

UNION-ENDICOTT SCHOOL DISTRICT
BROOME COUNTY
ENDICOTT, NEW YORK 13760

POLICY

EVALUATION OF THE SUPERINTENDENT

Introductory Statement

The Board of Education recognizes that student growth, District progress and community satisfaction are all affected by the Superintendent's performance of her job. Superintendents cannot function effectively without periodic feedback about their performance. Therefore, the Board of Education recognizes its responsibility to evaluate the Superintendent. It is the policy of the Board of Education to evaluate the Superintendent annually in Executive Session according to standards agreed upon by both parties. The evaluation process is intended to promote the highest quality of leadership for the school system.

A. Statement of Purpose

The Superintendent shall be evaluated at least annually regarding performance as the chief executive and administrative officer of the District. The evaluation will cover the Superintendent's strengths, weaknesses, progress toward mutually agreed upon goals set before the beginning of the school year and any need to change program emphasis.

B. Procedure

1. The evaluation will occur annually in December and will consist of two elements: (1) review of accomplishment of annual performance objectives ("Goals") and (2) completion of the checklist Appraisal Instrument which is attached hereto and hereby made a part of this policy.

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2. In December of each year of the Superintendent's employment, the Board shall, in Executive Session attended only by the members of the Board, evaluate the Superintendent's performance in accordance with this policy. The evaluation shall be tentative until discussed with the Superintendent. The tentative evaluation shall be reduced to writing approved in paragraph 7 below and a copy thereof shall be delivered to the Superintendent at least ten days prior to the meeting described in paragraph 3 below.

3. In January of each year of the Superintendent's employment, the Board shall, in Executive Session attended only by the members of the Board and the Superintendent, discuss the tentative evaluation with the Superintendent. At the same or a later meeting in January, the Board shall, in Executive Session attended only by the members of the Board, review the tentative evaluation, make whatever changes therein it desires, and deliver a copy of the final evaluation signed by the President, or other members of the Board designated for the purpose, to the Superintendent no later than the tenth day following the meeting at which the review took place. The Superintendent will have the opportunity to attach written comments to the approved evaluation up to ten days after receipt of the final evaluation.

4. During March of each year of the Superintendent's employment, during Executive Session, or a Board retreat session, attended only by the members of the Board and the Superintendent, the Board and the Superintendent shall discuss the working relationship between them, objectives ("Goals") to be accomplished for the coming school year and the Superintendent's performance of her duties. Within fourteen days after the meeting,

the Superintendent shall deliver to each member of the Board a written memorandum summarizing the discussion. Unless stated otherwise by Board action taken no later than the second regular Board meeting following receipt of the memorandum, the memorandum shall be presumed to reflect accurately and completely the discussion and conclusions reached at the meeting. The approved Goals will be supported by the

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approved budget. Both the Board of Education and the Superintendent will retain the flexibility needed to respond to District needs during the school year.

5. The Superintendent will submit periodic progress reports to the Board of Education regarding the accomplishment of the Goals set in March. Each report will list each such goal and a brief statement by the Superintendent on actions taken to reach each goal.

6. The checklist Appraisal Instrument will be reviewed and modified if necessary by the Board of Education and the Superintendent together no later than December 1.

7. The procedures for utilizing both the Appraisal Instrument and the performance objectives (“Goals”) are as follows:

a. Before evaluation takes place and no later than the second week in December, each Board member will review this policy, the policy on Board/Superintendent Responsibilities, the mutually agreed upon Goals established for the District the previous March and the Superintendent’s progress reports thereon.

b. Each Board member should use the Appraisal Instrument to evaluate the Superintendent. At least a quorum must respond in writing, no less than fifteen days before the Executive Session in January, at which the document will be discussed and approved, for the evaluation to be official.

c. The individual Appraisal Instruments will be turned over to the Board President and Vice President. They will construct a composite evaluation from the individual responses. The individual responses will be retained by the Board President for six months.

d. The Superintendent and Board members will be given a copy of the composite no less than ten days before the Executive Session in January at which the document

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will be discussed and approved. Before approval, Board members will be allowed to react to the composite in the absence of the Superintendent.

e. The Board as a whole will meet with the Superintendent and review the composite at the scheduled Executive Session. As part of the written evaluation given by the Board to the Superintendent, the Board will consider and comment upon the extent to which it perceives the Goals to have been accomplished for the preceding year and the current fiscal year to date.

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EVALUATION OF THE SUPERINTENDENT APPRAISAL INSTRUMENT

Instructions: Student growth, District progress, and community satisfaction are all affected by the performance of the Superintendent of Schools. Superintendents function most effectively when given periodic feedback about their performance. In order to evaluate performance, an attempt has been made to organize the Superintendent’s responsibilities in six categories. Each Board member is asked to evaluate the Superintendent on each of the items listed in each of the

categories using a scale ranging from 1 to 4. At the end of each category is a place for comments. Please be sure to fill this in with any comment you have, but especially to explain any item you rated unsatisfactory.

PERFORMANCE

More than

Excellent Satisfactory Satisfactory Unsatisfactory

4 3 2 1

RELATIONSHIP WITH THE BOARD

1. Keeps Board informed on issues, needs and operation of school system.

2. Offers professional advice to Board on items requiring its action with appropriate recommendations based on thorough study and analysis.

3. Interprets and executes the intent of Board policy.

4. Seeks and accepts constructive criticism of the Superintendent's work.

5. Supports Board policy and actions to public and staff.

6. Understands role in administration of Board policy.

7. Makes recommendations for employment and promotion of personnel in writing with supporting data and accepts responsibility for recommendations. If a recommendation is not accepted willingly finds another to recommend.

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8. Accepts responsibility for maintaining liaison between Board and personnel.

9. Remains impartial toward Board members, treating all Board members alike.

10. Refrains from criticism of individual members of Board and groups of Board members.

11. When the Superintendent feels a serious difference of opinion with Board, makes an earnest effort to resolve it immediately.

12. Advocates recommendations despite opposing positions until an official position is reached.

13. Is willing to modify proposals and recommendations in light of Board suggestions.

14. Acts on own discretion if action is necessary in any matter not covered by Board policy, reports such action to the Board promptly and recommends changes in or additions to policy to provide guidance for the future.

15. Advises Board on need for new and/or revised policies.

Comments: **Annually, from our Board Retreat forward, I strive to work with the Board on directly and efficiently focusing on addressing the goals the Board has established for the district this school year. To that end, this year, to date, I've worked to:**

- 1. Work closely with the Board President on all issues related to the UE schools.**
- 2. Work collaboratively with the Board President to develop and implement the Board Meeting agenda, and follow through on decisions and requests from the Board in implementation.**
- 3. Consistently communicate with the Board, in as timely a manner as possible, things that occur which might come to a Board member's attention. If I am not in a position to communicate in a timely manner, I have sometimes asked an Asst. Supt. or the Public Information Officer to communicate to you.**
- 4. Work to continue past processes in terms of policy adoption, district initiatives, committee oversight, hiring, etc. in order to ensure the smooth running of school district operations.**
- 5. This school year has been unique in the additional efforts focused on fully implementing new Principals' and Teachers' Evaluation Systems, as well as full implementation of the Dignity Act, both as required by NYS law.**

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4 3 2 1

COMMUNITY RELATIONSHIPS

1. Gains respect and support of community on conduct of school operation.

2. Solicits and give attention to problems and opinions of all groups and individuals.

3. Develops friendly and cooperative relationships with news media.

4. Participates actively in community life and affairs.

5. Works effectively with public and private agencies.

6. Is available to meet with community and school groups.

7. Informs local community about District programs.

Comments:

The Board continues to place great importance on the need to continually improve communication both within the district and throughout the community. To that end:

- 1. During the administrative summer retreat, with the absence of paper Trends this year, all administrators were directed to make sure their websites were kept current throughout the year.**
- 2. In addition, I have worked with the Public Information Officer to more regularly update the district website and to monitor the building websites to ensure their timeliness. In addition, we have worked to create a weekly "EBlast"**

email to parents, staff, and others for whom we have email addresses to help keep everyone as informed as possible.

3. I continue to attend as many school district and community events as possible, working to meet all the community members whose efforts contribute positively to the educational experiences of our students.

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4. I continue to make myself available to the news media in order to access their communication to educate our community in terms of the strengths of the Union-Endicott Schools.

5. I continue to facilitate the implementation of the Global Connects communication system, with much positive response from the community, especially when there is an emergency situation.

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4 3 2 1

STAFF AND PERSONNEL RELATIONSHIPS

1. Develops and executes sound personnel procedures and practices.

2. Develops good staff morale and loyalty to District.

3. Delegates authority to staff members appropriate to the position each holds.

4. Recruits and assigns the best available personnel in terms of their competencies.

5. Encourages participation of appropriate staff members and groups in planning programs and services.

6. Provides for evaluation of staff members. Accepts responsibility of maintaining adequate written personnel evaluation records.

7. Takes active role in developing compensation for all personnel. Recommends levels which, within budgetary limit, best serve interests of District.

8. Meets and confers with leaders of all employee associations and represents the interest and will of Board.

9. Encourages positive evaluations and suggestions for improvements. Recommends discipline and dismissal when appropriate.

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Comments:

I continue to work very hard in this area to develop positive working relationships with all staff members. Beginning with this year's 2-day training on all of the new district initiatives, I have tried to be visible, supportive, and "walk the walk" of the Union-Endicott goals for our students. This has included continuing to observe teachers who are in their

probationary period, doing principal observations in their buildings, continuing bi-monthly meetings with the Teachers Association and Administrators Association presidents, scheduling meetings with all bargaining unit presidents when necessary, and continuing appropriate administrative meetings. This year, I have also established separate Principals' meetings to ensure the focus and support necessary to achieve all of our BOE goals.

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4 3 2 1

INSTRUCTIONAL PROGRAM DEVELOPMENT

1. Understands and keeps informed regarding all aspects of the instructional program.

2. Implements District's philosophy of education.

3. Participates with staff, Board, and community in studying and developing curriculum improvement.

4. Organizes a planned program of staff development and improvement.

Comments:

Our business, first and foremost, is educating children. Thus, I continue to be very involved in curriculum and instruction. I require all administrators and instructional leaders to submit their agendas and minutes to me, which I review to make sure that district goals for student learning are being addressed. Further, I hold weekly central office and bi-monthly administrative meetings to review progress towards enhancing student achievements. Finally, I sit side-by-side with our administrators as we have participated in extensive trainings over the past year (and continue to participate) designed to enhance our teacher and principal evaluation skills.

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4 3 2 1

BUSINESS AND FINANCE

1. Keeps informed on needs of school program – plant, facilities, equipment, and supplies.

2. Supervises operations, insisting on competent and efficient performance.

3. Determines that funds are spent wisely and adequate control and accounting are maintained.

4. Evaluates financial needs and makes recommendations for adequate financing.

5. Interprets proposed budget for the community to promote community understanding and support.

Comments:

I continue to work very closely with Lorraine Paushter and CBO on all aspects of the district’s fiscal responsibilities. Budget development is now a year-round process, with regular updates to the Board on the status of budget and revenues being communicated regularly, along with cost-savings efforts’ impact on fund balance. I also continue to stay current in both fiscal issues statewide, and work with local legislators to positively advocate for the UE schools. I take great pride in another year of a successful budget passage by the community.

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4 3 2 1

LEADERSHIP AND COMMUNICATION

1. Demonstrates ability to work well with individuals and groups.

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2. Maintains poise and emotional stability in the full range of professional activities.

3. Is suitably attired and well groomed.

4. Writes clearly and concisely.

5. Speaks well in front of large and small groups.

6. Thinks well when faced with an unexpected or disturbing turn of events in a large group meeting.

7. Maintains professional development by reading, course work, conference attendance, and work on professional committees, visiting other districts and meeting with other superintendents.

Comments:

I continue to truly love being the Superintendent of Union-Endicott. While challenges exist, primarily in the form of the economy and its impact on schools, I continue to find everyone here in the district very welcoming and open to anything that would help kids. And, overall the community continues to be warm and hopefully optimistic for the future. If there are any areas that the Board feels I am lacking, need more training, or have been remiss in addressing, please let me know. I only want the best for UE.

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SUMMARY

After completing the above, my overall evaluation of the Superintendent’s performance is:

Board President Date

ACKNOWLEDGEMENT STATEMENT/SIGNATURE OF THE SUPERINTENDENT

I have read this evaluation, I understand the contents expressed and I understand that I have the right to further discuss this report with the evaluator if I have any concerns and/or questions. My signature affixed hereto indicates I understand these matters and does not necessarily mean that I agree with the contents and/or the opinions expressed either in part or in whole by the evaluator. I understand that if I do not agree with the contents of the evaluation I have the right to render a written response, which will be attached to this report in my personnel file.

Dr. Suzanne E. McLeod, Superintendent Date

Please sign both copies and return one to the Superintendent's Office.