

Official
GEORGIA
SUPERINTENDENT
EVALUATION
INSTRUMENT

July 1, 2016-June 30, 2017
FY 2017

Georgia Department of Education

GEORGIA SUPERINTENDENT EVALUATION PROJECT

Table of Contents

OVERVIEW

Statement of Purpose----- 1
Mandate----- 1

PROCESS

Implementation of Procedures----- 2

INSTRUMENT

Superintendent Evaluation Instrument ----- 3
Superintendent Annual Evaluation Summary----- 9
Strengths and Deficiencies----- 11

PROFESSIONAL DEVELOPMENT PLAN

Professional Development Plan ----- 12

APPENDIX

A. Sample Job Description for Superintendent ----- 13
B. Suggested Steps for Annual Superintendent Evaluation----- 15

STATEMENT OF PURPOSE

Evaluation of the superintendent of schools is an important responsibility of the board of education. The purpose of the evaluation shall be to assist the superintendent in improving job performance, to provide ways by which needs for improvement can be met, to clarify the board's expectations of the superintendent, and to improve communication between the board and the superintendent.

MANDATE

"All personnel employed by local units of administration, including elected and appointed school superintendents, shall have their performance evaluated annually by appropriately trained evaluators. All such performance evaluation records shall be part of the personnel evaluation file and shall be confidential. In the case of local school superintendents, such evaluation shall be performed by the local board of education. Certificated professional personnel who have deficiencies and other needs shall have professional development plans designated to mitigate such deficiencies and other needs as may have been identified during the evaluation process. Progress relative to completing the annual professional development plan shall be assessed during the annual evaluation process (O.C.G.A. 20-2-210)."

In order to carry out the mandate these conditions should be met:

- Evaluation should be continuous and should have the commitment of trained boards of education to be accomplished effectively.
- The evaluation results should be used by the board and superintendent as they cooperatively set goals for the superintendent. The results should also be used as a basis for planning a program of professional development. Progress toward these goals should be evaluated during the ensuing year.

When these conditions are met and the Implementation Procedures are followed the evaluation process will provide:

- An annual written assessment of the current status of the superintendent's performance.
- Documentation of the superintendent's performance over time.
- Increased accountability as a result of objective evaluation.

IMPLEMENTATION PROCEDURES

1. Individual board members receive training from Georgia School Boards Association (GSBA) on the use of the Superintendent Evaluation Instrument prior to evaluating the superintendent. (Initial if you have received the training _____).
2. The school board adopts a job description for the superintendent. (A sample is provided in Appendix A.)
3. The school board and superintendent should discuss the instrument and determine expectations and required documentation. Additional tasks to the annual review of the superintendent's performance may be added if desired.
4. The school board, with input from the superintendent, develops steps for evaluation. (A sample is provided in Appendix B.)
5. The board members independently evaluate the superintendent using the Superintendent Evaluation Instrument by giving a score of 1, 2, 3, 4, or 5 on each dimension.
6. In executive session, by majority vote, trained board members will determine a score of 1, 2, 3, 4 or 5 on each dimension.
7. Once dimensions are scored, board members by majority vote, will determine a score of "Satisfactory" or "Needs Improvement" on each task.
8. A superintendent will receive a "Satisfactory" annual evaluation rating and be eligible for state salary increment if at least five of six tasks are rated satisfactory. If a superintendent receives an "Unsatisfactory" annual evaluation rating, the board must provide written justification or explanation on the summary form for strengths and improvements as shown on page 11 of the GSEI.
9. The Annual Evaluation Summary Report - is given to the superintendent in writing and discussed with the superintendent in executive session. The evaluation is dated and signed by the board chair and the superintendent. The evaluation becomes part of the superintendent's personnel file and is confidential.
10. The superintendent may respond in writing to the evaluation within 10 working days of receiving results of the evaluation. The superintendent's response is attached to the evaluation.
11. The school board, with input from the superintendent, shall design a Professional Development Plan (PDP) that addresses any deficiencies and other needs. A PDP must be developed to address any task scored as "Needs Improvement." Progress toward meeting the objectives of the PDP shall be assessed during the subsequent annual evaluation process.

TASK 1: PERFORMS AS EDUCATIONAL LEADER OF THE SCHOOLS.

DIMENSIONS	RATING					COMMENTS
1.1 Supervises and evaluates assistants.	1	2	3	4	5	<p>Superintendent Reese is an exceptional leader of Catoosa County Schools. She meets regularly with Principals, Administrators, and other staff to review programs goals and to conduct periodic evaluations as appropriate.</p> <p>She does an excellent job communicating with the Board on all areas she feels are at the level of need to know/interest to the Board.</p> <p>She continuously communicates the beliefs/vision/mission not only to school personnel, but to the community by including these items in district connections, board bulletins, on the district website and in faculty presentations</p> <p>Her participation in professional development programs and attendance at various conferences, and workshops provide ways of enhancing knowledge and skills.</p> <p>Superintendent Reese utilizes many forms of technology such SchoolCast text message service for both parents and school system. Twitter, Facebook, email, as well as other technology are also widely utilized.</p> <p><i>Rating Scale</i> 1 <i>Unsatisfactory</i> 2 <i>Needs Improvement</i> 3 <i>Satisfactory</i> 4 <i>Good</i> 5 <i>Excellent</i></p>
1.2 Oversees planning and evaluation of curriculum and instruction.	1	2	3	4	5	
1.3 Collaborates with the Board in the preparation of long and short term operational and instructional goals utilizing technology.	1	2	3	4	5	
1.4 Communicates board beliefs/vision/mission to school personnel.	1	2	3	4	5	
1.5 Participates in professional activities to enhance knowledge and skills.	1	2	3	4	5	
1.6 Utilizes appropriate technology in the execution of his/her duties for maximum efficiency and effectiveness.	1	2	3	4	5	

TASK 2: SERVES AS CHIEF EXECUTIVE OFFICER OF THE SCHOOL BOARD.

DIMENSIONS	RATING					COMMENTS
2.1 Implements and explains policies and actions of the school board.	1	2	3	4	ES	Superintendent Reese understands the importance of keeping policies and procedures up-to-date.
2.2 Reports to the school board about the status of programs.	1	2	3	4	ES	She informs the BOE of any upcoming legislation that could impact the school system. She researches and recommends viable solutions and/or alternatives when needed.
2.3 Recommends actions and alternatives to the board.	1	2	3	4	ES	Additionally, she maintains great relationships with our State and Local officials and engages legal counsel if/when needed.
2.4 Acts as liaison between the school board and school personnel.	1	2	3	4	ES	Updates on various school programs and initiatives are presented at monthly BOE meetings.
2.5 Informs the board about rules and regulations of the Georgia Board of Education and state and federal laws.	1	2	3	4	ES	Superintendent Reese does an excellent job keeping the Board informed about trends and developments in education.
2.6 Informs the board about current trends and developments in education.	1	2	3	4	ES	<p><i>Rating Scale</i> 1 <i>Unsatisfactory</i> 2 <i>Needs Improvement</i> 3 <i>Satisfactory</i> 4 <i>Good</i> 5 <i>Excellent</i></p>

TASK 3: OVERSEES STAFF PERSONNEL MANAGEMENT.

DIMENSIONS	RATING					COMMENTS
3.1 Ensures administration of personnel policies and programs.	1	2	3	4	5	Superintendent Reese provides the BOE with regular updates for all school personnel who are leaving and being hired.
3.2 Maintains up-to-date job descriptions for all personnel.	1	2	3	4	5	The Leadership Academy program for potential teacher leaders has been very successful and continues to be used when identifying candidates for new positions.
3.3 Has a recruitment plan and organizes recruitment of personnel.	1	2	3	4	5	Uses very wise judgment in making personnel assignments. The LSGT's have had an active role in the interview/selection process for new principals and their input was valuable when making recommendations to the BOE.
3.4 Recommends the assignment of personnel to schools and offices.	1	2	3	4	5	New teacher mentor programs continue and District Intervention plans to provide assistance in Improving student achievement were Implemented.
3.5 Plans and implements personnel evaluation system that identifies the strengths and weaknesses of employees in the district.	1	2	3	4	5	Superintendent Reese actively seeks feedback from key stakeholders in the school system in an effort to identify and evaluate needs/opportunities and quickly implement solutions.
3.6 Collaboratively coordinates the staff development program to address the needs of employees in the district.	1	2	3	4	5	

Rating Scale
 1 *Unsatisfactory*
 2 *Needs Improvement*
 3 *Satisfactory*
 4 *Good*
 5 *Excellent*

TASK 4: OVERSEES OPERATIONAL SERVICES.

DIMENSIONS	RATING					5	COMMENTS
4.1 Prepares long - and short-range plans for facilities and sites.	1	2	3	4	5	5	Superintendent Reese ensures the BOE is updated at each board meeting on operational needs. ESPLOST V project updates are included as well.
4.2 Maintains and implements policies for the use of school property.	1	2	3	4	5	5	Superintendent Reese instills pride in the school system and it's reflected in the staff and facilities. Staff at each school as well as facilities support staff take pride and ownership in each of their areas and are willing to show off. It's fairly common to see staff, including principals, bend down to pick up a piece of discarded paper and place in trash cans.
4.3 Ensures the maintenance of school property.	1	2	3	4	5	5	
4.4 Monitors any construction, renovation, or demolition of school facilities.	1	2	3	4	5	5	
4.5 Oversees and implements policies for safe school facilities.	1	2	3	4	5	5	The Superintendent maintains a close relationship with the Catoosa County Sheriff's department in order to ensure student/faculty/staff safety and, based upon the Superintendent's recommendation, ESPLOST V has a major, innovative student safety component.
4.6 Maintains an inventory of schools, buildings and grounds.	1	2	3	4	5	5	
4.7 Monitors the pupil transportation system.	1	2	3	4	5	5	
4.8 Monitors the food service programs.	1	2	3	4	5	5	
4.9 Develops and monitors the school safety plan.	1	2	3	4	5	5	
4.10 Supervises student support services.	1	2	3	4	5	5	<p><i>New Rating Scale</i></p> <p>1 <i>Unsatisfactory</i></p> <p>2 <i>Needs Improvement</i></p> <p>3 <i>Satisfactory</i></p> <p>4 <i>Good</i></p> <p>5 <i>Excellent</i></p>

TASK 5: OVERSEES FINANCIAL MANAGEMENT.

DIMENSIONS	RATING					COMMENTS
5.1 Reports to the school board on the financial condition of the school district and of schools.	1	2	3	4	5	Superintendent Reese ensures detailed up-to-date financial reports and ESPLOST expenditure/bond updates are presented at each BOE meeting
5.2 Implements a comprehensive budget preparation process that includes input from various stakeholders.	1	2	3	4	5	The Superintendent and staff have ensured that the school system finances have been extremely well managed for several years, and, as result, CCPS has received back-to-back awards by the State Department of Audits. This points out that through the Superintendent's leadership we are following all state and federal financial guidelines.
5.3 Ensures that expenditures are within limits approved by the school board.	1	2	3	4	5	
5.4 Monitors compliance with policies and laws.	1	2	3	4	5	
						<p><i>New Rating Scale</i> 1 <i>Unsatisfactory</i> 2 <i>Needs Improvement</i> 3 <i>Satisfactory</i> 4 <i>Good</i> 5 <i>Excellent</i></p>

TASK 6: DIRECTS COMMUNITY RELATIONS ACTIVITIES.

DIMENSIONS	RATING					COMMENTS
6.1 Involves the community in planning and problem-solving for the schools.	1	2	3	4	5	Superintendent Reese is the face of Catoosa County Schools and a well-respected individual in Catoosa County.
6.2 Articulates educational programs and budgetary needs to the community.	1	2	3	4	5	She does an excellent job involving the community and keeping them informed of major issues and decisions made for our students and the school system.
6.3 Establishes and maintains proper relationships with the news media.	1	2	3	4	5	The Superintendent actively participates in various civic organizations either by attending meetings and/or sitting on their board. She holds community meetings for input/information as necessary and hosts a segment on a local TV channel.
6.4 Participates in community activities.	1	2	3	4	5	<p><i>New Rating Scale</i> <i>1 Unsatisfactory</i> <i>2 Needs Improvement</i> <i>3 Satisfactory</i> <i>4 Good</i> <i>5 Excellent</i></p>

SUPERINTENDENT ANNUAL EVALUATION SUMMARY

This is the composite Summary Evaluation by the board of education of the ratings for the dimensions and tasks from the Superintendent Evaluation Instrument.

*Consensus Rating
for Dimension*

*Satisfactory/Needs
Improvement for Tasks as
Determined by Majority Vote*

Task 1: PERFORMS AS EDUCATIONAL LEADER OF THE SCHOOLS

Dimensions

- 1.1 Supervises and evaluates assistants.
- 1.2 Oversees planning and evaluation of curriculum and instruction.
- 1.3 Collaborates with the Board in the preparation of long and short term operational and instructional goals utilizing technology.
- 1.4 Communicates board beliefs/vision/mission to school personnel.
- 1.5 Participates in professional activities to enhance knowledge and skills.
- 1.6 Utilizes appropriate technology in the execution of his/her duties for maximum efficiency and effectiveness.

1.1 5
1.2 5
1.3 5
1.4 5
1.5 5
1.6 5

TASK 1 5

TASK 2: SERVES AS CHIEF EXECUTIVE OFFICER OF THE SCHOOL BOARD

Dimensions

- 2.1 Implements and explains policies of the school board.
- 2.2 Reports to the school board about the status of programs.
- 2.3 Recommends actions and alternatives to the board.
- 2.4 Acts as liaison between the school board and school personnel.
- 2.5 Informs the board about rules and regulations of the Georgia Board of Education and state and federal laws.
- 2.6 Informs the board about current trends and developments in education.

2.1 5
2.2 5
2.3 5
2.4 5
2.5 5
2.6 5

TASK 2 5

TASK 3: OVERSEES STAFF PERSONNEL MANAGEMENT

Dimensions

- 3.1 Ensures administration of personnel policies and programs.
- 3.2 Maintains up-to-date job descriptions for all personnel.
- 3.3 Has a recruitment plan and organizes recruitment of personnel.
- 3.4 Recommends the assignment of personnel to schools and offices.

3.1 5
3.2 5
3.3 5
3.4 5

TASK 3 5

Consensus Rating

*Satisfactory/Needs for Dimension
Improvement for Tasks as
determined by Majority Vote*

- 3.5 Plans and implements personnel evaluation system that identifies the strengths and weaknesses of employees in the system.
- 3.6 Collaboratively coordinates the staff development program to address the needs of employees in the district

3.5 5

3.6 5

Task 4: OVERSEES OPERATIONAL SERVICES

Dimensions

- 4.1 Prepares long-range and short-range plans for facilities and sites.
- 4.2 Maintains and implements policies for the use of school property.
- 4.3 Ensures the maintenance of school property.
- 4.4 Monitors any construction, renovation, or demolition of school facilities.
- 4.5 Oversees and implements policies for safe school facilities.
- 4.6 Maintains an inventory of schools, building and grounds.
- 4.7 Monitors the pupil transportation system.
- 4.8 Monitors the food service programs.
- 4.9 Develops and monitors the school safety plan.
- 4.10 Supervises student support services.

4.1 5

4.2 5

4.3 5

4.4 5

4.5 5

4.6 5

4.7 5

4.8 5

4.9 5

4.10 5

TASK 4 5

TASK 5: OVERSEES FINANCIAL MANAGEMENT

Dimensions

- 5.1 Reports to the school board on the financial condition of the school system.
- 5.2 Implements a comprehensive budget preparation process that includes input from various stakeholders.
- 5.3 Ensures that expenditures are within limits approved by the school board.
- 5.4 Monitors compliance with policies and laws.

5.1 5

5.2 5

5.3 5

5.4 5

TASK 5 5

TASK 6: DIRECTS COMMUNITY RELATIONS ACTIVITIES

Dimensions

- 6.1 Involves the community in planning and problem solving for the schools.
- 6.2 Articulates educational programs and needs to the community.
- 6.3 Establishes and maintains proper relationships with the news media.
- 6.4 Participates in community activities.

6.1 5

6.2 5

6.3 5

6.4 5

TASK 6 5

STRENGTHS AND IMPROVEMENTS

Strengths

CCPS as well as the community at large are lucky to have such an outstanding and award-winning superintendent.

Superintendent Reese is committed to making decisions based on what is best for our students. She is transparent in making important decisions and actively involves the community in the decision-making process.

Her communication skills and deep-seated desire to communicate effectively set her apart in leadership skills and make her the face of CCPS as well as making the school system a recognized major asset for Catoosa County.

Area(s) for Improvement

This evaluation has been given in writing to the superintendent and has been discussed in executive session by the board/board chair and the superintendent on August 28, 2017.

Based on this evaluation instrument the superintendent has received an overall rating of:

Please circle one:

Satisfactory

Unsatisfactory

Don L. Dykes
Board Chair Signature

Date 08/28/2017

Debra D. Reese
Superintendent Signature

Date 8/28/17

PROFESSIONAL DEVELOPMENT PLAN

For Time Period from _____ to _____

<i>IMPROVEMENTS</i> (GOALS)	ACTIVITIES	TIMELINE	EVALUATION METHOD	RATING
			<p><i>New Rating Scale</i> 1 <i>Unsatisfactory</i> 2 <i>Needs Improvement</i> 3 <i>Satisfactory</i> 4 <i>Good</i> 5 <i>Excellent</i></p>	

APPENDIX A

SAMPLE JOB DESCRIPTION FOR SUPERINTENDENT

Task 1: PERFORMS AS EDUCATIONAL LEADER OF THE SCHOOLS

Dimensions

- 1.1 Supervises and evaluates assistants.
- 1.2 Oversees planning and evaluation of curriculum and instruction.
- 1.3 Collaborates with the Board in the preparation of long and short term operational and instructional goals utilizing technology.
- 1.4 Communicates board beliefs/vision/mission to school personnel.
- 1.5 Participates in professional activities to enhance knowledge and skills.
- 1.6 Utilizes appropriate technology in the execution of his/her duties for maximum efficiency and effectiveness.

TASK 2: SERVES AS CHIEF EXECUTIVE OFFICER OF THE SCHOOL BOARD

Dimensions

- 2.1 Implements and explains policies and actions of the school board.
- 2.2 Reports to the school board about the status of programs.
- 2.3 Recommends actions and alternatives to the board.
- 2.4 Acts as liaison between the school board and school personnel.
- 2.5 Informs the board about rules and regulations of the Georgia Board of Education and state and federal laws.
- 2.6 Informs the board about current trends and developments in education.

TASK 3: OVERSEES STAFF PERSONNEL MANAGEMENT

Dimensions

- 3.1 Ensures administration of personnel policies and programs.
- 3.2 Maintains up-to-date job descriptions for all personnel.
- 3.3 Has a recruitment plan and organizes recruitment of personnel.
- 3.4 Recommends the assignment of personnel to schools and offices.
- 3.5 Plans and implements personnel evaluation system that identifies the strengths and weaknesses of employees in the system.
- 3.6 Collaboratively coordinates the staff development program to address the needs of employees of the district.

APPENDIX A (cont.)

Task 4: OVERSEES OPERATIONAL SERVICES

Dimensions

- 4.1 Prepares long-term and short-range plans for facilities and sites.
- 4.2 Maintains and implements policies for the use of school property.
- 4.3 Ensures the maintenance of school property.
- 4.4 Monitors any construction, renovation, or demolition of school facilities.
- 4.5 Oversees and implements policies for safe school facilities.
- 4.6 Maintains an inventory of schools, buildings and grounds.
- 4.7 Monitors the pupil transportation system.
- 4.8 Monitors the food service programs.
- 4.9 Develops and monitors the school safety plan.
- 4.10 Supervises student support services.

TASK 5: OVERSEES FINANCIAL MANAGEMENT

Dimensions

- 5.1 Reports to the school board on the financial condition of the school system.
- 5.2 Implements a comprehensive budget preparation process that includes input from various stakeholders.
- 5.3 Ensures that expenditures are within limits approved by the school board.
- 5.4 Monitors compliance with policies and laws.

TASK 6: DIRECTS COMMUNITY RELATIONS ACTIVITIES

Dimensions

- 6.1 Involves the community in planning and problem solving for the schools.
- 6.2 Articulates educational programs and budgetary needs to the community.
- 6.3 Establishes and maintains proper relationships with the news media.
- 6.4 Participates in community activities.

APPENDIX B

SUGGESTED STEPS FOR ANNUAL SUPERINTENDENT EVALUATION

STEPS

Individual board member receives training on use of Georgia Superintendent Evaluation Instrument prior to evaluating superintendent.

Board develops job description.

Board with superintendent discusses instrument and expectations.

Board with superintendent determines types and forms of documentation to be collected.

Board with superintendent develops timeline.

Board members individually complete the Superintendent Evaluation Instrument.

Board discusses individual evaluations and attempts to reach consensus on all dimensions in executive session.

Board gives written Annual Summative Report to superintendent and discusses it with superintendent in executive session.

Board chair and superintendent date and sign Annual Summative Report.

Board with superintendent designs a Professional Development Plan.

Evaluation Instrument for Superintendent Stretch Goals

FY 2017 (July 2016 - June 2017)

Superintendent Task # 1 (Performance expectation)

The Superintendent will lead Catoosa County Public Schools as a Georgia Charter System.

Indicators – The superintendent will:

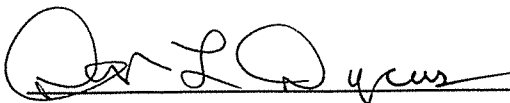
1. Assign individuals to implement innovative strategies in the plan: Catoosa U, Partnership with Post-Secondary Schools, From here to CAREER!, Lets Get CONNECTed!, Technology Focused Professional Learning, Middle School COA, STEM, and Flexible Scheduling
2. Approve and monitor plans to implement programs
3. Report plans and progress to the board
4. Monitor school LSGTs
5. Develop training modules for LSGTs
6. Meet with county-wide LSGT – the ACE Team
7. Report LSGT recommendations to the board

Was the performance requirement met? YES NO

Comments:

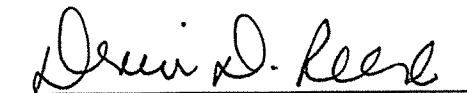
The initial year of CCPS operating as a Charter System was very successful. Each of the innovative strategies was implemented as designed and progress tracked and reported regularly to the Board. Several of these innovative strategies received state and national awards. All steps involved with developing/training LSGTs were achieved and the Teams participated in Governance as specified in the Charter.

Evaluation Date(s) 8-28-17



President, Board of Education

September 6, 2016



Superintendent

Evaluation Instrument for Superintendent Stretch Goals

FY 2017 (July 2016 - June 2017)

Superintendent Task # 2 (Performance expectation)

The Superintendent will oversee ESPLOST V projects, and the system's facility plan to maintain school safety, maintenance, and equitability

Indicators – The superintendent will:

1. Monitor the installation of Sielox and report progress on all safety projects
2. Monitor the implementation of *Let's Get CONNECTed!* technology plan and report progress
3. Monitor the major revitalization project at Graysville Elementary school and report progress
4. Monitor the athletic fields and facilities at Ringgold Middle School and report progress
5. Monitor the bleacher project at LFO and report progress
6. Conduct ESPLOST committee meetings
7. Provide ESPLOST committee meeting minutes to the Board
8. Provide updates on all ESPLOST V projects at Board meetings

Was the performance requirement met? YES NO

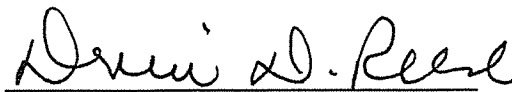
Comments:

FY 2017 was the first year of major implementation of ESPLOST V. Some short term projects such as the LFO bleacher/press box replacement were started and completed, whereas, long term projects such as revitalization of GES were started and will be completed in subsequent years. Progress on each progress was reported regularly to the Board as well as status of ESPLOST income and expenditures.

Evaluation Date(s) 8-28-17



President, Board of Education



Superintendent

Evaluation Instrument for Superintendent Stretch Goals

FY 2017 (July 2016 - June 2017)

Superintendent Task # 3 (Performance expectation)

The Superintendent will prepare the school system for the AdvancED external review

Indicators – The superintendent will lead:

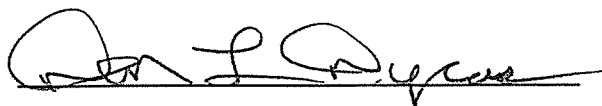
1. Develop a timeline to prepare for the External Review Team visit
2. Develop a schedule to train directors and administrators to prepare for writing the school and system report
3. Assign responsibilities to review accreditation and complete reports
4. Identify a team to serve and assist the external review team on their visit

Was the performance requirement met? YES NO

Comments:

The Superintendent and staff did an excellent job preparing the school system for the AdvancED review. As a result, the AdvancED review team was very complimentary of CCPS. Specifically, the team noted four powerful practices in our system: vision; technology training; building maintenance; and a family community. They were also complimentary school system governance. Bottom-line was the Review Team felt comfortable recommending continuing accreditation of CCPS for another five years.

Evaluation Date(s) 8-28-17



President, Board of Education



Superintendent