MCS District Leader Annual Goals Form and Evaluation for Dr. Grant Rivera 2022-2023

11/9/2022 - 11/14/2023

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Each Governance Team (school board and superintendent) should identify and design their own superintendent instrument with their specific goals, indicators and evidence with performance measures. Key components for the Superintendent Evaluation Instrument should include:

- **Goals:** Goals are governance areas of responsibilities, broad in scope but narrow enough to be defined and addresses the operational functions and the effectiveness of the school system.

- **Indicators:** Indicators are action items that describe what is expected to be accomplished within each goal area. One or multiple indicators may be necessary to accomplish the goal.

- **Evidence:** Evidence is a listing of performance measures and/or data documents that will define the progress made on accomplishing the identified indicator.

- **Rating Scale:** The governance team should choose the method of rating for each goal area whether a numeric scale, progress scale, and/or written comments only. The final superintendent evaluation report usually is completed on the goal area. However, the governance team may elect to rate each indicator and make a summary rating for the final evaluation report. This template provides a rating scale on each Goal area instead of a rating scale for each indicator.

- **Comment Section:** The instrument is designed to capture each board member's comments by goal areas when individual board members complete the evaluation process. For the final official evaluation report to the superintendent, the board, by consensus, may elect to provide an overall comment summary to be included vs. the individual board member comments. {This is a governance team decision.}

IMPORTANT: Regardless, the governance team should define and mutually agree at the beginning of the evaluation period the key components of the evaluation instrument, the process and timelines of conducting the evaluation throughout the school year, and especially, the official final evaluation date and process to be utilized. Throughout the year, the superintendent can report the evidence performance measures, which are identified with each indicator. The board may conduct evaluation updates quarterly, but at least annually, the board is required to conduct the superintendent evaluation on an approved instrument.

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Goal A. Student Achievement

Alignment with strategic plan:
Goal 1: Student Achievement

Description

- Prioritize academic excellence and innovative experiences for all students.
- Continued focus on achievement metrics to include Graduation Rate across all subgroups (including SWD), SAT & ACT Scores, MAP growth data and Georgia Milestones EOC/EOG score.
- Continued focus on 9th grade promotion rate.
- Focus on International Baccalaureate completion of Diploma and Career Related Programmes.
- Increased and specific family communication regarding IBCP program.
- Monitor 3rd grade reading level as an indicator of future success in both a year over year capacity and following a 3rd grade cohort to insure increased reading on level each year.
- Ensure Science of Reading is being implemented with fidelity and consistency across all schools.
- Continued evaluation of all academic programs for ROI (inclusive of the Applerouth program and present innovative ways to increase participation and usage).
- Prioritize academic achievement at Lockheed Elementary School and monitor achievement data to ensure progress is being made.

Performance Measure(s)

1. Prioritize Academic Excellence and Innovative Experiences for all Students

Description

- Focus on improved outcomes of programs/initiatives and student achievement, with particular emphasis on literacy, math and Advanced Studies.

Comments

a. Board Feedback Regarding Goal and Evidence Presented

2. Continued Focus on Achievement Metrics

Description

- Inclusive of Graduation Rate across all subgroups, (including SWD), SAT & ACT scores,

Performance Measure(s)
MAP growth data and Georgia Milestones EOC/EOG scores.

Comments

a. Board Feedback Regarding Goal and Evidence Presented

3. Ninth Grade Promotion Rate

Description

- Continue to focus on Ninth Grade Promotion Rate as an indictor of future Graduation Rates

Comments

a. Board Feedback Regarding Goal and Evidence Presented

4. International Baccalaureate - Completion of Diploma Programme and Completion of Career-Related Programme

Description

- Focus on continuing to increase not only enrollment in both programs but actual completion of the programs.
- Target increased and specific family communications regarding the IBCP programs to help increase enrollment and completion.

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Performance Measure(s)

Comments

a. Board Feedback Regarding Goal and Evidence Presented

5. Monitor Third Grade Reading Level as an Indicator of Future Success

Description

- Monitor third grade reading level as an indicator of future success in both a year over year capacity and following a third grade cohort to ensure increased reading "on level" each year.

Comments

a. Board Feedback Regarding Goal and Evidence Presented

6. Success of Science of Reading Program

Description

- Ensure Science of Reading is being implemented with fidelity and consistency across all schools.
- Evaluate the ROI of the program in regards to continued support.

Comments

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Performance Measure(s)
a. Board Feedback Regarding Goal and Evidence Presented

7. Continuous Evaluation of all Academic Programs for ROI

Description

- Continue to evaluate academic programs and present the Board of Education with ROI to determine success and ongoing usage (inclusive of the Applerouth Program)
- Present innovative ways to increase participation and usage of the Applerouth Program.

Comments

a. Board Feedback Regarding Goal and Evidence Presented

8. Prioritize Success of Lockheed Elementary School

Description

- Prioritze academic achievement at Lockheed Elementary School.
- Monitor achievement data to ensure the school is moving in a progressing direction.
- Ensure staff satisfaction is a priority and ratings reflecting this are increasing.

Comments

a. Board Feedback Regarding Goal and Evidence Presented

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Rating

- ○ Exemplary
- ○ Above Expectations
- ○ Meets Expectations
- ○ Below Expectations
- ○ Unsatisfactory

Comments

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Goal B. Fiscal Management

Alignment with strategic plan:
Goal 4: Fiscal Responsibility

Description

- Efficient and effective management of local, state and federal taxpayer funds towards meeting school district goals
- Garnering outside grant funding to offer innovative programs
- Focusing the vast majority of remaining COVID funds on direct student academic instruction and impact

Performance Measure(s)
1. Efficient and Effective Management of Local, State and Federal Taxpayer Funds
Description • Continue to ensure the Board of Education is utilizing tax payer dollars effectively and those dollars are being used to meet school district goals
Comments
a. Board Feedback Regarding Goal and Evidence Presented
2. Garnering Outside Grant Funding to Offer Innovative Programs
Description • Provide evidence of continuing outside grant funding for innovative programs and the effectiveness of these programs.
Comments
a. Board Feedback Regarding Goal and Evidence Presented

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Performance Measure(s)
3. Management of Federal COVID-19 Funding

Description

- Ensure the vast majority of remaining COVID funds are spent on direct student academic instruction and impact.

Comments

a. Board Feedback Regarding Goal and Evidence Presented

Rating

- ○ Exemplary
- ○ Above Expectations
- ○ Meets Expectations
- ○ Below Expectations
- ○ Unsatisfactory

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Alignment with strategic plan:
Goal 3: Community Collaboration

Goal C. Community Engagement, Collaboration and Recognition

Description

- Continue to be engaged in the community via service as a panelist, keynote speaker and board member as necessary to foster partnerships.
- Continue to promote the district through media coverage highlighting successes.
- Provide evidence of new programs/recognitions to highlight the academic and extra-curricular achievements of students within the district.

Performance Measure(s)

1. Engagement with Philanthropic, Private and Other Partners to Support Innovation and Funding

Description

- Continue to be engaged in the community via service as a panelist, keynote speaker and board member as necessary to foster partnerships.
- Continue to promote the district through media coverage highlighting successes.

Comments

a. Board Feedback Regarding Goal and Evidence Presented

2. Academic and Extra Curricular Recognition

Description

- Provide evidence of new programs to highlight the academic and extra-curricular achievements of students within the district.

Comments

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Performance Measure(s)
a. Board Feedback Regarding Goal and Evidence Presented

Rating

- ○ Exemplary
- ○ Above Expectations
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Alignment with strategic plan:
Goal 2: Human Resources

Goal D. Human Resources and Leadership Development

Description

- Hire and retain qualified candidates for high-profile position vacancies.
- Continue to work on improving staff survey feedback instruments.
- Provide leadership growth and development plans for employees at all levels.
- Develop and use, with fidelity, a formal documentation procedure for underperforming employees.
- Leadership to continue to prioritize school safety and security..

Performance Measure(s)
1. Hire and Retain Qualified Candidates for High Profile Position Vacancies.
Description • Have these and other high profile vacancies filled prior to the start of the 2023-2024 academic school year. i.e. MHS Principal, HR Director, CCA CEO, MSGA
Comments
a. Board Feedback Regarding Goal and Evidence
2. Provide Leadership Growth, Development Plans and Appropriate Training for Employees at all Levels
Description • Provide evidence of an increase in current MCS employees moving to the next level in leadership development. • Formal development plans should be provided to identify leadership talent objectively (i.e. based on test scores, performance review staff satisfaction, etc.). • Development plans should be provided to all staff and instituted with fidelity across the district. • Evidence of appropriate support/training for instructional staff pertaining to programs (Advanced Studies, SOR, etc.) with additional evidence of higher quality outcomes/accomplishments due to said support/training.

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Performance Measure(s)

Comments

a. Board Feedback Regarding Goal and Evidence Presented

3. Formal Documentation Procedure for Underperforming and Insubordinate Employees

Description

- A formal documentation procedure should be utilized for underperforming and insubordinate employees and appropriate performance plans followed. This procedure needs to be followed with fidelity across the district.

Comments

a. Board Feedback Regarding Goal and Evidence Presented

4. Leadership Continuing to Prioritize Student and Staff Safety

Description

- Provide evidence of continuous improvement and attention to prioritizing student and staff safety.

Comments

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Performance Measure(s)
a. Board Feedback Regarding Goal and Evidence
5. Improvement of Staff Survey Feedback Instruments and Utilization of Feedback for Change **Description** • Utilized improved methods of obtaining staff feedback to make quick adjustments in order to continue to improve climate and culture in buildings. • Provide periodic reports to Board of Education on staff satisfaction for evaluation. **Comments**
a. Board Feedback Regarding Goal and Evidence Presented

Rating

- ○ Exemplary
- ○ Above Expectations
- ○ Meets Expectations
- ○ Below Expectations
- ○ Unsatisfactory

Comments

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Goal E. Capital Improvements

Alignment with strategic plan:
Goal 4: Fiscal Responsibility

Description

- Appropriate monitoring of capital needs and building maintenance
- Alignment with state and local policies and reimbursement procedures
- Input from local stakeholders

Performance Measure(s)
1. Appropriate Monitoring of Capital Needs and Building Maintenance
Description • Continue to monitor and budget for capital needs as necessary. • Provide the Board of Education with necessary updates to projects in process and completing timeframes. **Comments**
a. Board Feedback Regarding Goal and Evidence Presented
2. Alignment with State and Local Policies and Reimbursement Procedures
Description • Continue to adhere to policies for reimbursement in a timely manner and as needed. **Comments**
a. Board Feedback Regarding Goal and Evidence Presented
3. Input from Local Stakeholders

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Performance Measure(s)

Description

- Continue to engage in business and community stakeholders as they relate to improvements at our schools.

Comments

a. Board Feedback Regarding Goal and Evidence Presented

Rating

- ○ Exemplary
- ○ Above Expectations
- ○ Meets Expectations
- ○ Below Expectations
- ○ Unsatisfactory

Comments

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Goal F. Fine Arts Related Programs

Alignment with strategic plan:
Goal 3: Community Collaboration

Description

- Evidence of continued support, growth and access in all fine arts areas

Performance Measure(s)
1. Evidence of Continued Support, Growth and Access in all Fine Arts Areas

Description

- Evidence of continued student exposure across all grades and schools with consistent program growth and development.
- Ensure quality instruction and student performance that is not compromised due to growth of programs.

Comments

a. Board Feedback Regarding Goal and Evidence Presented

Rating

- ○ Exemplary
- ○ Above Expectations
- ○ Meets Expectations
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Comments

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Goal G. College and Career Academy

Alignment with strategic plan:
Goal 1: Student Achievement

Description

- Improve and grow program development, student participation and private sector partnerships to provide a direct connection to jobs upon high school graduation
- Review and study best practices for successful integration of Option B into College and Career Academy

Performance Measure(s)
1. Renewed Focus on Business Partnerships to Provide Strong School to Work Pipeline
Description • Improve and grow program development, student participation and private sector partnerships to provide a direct connection to jobs upon high school graduation.
Comments
a. Board Feedback Regarding Goal and Evidence Presented
2. Review and Study Best Practices for Successful Integration of Option B into CCA
Description • Expand Option B enrollment amongst students and investigate a new name for this program. Specifically address the 48% of students who are not going to a four year post secondary institution.
Comments
a. Board Feedback Regarding Goal and Evidence Presented

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Performance Measure(s)

3. Renewed Focus on Student and Parent Engagement and Knowledge of Career Pathways

Description

- A proactive communication plan needs to be developed to provide students and parents with knowledge about what career pathways are available and what they are about. In addition, communication regarding how fruitful these careers can be needs to be disseminated to parents to help get rid of the stigma and perception that these are not quality careers.

Comments

a. Board Feedback Regarding Goal and Evidence Presented

4. Hire CCA CEO and Realign Structure to Enhance Programming

Description

- In addition to hiring and retaining a qualified CEO for the CCA, work to realign the responsibilities of those working in the CCA to meet a new structure that enhances the programs for students and allows the CEO to focus on relationship building with community and business partners.

Comments

a. Board Feedback Regarding Goal and Evidence Presented

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Board Chair	Superintendent