



City Schools of Decatur Superintendent Evaluation Instrument

Rating Scale:

- H Highly Effective Performance has continually exceeded the criteria
- E Effective Performance consistently meets the criteria
- D Developing Performance is inconsistent and partially meets the criteria
- I Ineffective Performance does not meet the criteria and requires significant improvement

Comments may be made on any item. Any rating of “Developing” or “Ineffective” must be accompanied by a comment indicating the nature of the deficiency or a statement of what the board expected to see in performance that was not evident.

Suggested Timeline for Superintendent Evaluation	
Suggested Timeline	Action
Summer	The Board reviews the vision, mission, annual goals and core values for the district
July - August	<p>The Board and superintendent collectively define the superintendent's annual priority objectives in measurable targets to be completed in 12 months based on district goals/long-range plans</p> <p>The superintendent’s evaluation tool is reviewed with the Board including instrument to be used, rating method and possible supporting documents, information and data to be used to measure performance.</p>
December - January	<p>The superintendent makes interim progress reports to the Board based on district goals and superintendent annual objectives.</p> <p>The superintendent completes a self-assessment and gathers supporting evidence and provides it to the Board members.</p> <p>Members of Admin Council (Cabinet and Principals) complete anonymous ratings for the superintendent and submit to the Board Chair.</p> <p>The Board reviews all available data and evidence. And each Board member submits ratings to the Board Chair. At an executive session the Board discusses their evaluations and decides on final ratings. The superintendent joins the</p>

	<p>executive session and the Board shares its official evaluation document and any areas of clarification are discussed with the superintendent and changes to the evaluation may be made as a result of the discussion.</p> <p>A copy of the interim-summary sheet is placed in the superintendent's personnel file.</p>
<p>June / July</p>	<p>The superintendent makes a final report to the Board on district goals and superintendent annual objectives.</p> <p>The superintendent completes a self-assessment and gathers supporting evidence and provides it to the Board members.</p> <p>Members of Admin Council (Cabinet and Principals) complete anonymous ratings for the superintendent and submit to the Board Chair.</p> <p>The Board reviews all available data and evidence. And each Board member submits ratings to the Board Chair. At an executive session the Board discusses their evaluations and decides on final ratings. The superintendent joins the executive session and the Board shares its official evaluation document and any areas of clarification are discussed with the superintendent and changes to the evaluation may be made as a result of the discussion.</p> <p>A copy of the final-performance summary sheet is placed in the superintendent's personnel file.</p>

<p>District Priority 1: Vision & Mission</p> <p>City Schools of Decatur will engage in a visioning process focused on building the foundation for all children to be their best, achieve their dreams, and make the world a better place.</p>					
<p>Actions</p>	<p>Highly Effective</p>	<p>Effective</p>	<p>Developing</p>	<p>Ineffective</p>	<p>Possible Data Sources and Documentation</p>
<p>Launch a district improvement plan that will engage students, staff, parents and community members to vision the future for CSD.</p>					<p><input type="checkbox"/> District Improvement Plan</p> <p><input type="checkbox"/> School Improvement Plans</p> <p><input type="checkbox"/> Leadership Team Agendas</p> <p><input type="checkbox"/> Student performance goals and data as measured by the goals set in the District Improvement Plan</p> <p><input type="checkbox"/> Coherence Framework</p>
<p>Ensure district goals are systemically aligned throughout the district with a focused plan for student achievement and school improvement supported by resources through a coherence framework.</p>					
<p>Ensures initiatives and innovative practices outlined in the Charter</p>					

for CSD are successfully implemented and supported in the long term strategic plans for the system (ie, Decatur Virtual Academy)					
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District Priority 2: Equitable Outcomes for Students

To the extent possible given an equitable allocation of available resources:

1. all students will graduate having attained their highest academic, intellectual, and personal potential, and will be prepared to thrive in life beyond high school.
2. knowing a student’s subgroup based on race, gender, or socioeconomic status will indicate nothing about how they are likely to achieve academically, how their behaviors will be managed, or what opportunities they will pursue within and beyond our school system.

Actions	Highly Effective	Effective	Developing	Ineffective	Possible Data Sources and Documentation
Continue to implement the district equity action plan as a core pillar that places equitable outcomes for students at the forefront of all decisions made in CSD.					<input type="checkbox"/> Academic Data <input type="checkbox"/> Graduation Rate <input type="checkbox"/> Discipline Data <input type="checkbox"/> Attendance Data <input type="checkbox"/> DEI Tripod Data <input type="checkbox"/> Walkthrough Data <input type="checkbox"/> Teacher Professional Learning Goals
Continue development of culturally relevant curriculum in all content areas and highlight core instructional practices for equity to be used in all classrooms across the district					
Monitor and review the effectiveness of curriculum and instruction through examination of student outcome data and classroom walkthrough data.					
Ensure that all staff have district-specific professional learning goals that directly enhance their performance and improve student learning.					
Lead and support the use of data informed decisions making to drive instructional practices with administrators and teachers					

District Priority 3: Character / Positive Culture & Climate

City Schools of Decatur will develop students who are internationally minded people who recognize their common humanity and shared guardianship of the planet, to help create a better and more peaceful world. Students will grow and develop in the character traits as outlined in the International Baccalaureate (IB) Learner Profile.

Actions	Highly Effective	Effective	Developing	Ineffective	Possible Data Sources and Documentation
Continue to prioritize social emotional learning initiatives across all campus to ensure the social & emotional health of students					<input type="checkbox"/> GA Health Survey Data <input type="checkbox"/> Tripod Data <input type="checkbox"/> EL Character Survey Results <input type="checkbox"/> Counseling Data Reports <input type="checkbox"/> Student Center Reports
Build and sustain positive school and district cultures where students are staff, seen, and successful.					

District Priority 4: Operations, Resources, and Personnel Management

City Schools of Decatur will protect the long-term financial integrity of the district including improving all facilities and planning for long-term growth.

Actions	Highly Effective	Effective	Developing	Ineffective	Possible Data Sources and Documentation
Work with the Board to set and reach financial goals.					<input type="checkbox"/> Financial Audit <input type="checkbox"/> 5 Year Facilities Plan <input type="checkbox"/> Incident IQ Data <input type="checkbox"/> Staff attendance and turnover data <input type="checkbox"/> Teacher; school executive; and Staff Diversity <input type="checkbox"/> District leadership development and succession plan <input type="checkbox"/> Annual Human Resource Report
Utilize long-range financial & facility planning models to help prepare for future growth.					
Oversee a comprehensive human resources program (recruitment, retention, staffing organization, compensation and benefits, staff recognition and support) that is measured by high levels of employee satisfaction and retention to ensure a diverse workforce is represented at all levels of the organization.					
Ensure evaluations of all staff are completed to ensure highest levels of performance.					

Maintain a management system designed to produce ongoing efficiencies in major district operations, including transportation, food services, and building maintenance and operations.					
Oversee a program of staff development is designed to improve district performance.					

District Priority 5: Leader Accountability, Transparency, Governance, and Policy					
Actions	Highly Effective	Effective	Developing	Ineffective	Possible Data Sources and Documentation
Establish multiple modes of communication with the board to ensure open lines of communication to keep the board informed which enables them to make decisions in a timely manner					<input type="checkbox"/> Timeliness of Board Packets <input type="checkbox"/> Board Meeting Agendas <input type="checkbox"/> Copies of district procedures and publications (parent / student handbook, Code of conduct, staff handbook, safety manual, etc.) <input type="checkbox"/> Administrative Regulations <input type="checkbox"/> 360 Evaluation Summary <input type="checkbox"/> Board Policy Monitoring Calendar and Reports <input type="checkbox"/> Annual Charter Report to GaDOE
Interpret and execute the intent of Board policies, and advises the Board on the need for new and/or revised policies					
Work collaboratively with the Board to shape district vision, mission, and goals with measurable objectives of high expectations for students achievement					
Comply with all federal and state laws and regulations, Board Policies and Administrative Regulations					
Create and maintain an organizational culture that treats people with respect, dignity and courtesy.					
Demonstrate ethical and professional behavior, inspiring others to higher levels of performance					
Maintain a caring and professional relationship with staff grounded in shared district values					
Demonstrate appreciation for and sensitivity to the diversity					

of the district community and respects divergent opinions					
Maintain a high priority on the safety and security of students, both in security equipment and training of students / staff.					

District Priority 6: Communication & Community Engagement					
City Schools of Decatur will foster a culture that engages all aspects of the community and will proactively share “our story” with the community as a whole.					
Actions	Highly Effective	Effective	Developing	Ineffective	Possible Data Sources and Documentation
Use multiple modes of communication with the staff and community to ensure open lines of two-way communication is maintained					<input type="checkbox"/> Survey results from parents and community leaders <input type="checkbox"/> policy and procedure documents for internal communication <input type="checkbox"/> Partnership agreements and other documents to support collaborative efforts to achieve school district goals and priorities <input type="checkbox"/> Accounts of school and district accomplishments in various forms of public media <input type="checkbox"/> District website <input type="checkbox"/> Newsletters and other public engagement documents
Cultivate engagement with the community through the strategic planning process and other events and initiatives.					
Regularly attend events and visibly engages the school community and the community at large					
Create an atmosphere of trust and respect with staff, families, and community members					
Communicate key information to all stakeholders in an appropriate and timely manner.					
Use effective public information strategies to communicate and promote a positive image of the district with families, community, the media, state and local officials					
Attentive and responsive to parent communication, input, questions, and concerns					

Annual Superintendent Objective					
Annual Superintendent Objectives (Up to 5)	Evidence of Progress or Completion (3-5 Evidence / Data Sources)	Exceeded Objective	Met Objective	Partially Met Objective	Didn't Meet Objective
<p>Improve district communications By December 17, 2021 CSD will have an established communication protocol so families know when and how to expect information from the school district including an open path for two-way communication.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Communication Protocol <input type="checkbox"/> Survey results from stakeholders regarding quality of communication from the district <input type="checkbox"/> Newsletters, webpage, and other district communications 				
<p>Build Foundations for a <u>Data Culture</u> By June 2022, the superintendent will have built the foundations for a data culture that is responsive, sustainable, promotes equity and inclusion, user centered, holistic, and aligned to take root and flourish by clearly defining the CSD data culture beliefs, values, norms, resources, and spaces.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Calendar of Data Culture Training Sessions <input type="checkbox"/> Agendas from Data Culture Training Sessions <input type="checkbox"/> Report to the Board with Clearly defined beliefs, values, norms, resources, and spaces for how a Data Culture in CSD will be responsive, sustainable, promotes equity and inclusion, user centered, holistic, and aligned to take root and flourish. 				
<p>Social Emotional Learning By June 2022 a Social Emotional Learning Curriculum will be implemented in grades K-12.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Overview of SEL Curriculum and Implementation Process <input type="checkbox"/> Data from implementation surveys <input type="checkbox"/> Student Health Survey Data related to social emotional measures 				
<p>Enhance Stakeholder Engagement Opportunities By June 2022 the superintendent will</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Advisory Team Rosters <input type="checkbox"/> Advisory Team Agendas and Calendar 				

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<p>ensure that all district departments or divisions have formed an advisory team, held at least 3 meetings, published agendas for public review, held at least one opportunity to gather district-wide input from all stakeholders, and shared a reflection on district-wide input from stakeholders with the CSD community.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Link to Department web-pages with posted agendas <input type="checkbox"/> Department District-Wide Stakeholder input and reflection from input 				
<p>Comments:</p>					

Superintendent Interim Evaluation Summary Sheet

Summary Rating:	District Priorities	H	E	D	I
<i>To be completed by the individual Board member</i>	District Priority 1: Vision and Mission				
	District Priority 2: Equitable Student Outcomes				
	District Priority 3: Character / Positive Culture & Climate				
	District Priority 4: Operations, Resources, and Personnel Management				
	District Priority 5: Leader Accountability, Transparency, Governance, and Policy				
	District Priority 6: Communication and Community Engagement				

Summary Rating:	Annual Superintendent Objectives				
<i>To be completed by the individual Board member</i>	Annual Objective #1: Improve district communications				
	Annual Objective #2: Build Foundations for a Data Culture				
	Annual Objective #3: Social Emotional Learning				
	Annual Objective #4: Enhance Stakeholder Engagement Opportunities				

Superintendent Signature: _____

Date: _____

Board Chair Signature: _____

Date: _____

Superintendent Final Evaluation Summary Sheet

Superintendent Name: _____

Academic Year: _____

Evaluators (list all Board members) _____

Summary Rating:	District Goals	H	E	D	I
To be completed by the individual Board member	District Goal 1: Vision and Mission				
	District Goal 2: Equitable Student Outcomes				
	District Goal 3: Character / Positive Culture & Climate				
	District Goal 4: Operations, Resources, and Personnel Management				
	District Goal 5: Leader Accountability, Transparency, Governance, and Policy				
	District Goal 6: Communication and Community Engagement				

Summary Rating:	Annual Superintendent Objectives				
To be completed by the individual Board member	Annual Objective #1: Improve district communications				
	Annual Objective #2: Build Foundations for a Data Culture				

	Annual Objective #3: Social Emotional Learning				
	Annual Objective #4: Enhance Stakeholder Engagement Opportunities				

Board of Education Summary Comments:

Board of Education Recommendations:

Superintendent Response:

Superintendent Signature: _____

Date: _____

Board Chair Signature: _____

Date: _____