

Evaluation Summary

The board of directors of the Warrenton-Hammond School District has completed the annual evaluation of Superintendent Mark Jeffery for 2011-2012. The past year has been positive for education in our school district. All seven board members have served on the board for at least one full year and have been able to observe and be a part of the successes achieved this year.

The evaluation focused on nine professional standards established by the American Association of School Administrators (AASA).

Regarding the nine professional standards, we determined that Superintendent Jeffery's performance was excellent in the areas of leadership and district culture, instructional leadership, policy and governance, human resources management, curriculum planning, and organizational management. In the areas of communications and community relations, values and ethics of leadership, and labor relations, the board felt his performance was outstanding. Where there was a split vote, we went with the more conservative ranking.

Superintendent Jeffery chose a self-evaluation and has shared his perspective with the board.

We will be working with Superintendent Jeffery over the next several months to develop goals for our district and look forward to working together to make our district successful.

Board Ratings Summary Forms

Part 1: Performance Standards

This section is to be used by the designated board member to compile individual board member results.

Standard 1: LEADERSHIP AND DISTRICT CULTURE

This standard stresses the superintendent's performance in leadership through empowering others, visioning, helping shape school culture and climate and understanding multicultural and ethnic differences.

Summary Rating — Standard 1:

- 0 UNACCEPTABLE**
- 1 NEEDS IMPROVEMENT**
- 2 GOOD**
- 3 EXCELLENT -3**
- 4 OUTSTANDING -1**

Comments:

- Very committed to providing a high quality education to all students
- Has created a unified vision
- Willing to explore different learning models (pods, pre-school, reading labs)
- Has created a foundation of open and respectful communication which is working towards creating a culture of trust.
- Has had to make hard decisions and changes; confident he will continue to do so that our school is safe and that our students continue to learn.
- Came in as a new superintendent and 'hit the ground running!'
- Difficult situation but very aggressive in addressing all the issues
- Took charge early on!

Board Ratings Summary Forms

Part 1: Performance Standards

Standard 2: POLICY AND GOVERNANCE

This standard describes the superintendent's ability to work with the board to formulate internal and external district policies, define mutual expectations of performance with the board and demonstrate good school governance to staff, students and the community at large.

Summary Rating — Standard 2:

- 0 UNACCEPTABLE**
- 1 NEEDS IMPROVEMENT**
- 2 GOOD**
- 3 EXCELLENT-4**
- 4 OUTSTANDING**

Comments:

- Well done!
- Working with other superintendents in the county-even as the new guy!
- Is fair and consistent in the enforcement of district policy
- Well-informed
- Innovative in addressing brand new territory
- Established an open door policy
- Transparency & teamwork
- I have felt that Mark's interaction and goals are to work with the board and staff and he has been absolutely transparent and working as a team player
- Protects the board and the district
- I don't feel like there is a barrier between board and staff. I think that starts with the leader of our district
- On top of what is going on at the state level

Board Ratings Summary Forms

Part 1: Performance Standards

Standard 3: COMMUNICATIONS AND COMMUNITY RELATIONS

This standard emphasizes the skills necessary to establish effective two-way communications and engagement with students, staff, parents, media and the community as a whole. It also stresses responding to community feedback and building community support for and engagement with the district.

Summary Rating — Standard 3:

0 UNACCEPTABLE

1 NEEDS IMPROVEMENT

2 GOOD

3 EXCELLENT-1

4 OUTSTANDING -3

Comments:

- Open and transparent with everyone
- Have received good comments from staff that have talked to me
- I see Mark everywhere! (chamber, school activities, parent/teacher conferences, community meetings)
- Mark=more student contact
- He is open and transparent breaking down barriers that have been built-up
- Not afraid to make changes
- Committee to being a visible advocate for students, staff & district
- Has made solid connections with educational & civic leaders locally and statewide
- Actively participates and is visible in the school and community
- Openness & transparency-greatest gift in a leader

Board Ratings Summary Forms

Part 1: Performance Standards

Standard 4: ORGANIZATIONAL MANAGEMENT

This standard requires the superintendent to gather and analyze data for decision-making and for making recommendations to the board. It stresses the skills necessary to meet internal and external customer expectations and to effectively allocate resources.

Summary Rating — Standard 4:

0 UNACCEPTABLE

1 NEEDS IMPROVEMENT

2 GOOD

3 EXCELLENT-2

4 OUTSTANDING -2

Comments:

- Strongest attribute in my opinion
- Addresses issues aggressively but with thought & experiences
- Able & willing to make tough decisions in the best interest of the students
- Demonstrates sound planning, fiscal management and budgeting skills
- Able to adapt a budget strategically with declining resources
- Especially during times like these sound budgeting is essential to survive
- Hard to measure when things are forever changing
- Dealing with big issues first
- Priority of issues
- Not bogged down with small things

Board Ratings Summary Forms

Part 1: Performance Standards

Standard 5: CURRICULUM PLANNING DEVELOPMENT

This standard tests the superintendent's skills in keeping current with the latest curriculum, teaching, learning and testing theories. It requires the superintendent to recommend learning technologies.

Summary Rating — Standard 5:

- 0 UNACCEPTABLE**
- 1 NEEDS IMPROVEMENT**
- 2 GOOD**
- 3 EXCELLENT -3**
- 4 OUTSTANDING -1**

Comments:

- Pre-school!!
- Brainstorming: ideas for other programs to set our school apart from others in the community (i.e. Spanish speaking program)
- Preparing for upcoming curriculum changes
- Encourages adm and staff to be innovative
- Supports and encourages professional development
- Encourages effective educational improvement and instructional practices
- Pre-school; technology program; student readiness: Obviously top priorities and working hard on improving each to make our district more appealing while improving the learning of students
- Good leadership in bringing together pre-school program

Board Ratings Summary Forms

Part 1: Performance Standards

Standard 6: INSTRUCTIONAL LEADERSHIP

Standard #5 addresses *what* is to be taught; this standard emphasizes *how* it should be taught. It emphasizes the skills required to ensure that the most effective teaching techniques are in place and that all instructional resources are used to maximize student achievement. This standard also requires applying research and best practices with respect to diversity sensitivities.

Summary Rating — Standard 6:

- 0 UNACCEPTABLE**
- 1 NEEDS IMPROVEMENT**
- 2 GOOD**
- 3 EXCELLENT-4**
- 4 OUTSTANDING**

Comments:

- Doing very well in staffing, priorities and making changes which are being accepted and blend in well
- I don't see all that goes on-and I see this as an area that will be obvious in the future and we will see that better as the plans evolves.
- Excellent at assessing needs and gathering appropriate data
- Not enough time to assess this area
- Hard job!
- Dealing with a tough problem!

Board Ratings Summary Forms

Part 1: Performance Standards

Standard 7: HUMAN RESOURCES MANAGEMENT

This standard requires skills in developing and implementing a staff performance evaluation system. It also requires skills in applying ethical, contractual and legal requirements for personnel selection, development, retention, promotion and dismissal.

Summary Rating — Standard 7:

- 0 UNACCEPTABLE**
- 1 NEEDS IMPROVEMENT**
- 2 GOOD-1**
- 3 EXCELLENT-3**
- 4 OUTSTANDING**

Comments:

- Good job on collective bargaining process
- Will probably see changes
- Dealing with old policy and updating and changing policy
- Is fair and consistent
- Tough environment in current financial situation
- Has handled these matters very professionally and thoughtfully
- (I'm not involved in collective bargaining so do not have a great knowledge of staff related laws etc)

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Part 1: Performance Standards

Standard 8: VALUES AND ETHICS OF LEADERSHIP

This standard stresses the understanding and modeling of appropriate value systems, ethics and moral leadership. It also requires superintendents to exhibit multicultural and ethnic understanding and to coordinate with social agencies and human services to help students grow and develop as caring, informed citizens.

Summary Rating — Standard 8:

- 0 UNACCEPTABLE**
- 1 NEEDS IMPROVEMENT**
- 2 GOOD**
- 3 EXCELLENT-1**
- 4 OUTSTANDING-3**

Comments:

- Open & honest with board
- High ethics and integrity
- Short time I've known Mark I've seen a very honest, open and real person
- Godly leader!
- Very ethical

Board Ratings Summary Forms

Part 1: Performance Standards

Standard 9: LABOR RELATIONS

This standard requires the superintendent to provide technical advice to the board during labor negotiations, keep the board apprised of negotiation status, to understand and effectively administer negotiated labor contracts and to keep abreast of legislative changes affecting the collective bargaining process.

Summary Rating — Standard 9:

- 0 UNACCEPTABLE**
- 1 NEEDS IMPROVEMENT**
- 2 GOOD**
- 3 EXCELLENT-2**
- 4 OUTSTANDING-2**

Comments:

- Negotiated without lawyers which made a huge difference
- You da man Mark!!!
- Amazed how smoothly negotiations went.
- Smoothly and comfortably
- Appears staff is comfortable with him and trusts him
- Shows strong leadership skills
- Outstanding negotiation skills
- Consensus builder
- Open and honest
- Negotiates based on integrity
- Transformation of distrust to trust
- Very impressed
- Have been involved in negotiating for two contracts; shocked at progress that was made
- Stepped in and extended himself on a personal level ending the conflict between the parties
- Good, positive, working hard, bringing a honest process