

Fort Cherry Superintendent Evaluation

This evaluation tool uses the below assessment measures as a basis for indicating your impression of the superintendent's performance in the areas of Student Growth and Achievement; Organizational Leadership; District Operations and Financial Management; Communication and Community Relations; Human Resource Management; and Professionalism.

Distinguished	<ul style="list-style-type: none">• Performance is clearly outstanding• Performance is superior, far exceeding expectations• Performance is exceptional on a regular or continuous basis – the superintendent far outperforms relative to minimum expectations
Proficient	<ul style="list-style-type: none">• Adequately performs all functions within the role, meeting or occasionally exceeding expectations• Performance is adequate, meeting or occasionally exceeding standards or expectations generally associated with performance
Needs Improvement	<ul style="list-style-type: none">• Periodically fails to meet expectations associated with assigned tasks, targeted goals, or professional competencies• Performance is less than adequate on a periodic or frequent basis – the superintendent may be developing within the position, but needs to improve to be considered proficient
Failing	<ul style="list-style-type: none">• Performance is below acceptable levels• Fails to meet most expectations associated with the role of superintendent – substantial professional improvement is needed before the superintendent can be considered proficient in the role

The superintendent is evaluated on each of six *Objective Performance Standards*. *Objective Performance Standards* should be included in the superintendent's contract, and are the basis for the overall performance rating made available to the public at the completion of the performance review. Below each *Objective Performance Standard* are several customizable *Key Performance Indicators* that may help board members and the Board to assess overall performance in each *Standard*. Boards are encouraged at the beginning of the evaluation cycle to discuss each *Objective Performance Standard* to determine if and what changes should be made to the *Key Performance Indicators* so that they remain representative of the collective expectations of the Board.

Superintendent's Name **Dr. Jill Jacoby**

Evaluator's Name **Fort Cherry School Board**
School Year

Fort Cherry Superintendent Evaluation

Using the ratings described above, place an "X" in the appropriate box indicating the superintendent's performance in each area.

<u>Objective Performance Standard</u>	Distinguished	Proficient	Needs Improvement	Failing
<p>Student Growth and Achievement</p> <p><i>Superintendent uses multiple data sources to assess student success and growth as appropriate, specific to needs within the district and as determined annually in collaboration with the board of school directors. Annual or other district performance objectives are articulated and clearly achieved under the direction of the superintendent relative to standardized assessments, PVAAS , or other locally determined measures.</i></p>				
<p><u>Key Performance Indicators</u></p> <p>Effectively works with the Board to develop and monitor district policy and administrative regulations related to Student Growth and Achievement</p>				
<p>Appropriately monitors student achievement on identified standardized assessments and has actively developed successful strategies for improvement including evaluation of applicable current curriculum and present an outline of any potential curriculum changes to the Board for review.</p>				
<p>Identifies appropriate performance targets for students, has outlined them to the board and ensures they have been met for the most current evaluation period with an end of the year report.</p> <p>Has outlined hardware/software/service needs for the students, staff and district as a whole, for the upcoming year.</p> <p>Presents recommendations to the Board for SAT preparation course options for our district and how best to encourage student participation in them.</p> <p>Increase the percentage of time students are receiving instruction as opposed to time spent in unscheduled or unnecessary study halls.</p> <p>Evaluate, analyze and plan programming to increase opportunities for the district's student population regarding both academic and extracurricular as feasible.</p>				

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How would you classify the superintendent's overall performance in the area of Student Growth and Achievement?

Distinguished	Proficient	Needs Improvement	Failing
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Comments:

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<u>Objective Performance Standard</u>				
<p>Organizational Leadership –</p> <p><i>Superintendent has worked collaboratively with the Board to develop a vision for the district, displays an ability to identify and rectify problems affecting the district, works collaboratively with district administration to ensure best practices for instruction, supervision, curriculum development, and management are being utilized, and works to influence the climate and culture of the district.</i></p> <p><u>Key Performance Indicators</u></p>	Distinguished	Proficient	Needs Improvement	Failing
Effectively works with the board to develop and monitor district policy and administrative regulations related to Organizational Leadership				
Has ensured priorities and initiatives are in alignment with a clearly defined and well-articulated vision for the district				
Has developed and implemented operational plans and processes to accomplish strategic goals				
Demonstrates an ability to assist and motivate others in achieving personal, professional, and district goals				
Is skilled in identifying, analyzing, and resolving problems that impact the district				
Maintains a regular presence in district buildings and at district events for the purpose of monitoring effectiveness of programming				
Uses strategic initiatives and district performance data to identify appropriate professional development opportunities for staff within the district				
Works appropriately within the role of instructional leader, while providing clear direction for teachers and administrators regarding curricular decisions				
Demonstrates clear understanding of board/superintendent relationship including appropriate roles and responsibilities				

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How would you classify the superintendent's overall performance in the area of Organizational Leadership?

Distinguished	Proficient	Needs Improvement	Failing
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Comments:

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<u>Objective Performance Standard</u>				
District Operations and Financial Management				
<i>Superintendent manages effectively, ensuring completion of activities associated with the annual budget; overseeing distribution of resources in support of district priorities; and directing overall operational activities within the district.</i>				
<u>Key Performance Indicators</u>	Distinguished	Proficient	Needs Improvement	Failing
Effectively works with the board to develop and monitor district policy and administrative regulations related to District Operations and Financial Management				
Regularly assesses state of district facilities and equipment and develops replacement and updating schedules as appropriate				
Demonstrates knowledge appropriate to the role of the superintendent regarding all financial and budgeting issues				
Works with the board and district business official to successfully accomplish financial and budgetary priorities including meeting all timelines associated with the annual budget				
Develops contingency plans designed to address anticipated and unanticipated budgetary necessities				
Provides regular as requested financial and budgetary reports to the board				
Ensures end-of-year results are consistent with budgetary planning expectations				
Develops needs based Capitol Project plans both short term 1-3 years and Long term 4-6 years and presents them to the board for discussion.				
Identify any potential sources of revenue to fund future capital improvements.				

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How would you classify the superintendent's overall performance in the area of District Operations and Financial Management?

Distinguished	Proficient	Needs Improvement	Failing
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Comments:

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<u>Objective Performance Standard</u>				
<p>Communication and Community Relations</p> <p><i>Superintendent communicates with and effectively engages the staff, the board, and members of the community, clearly articulating district goals and priorities, addressing local and broader issues affecting the district, and building support for district initiatives, programs and short/long-range plans.</i></p> <p><u>Key Performance Indicators</u></p>	Distinguished	Proficient	Needs Improvement	Failing
Effectively works with the board to develop and monitor district policy and administrative regulations related to Communication and Community Relations				
Has worked successfully with the board to build support in the community for the district's vision, mission, and both long and short-term priorities				
Handles media resources skillfully, and regularly demonstrates sound judgment when communicating with the public				
Maximizes utilization of multiple methods for delivering accurate, timely, and reliable information to the Board and community				
Has been able to successfully build school/community partnerships that benefit students and staff				
Communicates effectively with the board and coordinates the flow of information from administrators to the board in a manner consistent with Board Operating Guidelines				

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How would you classify the superintendent's overall performance in the area of Communication and Community Relations?

Distinguished	Proficient	Needs Improvement	Failing
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Comments:

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<u>Objective Performance Standard</u>				
<p>Human Resource Management</p> <p><i>Superintendent incorporates best practices for human resource management and oversight, coordinating staffing, recruitment, and other human resource functions within the district.</i></p>	Distinguished	Proficient	Needs Improvement	Failing
<u>Key Performance Indicators</u>				
Effectively works with the board to develop and monitor district policy and administrative regulations related to Human Resource Management				
Appropriately manages district staff, assigning functions, delegating effectively, and determining accountability as necessary				
Ensures alignment of superintendent evaluation goals with that of key personnel				
Institutes sound employee relations programs to improve relationships between and among all staff members				
<p>Effectively monitors all aspects of the collective bargaining agreement(s) in the district</p> <p>Evaluate the current situation and present to the board a plan to create greater efficiencies with regard to the custodial services and the summer cleaning program.</p> <p>Develop and implement district wide evaluation system.</p> <p>Ensures timely completion of all district wide staff evaluations include all coaches and sponsors.</p> <p>Create, implement and present to the board, a delegation plan regarding responsibilities and accountability.</p>				

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How would you classify the superintendent's overall performance in the area of Human Resource Management?

Distinguished	Proficient	Needs Improvement	Failing
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Comments:

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<u>Objective Performance Standard</u>				
<p>Professionalism</p> <p><i>Superintendent models professional decision-making processes and ethical standards consistent with the values of Pennsylvania's public education system as well as that of the local community.</i></p> <p><i>Superintendent additionally works to individually reflect upon her/his effectiveness within the role, and works to improve effectiveness through the use of professional development literature and activities.</i></p> <p><u>Key Performance Indicators</u></p>	Distinguished	Proficient	Needs Improvement	Failing
Demonstrates recognition and understanding of public education's role in promoting civic responsibility				
Performs all duties in a manner consistent with the values and expectations of the board and community at large				
Supports a standards-based approach to governance, leadership, and instruction throughout the district				
Encourages an inclusive and respectful environment that aligns with the organization's execution of the district's vision, mission, and strategic goals.				
Demonstrates ethical and personal integrity consistent with expectations associated with the role of superintendent				
Maintains the confidence and trust of school professionals and the community				
Continuously monitors effectiveness within the role of the superintendent, seeking out and participating in professional development activities in alignment with areas identified for improvement by the board and through self reflection				
Participation in ongoing professional development seminars and/or coursework which are applicable to her position as Superintendent.				

Fort Cherry Superintendent Evaluation

How would you classify the superintendent's overall performance in the area of Professionalism?

Distinguished	Proficient	Needs Improvement	Failing
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Comments:

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Formative Assessment

Based on your perceptions of the superintendent's performance noted above:

What are the superintendent's major strengths?

In what areas do you see a need for improvement?

What resources should be made available in order to support improvement strategies, or what steps should the superintendent take in order to improve performance in areas identified for improvement?