Superintendent will provide the Board a report reflecting his progress in accomplishing the goals and identifying any particular performance strengths or areas for improvement. As a part of this report, the Superintendent will complete the DPI Rubric as a self-assessment to provide to the Board.

3. Evaluation

Prior to the start of each school year (including prior to the start of 2012-2013 school year), the Board will complete the evaluation of the

Superintendent's performance for the previous school year. The Board will complete the evaluation on the form established by the Board entitled "Orange County Schools, Superintendent Evaluation Rubric." The Board may revise this form to assure that it provides a comprehensive assessment of the Superintendent's performance. As a part of the evaluation process, each Board member will complete the form, and a Board committee will compile the completed evaluation. The Board committee will include in the completed evaluation all the evaluation ratings for each area on the evaluation so that the Superintendent receives the full range of Board member ratings (7 ratings for each area—one from each board member). Further, the committee will include on the completed evaluation a summary of the primary evaluation comments derived from the evaluations completed by the individual Board members. The evaluation will be provided to the Superintendent and should help generate goals for the upcoming school year.

The Board may modify the evaluation procedures and dates as appropriate (such as to require an earlier evaluation during a school year in which the Board is reviewing the Superintendent's contract for a renewal/extension).

DRAFT

Proposed Performance Goals for the 2011-2012 School Year For Superintendent

1. Increase the number and type of stakeholder perception surveys administered in order to help identify strengths and weaknesses, and highlight the system's shortcomings and successes. This will help assess the system's climate, leadership, efficiency and service orientation.
2. Provide quality updates on the implementation of the board's strategic plan in guiding academic and operational activities and improvement efforts.
3. Intensify efforts to improve customer service and employee responsiveness through specialized training for front line staff. Recognize excellence and address underperformance in this area.
4. Expand the types of media used to improve communication, highlight areas of excellence and better communicate the board's priorities.
5. Provide for the Board of Education a follow up task list monthly. This will be included with board packet materials.
6. Work with the board to delineate superintendent and board functions and inform the administrative team of the critical functions the school board performs. Assure that the administrative team provides to the entire board full and balanced information so that the board is in a position to make informed decisions. Instill in staff that the board plays a valuable and helpful role and staff should welcome questions and feedback from the board.



Orange County Schools Superintendent Evaluation Rubric

	Well Above Standard	Above Standard	At Standard	Below Standard	Far Below Standard
Standard 1: Leadership					
1.1 Involves key stakeholders in the development of vision and provides plan for accomplishment.					
1.2 Uses collaborative skills to achieve district goals.					
1.3 Effectively communicates with Board, subordinates and constituencies.					
1.4 Respects and encourages diversity among people and programs.					
1.5 Sets financial priorities to achieve district goals.					
1.6 Evaluates district leaders and holds them accountable for high performance.					
Standard 2: High Student Achievement					
2.1 Maintains a clear, tangible focus on student achievement and quality teaching.					
2.2 Establishes and implements workable priorities to successfully meet district goals.					
2.3 Ensures use of comprehensive student data for evaluation and improvement of instruction.					
2.4 Provides for professional development and authentic professional learning communities.					
Standard 3: Effective and Efficient Operations					
3.1 Works well with the Board to establish attainable goals.					
3.2 Ensures alignment of financial and personnel resources to achieve district goals.					
3.3 Ensures that funds are spent wisely and adequate control and accounting measures are maintained.					
3.4 Recruits and assigns the best available personnel considering their competencies.					
3.5 Delegates matters effectively.					
3.6 Communicates appropriate information to Board, staff and community in a timely manner.					
3.7 Treats all personnel fairly, without discrimination or favoritism.					
Comments:					

Evaluation Criteria:

- Well Above Standard:** Performance and practices are consistently exceptional and regularly undertakes additional responsibilities.
- Above Standard:** Performance and practices are consistently high and undertakes additional responsibilities.
- At Standard:** Performance and practices are consistently acceptable and undertakes additional responsibilities as assigned.
- Below Standard:** Performance and practices are sometimes inadequate and fails to perform responsibilities as assigned.



Orange County Schools Superintendent Evaluation Rubric

	Well Above Standard	Above Standard	At Standard	Below Standard
Standard 4: Personal Qualities				
4.1 Demonstrates high standards of ethics and integrity.				
4.2 Demonstrates ability to work well with individuals and groups.				
4.3 Demonstrates good judgment, reaching logical conclusions to achieve district goals.				
4.4 Demonstrates excellent organizational ability in directing the district's operations.				
4.5 Demonstrates ability to gain the respect and trust among all district stakeholders.				
Comments:				
Standard 5: Accomplishment of Goals				
5.1 Demonstrates progress in achieving personal performance goals established by the Board.				
5.2 Demonstrates progress in achieving school system goals established by the Board.				
Comments:				
Evaluation Narrative:				
Strengths:				
Areas for Improvement:				
Evaluation Criteria:				
Well Above Standard: Performance and practices are consistently exceptional and regularly undertakes additional responsibilities.				
Above Standard: Performance and practices are consistently high and undertakes additional responsibilities.				
At Standard: Performance and practices are consistently acceptable and undertakes additional responsibilities as assigned.				
Below Standard: Performance and practices are sometimes inadequate and fails to perform responsibilities as assigned.				

Signature of Board Chair _____ Date _____
 Signature of Board Vice Chair _____ Date _____
 Signature of Superintendent _____ Date _____