

MCS District Leader Annual Goals Form and Evaluation for Dr. Grant Rivera 2023-2024

11/15/2023 - 11/12/2024

Marietta City Schools

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

- The Board would like to see an improvement of our on-level students from grades 6-12. The quality of instruction should be improved to ensure successful outcomes for students. ELL and economically disadvantaged students seem to be struggling and should be a focus. Strategies on how to support and propel these students to the next level should be instituted.
- The Board would like the district to investigate the possibility of K-12 writing programs to be instituted and the associated cost.
- The Board would like to see an in-depth analysis of the IBDP program across the district. This analysis should include but is not limited to: ROI of the program overall (cost at a program level and cost per student), feedback from recent graduates and parents as to the benefits or lack thereof of taking a full IB caseload, effects of ASL as an IB language on current world language enrollment at MHS, impacts of IB class scheduling on other classes (i.e. Band enrollment, AP classes, etc.), reasons for decrease in enrollment in IBDP, ability to find qualified teachers, etc.
- The Board would like to see a plan developed and instituted for those students at MSGA, MMS and MHS who did not get the benefit of SOR yet still need remedial reading support. Part of this plan should prioritize quality assessment tools that have been utilized at the elementary school level to determine what specific reading skills are lacking and can be remediated. The Board would like to see increased literacy proficiency at the 6-12 level.
- The Board would like to continue to prioritize academic achievement at Lockheed Elementary School. There should be continuous monitoring of achievement data and staff satisfaction surveys to ensure the school is moving in a positive direction.

Performance Measure(s)

1. Prioritize Improvement of Our On-Level Students in Grades 6-12

Description

- The Board would like to see an improvement of our on-level students in grades 6-12. The quality of instruction should be improved to ensure successful outcomes for students. ELL and economically disadvantaged students seem to be struggling and should be a focus.

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Performance Measure(s)

Strategies on how to support and propel these students to the next level should be instituted.

Comments

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2. Institute a K-12 Writing Program

Description

- The Board would like the district to investigate the possibility of K-12 writing programs to be instituted and the associated cost.

Comments

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3. In-Depth Analysis of the IBDP Program

Description

- The Board would like to see an in-depth analysis of the IBDP program across the district. This analysis should include but is not limited to: ROI of the program overall (cost at a program level and cost per student), feedback from recent graduates and parents as to the benefits or lack thereof of taking a full IB caseload, effects of ASL as an IB language on current world language enrollment at MHS, impacts of IB class scheduling on other classes (i.e. Band enrollment, AP classes, etc.), reasons for decrease in enrollment in IBDP, ability to find qualified teachers, etc.

Comments

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Performance Measure(s)

4. Targeted Supports Instituted for 6-12 Students Pertaining to SOR

Description

- The Board would like to see a plan developed and instituted for those students at MSGA, MMS and MHS who did not get the benefit of SOR yet still need remedial reading support.
- Part of this plan should prioritize quality assessment tools that have been utilized at the elementary school level to determine what specific reading skills are lacking and can be remediated.
- The Board would like to see increased literacy proficiency at the 6-12 level.

Comments

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5. Prioritize Success of Lockheed Elementary School

Description

- Prioritize 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

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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

- The Board would like to see a more inclusive and transparent budget development process presented for a clearer understanding of each step and how decisions may affect the overall budget.
- The Board would like to see scenarios presented for future budgets to be prepared for various economic conditions. i.e. best case, middle of the road and worst-case scenarios with the economy.

Performance Measure(s)

1. Development of an Inclusive and Transparent Budget Process

Description

- The Board would like to see a more inclusive and transparent budget development process presented for a clearer understanding of each step and how decisions may affect the overall budget.

Comments

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2. Development of Various Budgeting Scenarios

Description

- The Board would like to see scenarios presented for future budgets to be prepared for various economic conditions. i.e. best case, middle of the road and worst-case scenarios with the economy.

Comments

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Rating

- ☐ Exemplary
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Comments

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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.

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

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Rating

- ☐ Exemplary
- ☐ Above Expectations
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Comments

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Alignment with strategic plan:
Goal 2: Human Resources

Goal D. Human Resources and Leadership Development

Description

- The Board would like to see a plan for ongoing monitoring and feedback presentation for those high-profile hires so they may continue to develop and excel. (MHS Principal, MSGA Principal, CEO of CCA, Human Resources Director) Quarterly report outs to the Board are expected outlining the development and support process for these employees.
- The Board would like to see a competency model for employee performance and development utilized to eliminate bias and preference. This could translate to a quarterly report of all employees, including administrators, faculty and support staff across district who are on performance plans at each school and central office, inclusive of the steps being taken to address performance issues. Leadership will improve performance management and coaching skills so that performance issues are addressed in a timely manner with clear communication and in line with the best practices in human resources. Evidence needs to be included to show that review and discipline procedures are being executed with fidelity across all schools and without bias and preference.
- The Board would like to continue to see survey results as they are gathered from the Workplace Experience Summary Reports or other equivalent survey. The expectation is that the results will be used to drill down to those points that need further investigation and adjustments are made within each building as necessary so that ROI can be assessed. In addition, incentive-based programs (i.e. Innovations and Inspirations Initiative program) should be reviewed periodically to assess ROI.
- The Board would like to investigate the feasibility of utilizing a contract caveat for the district requesting guaranteed years of service if the district has paid for additional credentials and endorsements for an employee.
- The Board would like to be apprised of any Administrative Orders or Bulletins that are communicated to district staff or employees.

Performance Measure(s)

1. Retain and Develop High Profile Position Hires

Description

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Performance Measure(s)

- The Board would like to see a plan for ongoing monitoring and feedback presentation for those high-profile hires so they may continue to develop and excel. (MHS Principal, MSGA Principal, CEO of CCA, Human Resources Director) Quarterly report outs to the Board are expected outlining the development and support process for these employees.

Comments

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2. Development and Implementation of a Competency Model for all Employees

Description

- The Board would like to see a competency model for employee performance and development utilized to eliminate bias and preference. This could translate to a quarterly report of all employees, including administrators, faculty and support staff across district who are on performance plans at each school and central office, including the steps being taken to address performance issues.
- The Board would like to see leadership improve performance management and coaching skills so that performance issues are addressed in a timely manner with clear communication and in line with the best practices in human resources. Evidence needs to be included to show that review and discipline procedures are being executed with fidelity across all schools and without bias and preference.

Comments

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3. Continued Utilization of Employee Survey and Incentive Program Results to Drive Effective Change

Description

- The Board would like to continue to see survey results as they are gathered from the Workplace Experience Summary Reports or other equivalent survey. The expectation is that the results will be used to drill down to those points that need further investigation and adjustments are made within each building as necessary so that ROI can be assessed. In addition, incentive-based programs (i.e. Innovations and Inspirations Initiative program) should be reviewed periodically to assess ROI.

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Performance Measure(s)	
Comments 	
4. Retention Tool for Employee Development	
Description The Board would like to investigate the feasibility of utilizing a contract caveat for the district requesting guaranteed years of service if the district has paid for additional credentials and endorsements for an employee.	
Comments 	
5. Board Communication	
Description The Board would like to be apprised of any Administrative Orders or Bulletins that are communicated to district staff or employees.	
Comments 	

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Performance Measure(s)

Rating

- ☐ Exemplary
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- ☐ Meets Expectations
- ☐ Below Expectations
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Comments

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Goal E. Capital Improvements

Alignment with strategic plan:
Goal 4: Fiscal Responsibility

Description

- The Board would like to see a detailed plan of action for Marietta Middle School inclusive of all viable options for a new build, renovations, possible land acquisitions and all associated costs and legal implications, so the best decision can be made for the course of action.
- The Board would like to see a plan for communication and a feedback solicitation campaign to all stakeholders once an option for Marietta Middle School has been determined.

Performance Measure(s)

1. Comprehensive Plan for Marietta Middle School

Description

- The Board would like to see a detailed plan of action for Marietta Middle School inclusive of all viable options for a new build, renovations, possible land acquisitions and all associated costs and legal implications, so the best decision can be made for the course of action.
- The Board would like to see a plan for communication and a feedback solicitation campaign to all stakeholders once an option for Marietta Middle School has been determined.

Comments

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Rating

- ☐ Exemplary
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Comments

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Goal F. Fine Arts Related Programs

Alignment with strategic plan:
Goal 3: Community Collaboration

Description

- The Board would like to have the Band program at the high school analyzed to determine what is keeping many eighth graders from continuing in the program in high school. This should be inclusive of scheduling investigations for conflicts with classes, lack of interest in rising high schoolers, communication regarding recruitment for the program and perceptions of the program.
- The Board would like to see all programs appeal to students to ensure quality, innovation, rigor and participation.
- The Board would like to see a plan to manage MPAC better so all schools have the opportunity to utilize it as a priority if they want to do so prior to outside organizations.

Performance Measure(s)

1. Analysis and Recommendations as to Improvements for Band

Program Description

- The Board would like to have the Band program at the high school analyzed to determine what is keeping many eighth graders from continuing in the program in high school. This should be inclusive of scheduling investigations for conflicts with classes, lack of interest in rising high schoolers, communication regarding recruitment for the program and perceptions of the program.

Comments

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2. Ensure Quality, Innovation, Rigor and Participation in all Areas of Fine Arts

Programs Description

- The Board would like to see all programs appeal to students to ensure quality, innovation, rigor and participation.

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Performance Measure(s)	
Comments 	
3. MPAC Management	
Description The Board would like to see a plan to manage MPAC better so all schools have the opportunity to utilize it as a priority if they want to do so prior to outside organizations.	
Comments 	

Rating

- ☐ Exemplary
- ☐ Above Expectations
- ☐ Meets Expectations
- ☐ Below Expectations
- ☐ Unsatisfactory

Comments

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Goal G. College and Career Academy Development

Alignment with strategic plan:
Goal 1: Student Achievement

Description

- The Board would like to see a comprehensive plan developed inclusive of but not limited to the following items:
 - Development of business partnerships that will train students in specific career paths.
 - Focus on 3-5 extremely successful pipelines that lead students directly from MHS to well-paying careers. Less is more.
 - Increase the number of Chattahoochee Tech courses being taught at MHS
 - Develop a plan for successful introduction and enrollment of Accelerated Career Diplomas and a specific outreach plan for the 48% of students who are not planning to attend a 4-year college.
 - A comprehensive training program for counselors to become well-versed in CCA offerings as well as the benefits of Dual Enrollment and Accelerated Career Diploma programs. This should be presented to the Board as soon as possible in the event that budgetary support needs to be included in the next fiscal cycle.

Performance Measure(s)

1. Development and Implementation of a Comprehensive Development Plan for the CCA

Description

- The Board would like to see a comprehensive plan developed inclusive of but not limited to the following items:
 - Development of business partnerships that will train students in specific career paths.
 - Focus on 3-5 extremely successful pipelines that lead students directly from MHS to well-paying careers. Less is more.
 - Increase the number of Chattahoochee Tech courses being taught at MHS
 - Develop a plan for successful introduction and enrollment of Accelerated Career Diplomas and a specific outreach plan for the 48% of students who are not planning to attend a 4-year college.
 - A comprehensive training program for counselors to become well-versed in CCA offerings as well as the benefits of Dual Enrollment and Accelerated Career Diploma programs. This should be presented to the Board as soon as possible in the event that budgetary support needs to be included in the next fiscal cycle.

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Performance Measure(s)
Comments

Rating

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- ☐ Above Expectations
- ☐ Meets Expectations
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- ☐ Unsatisfactory

Comments

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Goal H. Athletics

Alignment with strategic plan:
Goal 1: Student Achievement

Description

- Assessment of all sports programs across the district for success, including middle school sports with clarification as to which are official vs. club sports.
- Timely, consistent and comprehensive communication across all levels of athletics with specific details regarding practice and game schedule information presented on a uniform platform.
- Evidence of better collaboration amongst coaches when addressing the handling of multi-sports athletes when overlapping occurs.

Performance Measure(s)

1. Assessment of All Sports Programs Across the District for Success Including Middle School Sports

Description

- The Board would like to know which sports are consistently successful and should be grown versus those with low participation.
- The Board would like to see a determination as to which sports are official district sports versus club sports and a communication piece developed detailing the difference.

Comments

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2. Improved Communications Regarding Sports

Description

- The Board would like to see timely, consistent and comprehensive communication across all levels of athletics with specific details regarding practice and game schedule information presented on a uniform platform.

Comments

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Performance Measure(s)

3. Handling of Multi-Sport Athletes

Description

- The Board would like evidence of better collaboration amongst coaches when addressing the handling of multi-sports athletes when overlapping occurs.

Comments

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Rating

- ☐ Exemplary
- ☐ Above Expectations
- ☐ Meets Expectations
- ☐ Below Expectations
- ☐ Unsatisfactory

Comments

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Alignment with strategic plan:
Goal 3: Community Collaboration

Goal I. Safety and Security of People and Buildings

Description

- Continuance of semi-annual reports from MPD in regard to safety protocols at our schools and potential suggestions for improvements.

Performance Measure(s)

1. Safety Report Outs

Description

- The Board would like to see the continuance of semi-annual reports from MPD in regard to safety protocols at our schools and potential suggestions for improvements.

Comments

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Rating

- ☐ Exemplary
- ☐ Above Expectations
- ☐ Meets Expectations
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- ☐ Unsatisfactory

Comments

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Marietta City Schools

Board Chair

Superintendent