



**School District of Monroe County
Evaluation of the Superintendent**

Circle one:

Interim - NA

Summative – December 18, 2018

Directions: Use the scale identified for each standard to rate performance. The definition of each rating is found in Guidelines for the Evaluation of the Superintendent. Use space associated with each standard, as needed, for specific comments. Use the comments section at the conclusion of the evaluation to summarize areas of strength and areas of improvement.

Standard I. Leadership and District Culture		Aligned with Strategic Objective #1 – Climate and Culture of Excellence and Strategic Objective #2 – Outstanding Student Achievement					
This standard stresses the superintendent’s performance in leadership through empowering others, visioning, helping shape school culture and climate and understanding multi-cultural and ethnic differences.		Specific measurable outcome/result	Distinguished 5	Accomplished 4	Proficient 3	Developing 2	Not Acceptable 1
1. Facilitate a process to develop and implement a shared vision that focuses on improving student achievement.	<ul style="list-style-type: none">• <i>Renewal of Strategic Plan – 2018-2021.</i>• <i>Specific focus on consensus school board priority – Improve Graduation Rates.</i>• <i>Leading Indicators:</i><ul style="list-style-type: none">○ <i>Board retreat to affirm/refine major goals 2/13/2018</i>○ <i>Work with instructional DLT to refine/focus Goal 1-Student Success (grad rate)</i>	<p>MTP – 4</p> <p>MC – 4</p> <p>JD – 4</p> <p>AG – 3.5</p> <p>BH – 4.5</p> <p>SW - 4</p>	<p><u>Comments:</u></p> <p>MTP – While significant progress continues to be made, the process has taken longer than anticipated. Upon completion of the renewed strategic plan we will have measurable outcomes for each goal area that can be easily recorded and displayed. With the immediate next step to be development of a new Superintendent Evaluation Instrument aligned to the renewed strategic plan.</p> <p>JD – Use of Studer Group is questionable.</p> <p>MC – In progress.</p> <p>AG – I feel we are making progress with outside facilitators. Looking forward to off campus workshop with Studer to develop a useful evaluation instrument</p>				

	<ul style="list-style-type: none"> Engagement with Studer Group to refine goals/define metrics (in progress – on site visit Dec. 2018) 		<p>and local measures to include leading graduation rate indicators.</p> <p>RH – Moving in right direction to re-vamp Strategic Plan and establish and implement Board priorities. Still need to develop a better mechanism to identify Board consensus and direction on priorities and special requests.</p>
<p>2. Promote academic rigor that focuses on learning and excellence for schools and students.</p>	<ul style="list-style-type: none"> The Monroe County School District will improve its ranking to #10 or better. <ul style="list-style-type: none"> Increase by at least 25 points in the district grade calculation. Improve district and each high school graduation rates to exceed state average. Final metrics: <ul style="list-style-type: none"> 2017-2018 District Grade – “A”. Graduation rate = 86.6% with significantly reduced gaps for ethnic groups. Unable to make final comparison to State of FL graduation rate due to delayed release of data. 	<p>MTP – 5 MC – 4.5 JD – 5 AG – 4.5 BH - 5 SW - 3</p>	<p>MTP – Points improvement goal was not achieved (15-16 – 644 pts. 59% / 16-17 – 670 pts. 61% / 17-18 - 682 pts. 62%). However MCSD District Grade improved to “A”.</p> <p>*Due to Hurricane Michael the release of 2018 graduation rate data from FDOE has been delayed. The following figures are projected rates for MCSD.</p> <p>2018 Projected Graduation Rates (change from 2017);</p> <p>Overall – 86.6% (+7.4%) CSHS – 89.5% (+6.2%) KWHS – 86.6% (+7.4%) MHS – 84.9% (+2.1%) KWCA – 86.4% (+26.4%)</p> <p>White – 92.4% (+5.9%) – 80% in 2012 Hispanic – 79.8% (+11.4%) – 61% in 2012 Black – 77.2% (+4.1%) – 43% in 2012 ESE – 74.4% (+21.2%) Low SES – 60.3% (+8.6%) ELL – 60.3% (+8.6%) At Risk – 78.4% (+21.8%)</p> <p>All of which was accomplished by MCSD instructional personnel in a year where schools missed 13, 15 and 18 days due to Hurricane Irma. A truly outstanding year.</p> <p>AG – Last year there were only 3 A districts. This year there were 22 A districts. Our ranking slipped several places. We need local measures (leading indicators for graduation rate) to evaluate progress. Great progress on graduation rate but unsure how much was improvement and how much was data clean up.</p>

			BH - District's "A" Rating and significantly improved graduation rates are outstanding accomplishments!
3. Create and support a community of learners that empowers others to reach high levels of performance to achieve the district and school missions.	<ul style="list-style-type: none"> 2 leadership retreats with ELT with focus on renewal of Strategic Plan and long range facility planning – 5/2018, 11/2018. DLT Leadership Retreat – 6/2018 to refine/define/focus stated board goal of improving graduation rate and student success. 	MTP – 4 MC – 4 JD – 5 AG – 3 BH – 5 SW – 3	MTP – Executive team, building principals and department supervisors continue to imbed principles of continuous improvement with increasingly effective use of data and outcomes (not mere activities) being used to evaluate school and organizational improvement. AG – I will consider these types of activities as “means” and not “ends”. I choose to only evaluate “ends”. So all such means activities will receive a 3. I have not idea how a board member would know the level of activity success. I will use a 3 in the score of such activities.
4. Model learning for staff and students	<ul style="list-style-type: none"> Complete all requirements for license/certificate renewals; <ul style="list-style-type: none"> FL – Educational Leadership MN – Superintendent, Teaching, Coaching MN - Attorney 	MTP – 5 MC – 4 JD – 5 AG – 5 BH – 5 SW – 5	MTP – All professional licenses and certificates have been renewed for 3-5 years.
5. Promote understanding and celebrating school/district/community cultures.	<ul style="list-style-type: none"> Expand current ELL parent programs and “Parent University” Leading indicators: <ul style="list-style-type: none"> Establish baseline metrics for program and participation. 	MTP – 3 MC – 4 JD – 4 AG – 3 BH – 4.5 SW – 3	MTP – Expanded opportunities and outreach to ELL parents in families continues, but in light of growing number of ELL students and their significant needs this is an area that needs to improve more aggressively. MC - I have seen improvement in this area but feel there is more to be accomplished. AG - I will consider these types of activities as “means” and not “ends” I choose to only evaluate “ends”. So all such type of means activities will receive a 3.
6. Promote and expect a climate of tolerance, acceptance and civility.	<ul style="list-style-type: none"> Year 4 deployment of “iBelieve” program for students, staff and parents. Now incorporated as part of overall school safety/security plan. 	MTP – 4 MC – 3 JD – 4 AG – 3 BH – 4 SW – 4	MTP – All participating schools are receiving PBIS recognition. While the iBelieve program was in place prior to mandated school safety/security measures, it fits well into our overall safety/security plan for students. MC - I have seen iBelieve district-wide but do not see the safety/security connection.

7. Develop, implement, promote, and monitor continuous improvement processes.	*	MTP – 4 MC – 4 JD – 4 AG - 3 BH - 4 SW - 3	MTP – Building principals and other supervisors are buying into the concept of continuous improvement with increasingly effective use of data and outcomes (not mere activities) being used to evaluate school and organizational improvement. 5% growth in accountability points was the target for all schools in 2017-2018 and again in 2018-2019. SW – I hope our continuous improvement goals extend beyond earning points on the state accountability system.
Standard I Total :		MTP – 29 MC-27.5 JD-31 AG - 25 BH-34 SW-25	
Standard I Average :		MTP-4.14 MC-3.93 JD-4.43 AG – 3.57 BH-4.86 SW-3.57	

Standard II. Policy and Governance

Aligned with Strategic Objective #6 – Accountable Resource Management

This standard focuses on the superintendent working with the board to formulate internal and external district policy, defining mutual expectations of performance with the board and demonstrating good school governance to staff, students and the community at large.

	Specific measurable outcome/result	Distinguished 5	Accomplished 4	Proficient 3	Developing 2	Not Acceptable 1
1. Understand and articulate the system of public school governance in Florida.	<ul style="list-style-type: none"> 2019 GFCSB Legislative Priorities have been approved. 2019 SSDCC Legislative Priorities have been approved. 	MTP – 4 MC – 4 JD – 4 AG - 5 BH – 4.5 SW - 3	Comments: MTP – Legislative priorities of member organizations have been identified. Need additional effective follow-through to enact changes necessary to benefit MCSD.			
2. Keep board informed on issues, needs, and operation of school system.	<ul style="list-style-type: none"> Continue current board communication practices; <ul style="list-style-type: none"> Weekly email update Pre-meeting phone calls Quarterly or as needed 1 on 1 	MTP – 4 MC – 2 JD – 4 AG - 4 BH – 4.5 SW – 3	MTP – While not initially planned, crisis communications during the evacuation and recovery period of Hurricane Irma provided timely, accurate and valuable information to all employees and school board members. Overall effective communications practices continue, including; weekly updates, appropriate use of text messaging and 1 on 1 board member meetings. Effective use of retreat setting for deeper board discussions. Getting “out front” of incident communication continues to be a challenge. MC - I have decreased this score because while general communication is good, there are too many occasions where i receive information from other sources before I receive communication from you. BH – Significant improvement in this area.			
3. Differentiate between policy making and administrative roles.	<ul style="list-style-type: none"> Complete policy review cycle/process to include by-laws 	MTP – 3 MC – 2 JD – 4 AG - 3	MTP – Bylaw review did not take place as indicated. May be part of upcoming board retreat. Board relationship and differentiation of roles (superintendent			

		BH – 3.5 SW – 3	and school board) continues to progress and will be supported with FSBA onsite technical assistance in 2019. MC - Second year in a row this has been missed.
4. Appropriately interpret and execute the intent of board policy.	See item #3 above.	MTP – 4 MC – 2 JD – 4 AG – 3 BH – 4 SW – 3	MTP – Decisions are made in accordance and compliance with school board policies. Formation and facilitation of Employee Housing Task Force represents a recent effort to follow-through on consensus board intent. Emphasis and improvement in graduation rates reflects execution of board intent. MC - While this is difficult to accomplish, there have been many occasions where follow through has failed without repeated board requests. AG – Looking forward to working with Studer to achieve understanding of what constitutes board direction. BH – Improving, but still needs work.
5. Establish procedures for superintendent/board interpersonal and working relationships.	*	MTP – 4 MC – 3 JD – 3 AG – 3 BH – 5 SW – 4	MTP - Effective communications practices continue, including; weekly updates, appropriate use of text messaging and 1 on 1 board member meetings. Effective use of retreat setting for deeper board discussions has been effective. FSBA onsite technical assistance in 2019 will support this effort as well. AG – Not sure we have procedures.
6. Understand and interpret the role of federal, state and regional governments, policies, and politics, and their relationships to local districts and schools.	*	MTP – 4 MC – 5 JD – 5 AG – 4 BH – 5 SW – 4	
7. Use legal counsel in governance and procedures to avoid civil and criminal liabilities.	<ul style="list-style-type: none"> Legal expenses continue to exceed desired limits. 	MTP – 4 MC – 4 JD – 4 AG – 3 BH – 4.5 SW – 3	MTP – Intended reduction in legal expenses was not met in 2017-2018. Yet, effective use of counsel has resulted in a minimum number of new legal issues/disputes. Ongoing Chapter 126 matter with FKCC is nearly resolved. AG – How can we know?

8. Accept responsibility for recommendations made.	*	MTP – 5 MC – 5 JD – 4 AG - 5 BH - 5 SW - 4	
9. Receive recommendations for personnel from board members with open mind; make personnel selection using the same criteria for all applicants.	<i>Note, Part 1 of this outcome is problematic as it is not the proper role of board members to make "recommendations for personnel".</i> <ul style="list-style-type: none"> Work with Exec. Dir. of Human Resources to continue to refine and implement consistent hiring practices to meet human capital needs of the MCSD. 	MTP – 4 MC – 4 JD – 4 AG - 3 BH - 5 SW – 4	MTP – The process is actually the reverse of this stated objective, the school board receives recommendations for personnel from the superintendent. Final hires are subject to school board approval. Effective work with Executive Director to continue to improve objectivity and success of hiring process. Recent hiring efforts have resulted in better retention of employees in some areas (e.g. principals and IT). AG – Board does not make personnel recommendations. SW – Personnel recommendations are not a board responsibility.
10. Promote timely development and support of board's legislative priorities.	<ul style="list-style-type: none"> Work with School Board to develop 2019 legislative priorities. 	MTP – 4 MC – 4 JD – 4 AG - 4 BH - 4 SW - 2	MTP – Work in progress (GFCSB – done, SSDCC – 11/20, MCSD priorities – 12/18.
Standard II Total :		MTP-40 MC-35 JD-40 AG-37 BH-45 SW-33	
Standard II Average :		MTP-4.0 MC-3.5 JD-4.0 JD-3.7 BH-4.5 SW-3.3	

Standard III. Communications and Community Relations		Aligned with Strategic Objective# 3 – Outstanding Communications and Community Relations				
Communications and Community Relations						
This standard emphasizes the skills necessary to establish effective two-way communications not only with students, staff and parents, but the community as a whole including beneficial relationships with the media. It also stresses responding to community feedback and building community support for the district.						
	Specific measurable outcome/result	Distinguished 5	Accomplished 4	Proficient 3	Developing 2	Not Acceptable 1
1. Develop formal and informal techniques to gain external perceptions of the district.	<ul style="list-style-type: none">Develop policies and implement effective social media strategies. Use of metrics to assess effectiveness.MCSD Facebook page available for public access with guidelines established for school Facebook pages.Website overhaul completed.	MTP - 4 MC – 3 JD – 2 AG - 3 BH - 4 SW - 3	Comments: MTP – Expanded use of social media with comments/responses, and proactive implementation of press releases (with support of Communications and Community Relations Coordinator). AdvancEd accreditation process will include several opportunities to survey perceptions of the district. Studer Group consult will provide similar opportunities. MC - In some instances this has improved, in others it is lacking. AG – I am not sure what areas are improved in this strategy.			
2. Maintain respect and support of community in the course of conducting school district business.	<ul style="list-style-type: none">Successful voter approval of up to .0625 mils for school safety/security.Conduct a “State of the District” tour of public presentations, to include all Rotary Clubs and other interested community organizations.	MTP – 5 MC – 4 JD – 3 AG - 3 BH - 5 SW – 4	MTP – Successful passage of the safety/security millage question in August was essential to implement mandated on campus security personnel requirements without using operating funds. While several “State of the District” presentations were made during 2017-2018 school year. I am now awaiting final data for 2017-2018 (primarily graduation rate data) before scheduling community meetings in early 2019. MC - Community support is improving. AG – How to measure?			

			BH - Community relations seem particularly good, especially in light of voter's approval of additional millage for SROs.
3. Demonstrate effective communication skills. (written, verbal and non-verbal contexts, formal and informal settings, large and small group and one-on-one environments)	<ul style="list-style-type: none"> Expand effective use of social media to inform internal and external stakeholders about MCSD. In person or technology based "focus groups" will be part of the Studer Group consult. 	MTP – 4 MC – 2 JD – 3 AG – 4 BH – 4 SW – 4	MTP – Expanded use of social media and proactive implementation of press releases (with support of Communications and Community Relations Coordinator). Getting "out front" of incident communication continues to be a challenge. MC - For me, this is the area in need of the most improvement. There is a disconnect between leadership and school based personnel. More involvement and visitations at schools needed.
4. Promote involvement of all stakeholders to fully participate in the process of schooling.	<ul style="list-style-type: none"> Delayed renewal of strategic plan will include in-person or technology based focus groups. 	MTP - 3 MC – 3 JD – 2 AG - 3 BH - 4 SW – 3	MTP – Delay in initiating new strategic plan process has negatively impacted this area. AG – How to measure?
5. Develop and maintain meaningful, respectful, and cooperative media relationships.	*	MTP – 4 MC – 4 JD – 4 AG - 3 BH - 4 SW - 3	MTP – Effective introduction and implementation of CCRC to media with improved media relationships. AG – How to measure? SW – Media engagement is less apparent in the Upper Keys.
6. Participate actively in community life and affairs.	<ul style="list-style-type: none"> Weekly goal of participation in 2 or more community/school events. 	MTP – 5 MC – 5 JD – 4 AG - 3 BH - 5 SW – 5	MTP – Active and visible in community. Including membership and participation in KW Sunrise Rotary and Military Affairs Committee. AG - I will consider these types of activities as "means" and not "ends" I choose to only evaluate "ends". So all such type of means activities will receive a 3. If I have no idea how a board member would know the level of activity success I will use a 3 in the score for such activities.
7. Work effectively to form partnerships with public and private entities.	<ul style="list-style-type: none"> Form at least 1 new public/private partnership in 	MTP – 4 MC - 4 JD – 4	MTP – New CTE Auto Mechanics program at KWHS includes partnership with local and statewide auto dealers. Expanded partnership with MCEF to provide

	<i>2018 that contributes to improved student achievement.</i>	AG - 3 BH – 4.5 SW - 4	Hurricane Irma housing relief for student and staff. Continuation of existing partnerships with AHEC, NMSI, Monroe Computes, Project Access and Special Olympics. MC - There has been good progress here, looking forward to more. AG – Report?
Standard III Total :		MTP-29 MC-25 JD-22 AG-22 BH-30.5 SW-26	
Standard III Average :		MTP-4.14 MC-3.57 JD-3.14 AG-3.14 BH-4.36 SW-3.71	

Standard IV. Organizational Management		Aligned with Strategic Objective #5 – Leader in Innovation and Technology and Strategic Objective #6 – Accountable Resource 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.		Specific measurable outcome/result	Distinguished 5	Accomplished 4	Proficient 3	Developing 2	Not Acceptable 1
1. Delegate appropriate authority to senior staff, monitoring their follow-through.	<ul style="list-style-type: none">Effective deployment of current administrative evaluation instrument for 2017 evaluations.Review and selection of new administrative evaluation instrument for 2018 ELT evaluations.	MTP – 3 MC – 2 JD – 2 AG - 3 BH - 4 SW – 3	<u>Comments:</u> MTP - Still need to develop an improved administrative evaluation instrument for ELT. MC - Second year without substantial progress. AG – Measure?				
2. Demonstrate budget management including financial forecasting, planning, cash flow management, account auditing, and monitoring.	<ul style="list-style-type: none">Audit results, FY ending 6/30/17;<ul style="list-style-type: none">Reduce total number of findings from prev. year.No “instances of noncompliance”No findings of “material weakness”No findings of “significant deficiencies”	MTP – 2 MC – 2 JD – 2 AG - 3 BH - 4 SW - 2	MTP – Third consecutive year of reduction in fund balance (approx. 1%), though primarily due to declining revenue attributable to declining enrollment following Hurricane Irma. Audit results in all areas continue to improve. AG – Second year of dipping into reserves to balance the budget. BH - Although declining fund balances are of significant concern, impacts of Hurricane Irma are beyond our control, and I think we have responded as well as possible under the circumstances. Continuing clean audits are excellent.				
3. Meet and work collaboratively with the board and appropriate staff to determine priorities for budgeting and for the effective allocation of space and human resources.	<ul style="list-style-type: none">Approval of a balanced 2018-19 operating budget that addresses student needs, fair/reasonable employee compensation and overall financial stability of the MCSD.	MTP - 4 MC – 4 JD – 2 AG - 3 BH - 4 SW - 3	MTP – Continued implementation of student-based budgeting process has again provided targeted resources based on student need in 2018-2019. Also, included fair/reasonable compensation for all employees due to expedited negotiations process. Last minute adjustments were implemented to adjust				

	<ul style="list-style-type: none"> Effective board retreats to clearly identify and affirm board priorities. 		for loss of enrollment in Lower Keys. Adoption of more comprehensive 5-year capital expenditure plan. AG – Measure?
4. Develop and monitor long range plans for school and district technology and information systems making informed decisions about computer hardware and software and staff development and training needs.	<ul style="list-style-type: none"> Complete implementation of Focus ERP system, both student information and finance/business. Establish guidelines for district-wide technology and use them to develop a 3-4 year refresh program for all district technology. 	MTP – 4 MC – 4 JD – 3 AG – 3 BH – 5 SW – 3	MTP – Focus implementation is nearly complete. Greatly improving record keeping, use of data and access to data with anticipated “growing pains” of this new product. Need to do a better job of assessing effectiveness of technology tools in the classroom.
5. Encourage and direct that both internal and external communication continue and improve.	<ul style="list-style-type: none"> Continue weekly updates to School Board, ELT, and DLT. Monthly updates to MCSD Employees (to include email and video). Implementation of “Be The One” campaign – 8/13/18. 	MTP – 4 MC – 3 JD – 4 AG – 3 BH – 4 SW – 3	MTP – Expanded use of social media and proactive implementation of press releases (with support of Communications and Community Relations Coordinator). Getting “out front” of incident communication continues to be a challenge.
Standard IV Total :		MTP-17 MC-15 JD-13 AG-15 BH-21 SW-14	
Standard IV Average :		MTP-3.4 MC-3.0 JD-2.6 AG-3.0 BH-4.2 SW-2.8	

Standard V. Human Resource Management		Aligned with Strategic Objective #4 – High Performing Workforce					
This standard requires the superintendent to ensure that there is a staff performance evaluation system in place. It also requires skills in applying ethical, contractual and legal requirements for personnel selection, development, retention, promotion and dismissal.		Specific measurable outcome/result	Distinguished 5	Accomplished 4	Proficient 3	Developing 2	Not Acceptable 1
1. Treat all personnel fairly and impartially.	*		MTP – 5 MC – 3 JD – 5 AG - 4 BH - 5 SW – 4	Comments:			
2. Identify and apply appropriate policies, criteria, and processes for the recruitment, selection, induction, compensation, and separation of personnel with attention to issues of equity and diversity.	<ul style="list-style-type: none">Work with Exec. Dir. of Human Resources to continue to refine and implement consistent hiring practices to meet human capital needs of the MCSD.Leading indicator:<ul style="list-style-type: none">Recommendation and approval of 2017-2018 fractionalized performance pay salary schedules for all personnel.Completion of expedited negotiations with UTM prior to 6/30/18.		MTP - 4 MC – 4 JD – 5 AG - 4 BH - 4 SW – 4	MTP - Effective work with Executive Director to continue to improve objectivity and success of hiring process, while facing the growing challenge of providing necessary human capital. Successful implementation “Expedited Negotiations” with UTM was a very positive and well received effort. BH - We continue to need a lot more African American teachers and administrators throughout our District.			
3. Demonstrate use of system and staff evaluation data for personnel policies, decision making, promotion of career growth, and professional development.	<ul style="list-style-type: none">Effective deployment of current administrative evaluation instrument for 2017 evaluations.Review and selection of new administrative evaluation instrument for 2018 ELT evaluations.		MTP – 2 MC – 2 JD – 3 AG - 3 BH – 3.5 SW - 3	MTP – Still need to develop an improved administrative evaluation instrument. May be a logical next step following development of a new superintendent evaluation instrument that is aligned with the renewed strategic plan. AG – Measure?			

*Indicates no specific measurable outcome/result identified in 2017-2018.

	<ul style="list-style-type: none"> • <i>ELT member goals established and implemented in evaluation instrument.</i> 		
4. Maintain employee morale including loyalty to the organization.	<ul style="list-style-type: none"> • <i>Implementation of "Be the One" campaign for 2017-2018 school year. Focusing on mental health awareness for students and staff.</i> 	MTP – 3 MC – 3 JD – 4 AG - 3 BH – 4.5 SW – 3	MTP – Staff turnover due to delayed impact of Hurricane Irma was greater than expected. Successful Welcome Back event that supported student/staff mental health awareness with uplifting message from keynote speaker Jon Landau. Though ongoing morale issues exist that require attention. Sugarloaf Housing Task Force and moving forward with this project is a much needed effort toward providing affordable workforce housing for MCSD employees. AG – Measure?
5. Inspire employees to highest professional standards.	*	MTP – 4 MC – 4 JD – 4 AG - 3 BH – 4.5 SW - 4	AG – Measure?
Standard V Total :		MTP-18 MC-16 JD-21 AG-17 BH-21.5 SW-18	
Standard V Average :		MTP-3.6 MC-3.2 JD-4.2 AG-3.4 BH-4.3 SW-3.6	

Standard VI. Instructional Leadership		Aligned with Strategic Objective #2 – Outstanding Student Achievement					
This standard 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 centers on applying research and best practices with respect to diversity sensitivities.		Specific measurable outcome/result	Distinguished 5	Accomplished 4	Proficient 3	Developing 2	Not Acceptable 1
1. Provide vision and leadership for moving the district forward.	<ul style="list-style-type: none">Development of new strategic plan with focus on school board priorities;<ul style="list-style-type: none">Specific focus on unanimous school board priority – Improve Graduation Rates.Identification and implementation of an on-going process to track Action Plan progress through work with Studer Group.	<p>MTP – 4 MC – 4 JD – 4 AG – 4 BH – 4 SW – 4</p>	<p>Comments: MTP – Typically an area of strength. Some delays in moving forward with the renewed strategic plan. Graduation rate outcomes are an example of vision and leadership, as this has been a multi-year effort. JD – With reservations about using Studer. BH - Pretty darn good, but can still do better.</p>				
2. Apply effective methods of providing, monitoring, evaluating, and reporting student achievement to improve the learning process.	*	<p>MTP – 4 MC – 4 JD – 4 AG – 3 BH – 4 SW – 3</p>	<p>MTP – Continue to provide classroom teachers with effective tools for enhanced/improved instruction. Listening to teachers and students as to their preferred tools, including technology. Doing a better job of identifying those tools (e.g. software, etc.) that appear to deliver the best results.</p>				
3. Establish instructional strategies that include cultural diversity and difference in learning styles.	<ul style="list-style-type: none">Reduce by 10% the largest existing gap in student achievement between ethnic subgroups in all measures of student performance. With specific focus on existing gaps in graduation rates.	<p>MTP – 4 MC – 4 JD – 5 AG – 3 BH – 4.5 SW – 3</p>	<p>MTP – 2017-2018 results still demonstrate insufficient progress on some persistent gaps (i.e. lowest 25%) with regard to student ethnic groups. Improved graduation rates for ethnic subgroups (in 2012 W-80%/H-61%/B-43% improved in 2017 W-92.4%, H-79.8%, B-77.2%) is the most powerful indicator of improvement in this area.</p>				
4. Visit school sites and communicate with teachers, students, and staff.	<ul style="list-style-type: none">Hold at least 2 staff meetings in each building.Continue to visit classrooms informally at least 2 hours per week.	<p>MTP – 4 MC – 3 JD – 4 AG – 3</p>	<p>MTP – Fall meetings/2018-2019 SIP reviews completed. Including charter schools.</p>				

*Indicates no specific measurable outcome/result identified in 2017-2018.

		BH – 4.5 SW - 3	
5. Support a broad range of academic opportunities for all students such as various staffing patterns, student grouping plans, class scheduling plans, school organizational structures, and facilities design processes for incorporating various teaching strategies and desired student outcomes.	<ul style="list-style-type: none"> Continued expansion and improvement of CTE pathways leading to industry recognized certification for students. Leading indicator: <ul style="list-style-type: none"> Implementation and success of AP Computer Science. Re-introduction of Auto Mechanics at KWHS for 2018-2019. Continued increase in the number of students earning industry recognized certificates in 2017-2018. 	MTP – 4 MC – 4 JD – 5 AG - 4 BH - 5 SW -4	MTP – Continued emphasis on CTE opportunities with expanded enrollment and certificate completion. Implementation of new/improved alternative education programming that includes off-campus locations.
6. Analyze available instructional resources and assign them in a cost effective and equitable manner to enhance student outcomes.	<ul style="list-style-type: none"> Approval of a balanced 2018-19 operating budget that addresses student needs, fair/reasonable employee compensation and overall financial stability of the MCSD. 	MTP - 2 MC – 2 JD – 3 AG - 4 BH - 3 SW - 2	MTP – Failure to deliver balanced 2017-2018 operating budget on June 30, 2018.
Standard VI Total		MTP-22 MC-21 JD-25 AG - 21 BH-25 SW-19	
Standard VI Average		MTP-3.67 MC-3.5 JD-4.16 AG-3.5 BH-4.17 SW-3.17	

Standard VII. Curriculum Planning Development		Aligned with Strategic Objective #2 – Outstanding Student Achievement					
This standard focuses the superintendent’s skills in keeping current with the latest designs in curriculum, teaching, learning, and testing theories. It requires the superintendent to recommend the use of electronics and other learning technologies as required.		Specific measurable outcome/result	Distinguished 5	Accomplished 4	Proficient 3	Developing 2	Not Acceptable 1
1. Develop core curriculum design and delivery system based on content and assessment standards and best practices.	*	MTP - 4 MC – 4 JD – 5 AG - 3 BH - 5 SW – 3	Comments: MTP – This task is primarily delegated to the Curriculum Team led by the Executive Director of Teaching and Learning. One area of superintendent directed improvement has been increased staffing for EL students. BH - District’s “A” rating indicates we are doing something right!				
2. Include all stakeholder groups in enhancement and renewal of curriculum to ensure alignment of curriculum, instruction and assessment.	• <i>Initiate a district-wide Curriculum Advisory Committee to operate under a common set of parameters and expectations for all advisory committees.</i>	MTP – 2 MC – 2 JD – 3 AG - 3 BH - 3 SW – 2	MTP – Remains a void to be filled in MCSD.				
3. Encourage and direct that appropriate resources be allocated to board priorities.	• <i>The board’s stated #1 priority is improved graduation rates.</i> • <i>See graduation rate comparison outcomes in Standard I.2</i>	MTP – 5 MC – 4 JD – 5 AG - 3 BH - 5 SW - 4	MTP – Implementation of School Day SAT opportunities and continued expansion of CTE opportunities are examples of targeted resource allocations. MC - Some priorities are accomplished while others remain unfinished. BH - Moving forward with MMHS and KWHS athletic facility improvements very much appreciated.				
4. Use data to make informed decisions.	• <i>Review offerings and opportunities provided by Studer Group (or other continuous improvement consultants) regarding value-added services to</i>	MTP – 4 MC – 4 JD – 4 AG - 4 BH – 4.5	MTP – Effective use of data has been a strength and remained so in 2017-2018. Next steps include; display via “dashboard” ongoing data results, and alignment of a new superintendent evaluation instrument.				

	<i>enhance effective use of data driven decision making.</i>	SW - 3	
Standard VII Total :		MTP-15 MC-14 JD-17 AG-13 BH-17.5 SW-12	
Standard VII Average :		MTP-3.75 MC-3.5 JD-4.25 AG-3.25 BH-4.38 SW-3.0	

Standard VIII. Values and Ethics of Leadership		Aligned with Strategic Objective #1 – Climate and Culture for Excellence				
This standard stresses the understanding and modeling of appropriate value systems, ethics and moral leadership. It also requires the superintendent to exhibit multi-cultural and ethnic understanding and to coordinate with social agencies and human services to help students grow and develop as caring, informed citizens.						
	Specific measurable outcome/result	Distinguished 5	Accomplished 4	Proficient 3	Developing 2	Not Acceptable 1
1. Defend principles and convictions in the face of pressure and special interests	*	MTP – 4 MC – 4 JD – 5 AG - 4 BH - 5 SW – 4	<u>Comments:</u> MTP – While not always popular I believe I have stood firm on this issue.			
2. Act in accordance with federal and state constitutional provisions, statutory standards, and regulatory applications.	*	MTP – 5 MC – 5 JD – 5 AG - 5 BH - 5 SW – 5				
3. Manifest a professional code of ethics and demonstrate personal integrity	*	MTP – 5 MC – 4 JD – 5 AG -5 BH - 5 SW - 5				
4. Model accepted moral and ethical standards in all interactions	*	MTP – 5 MC – 5 JD – 5 AG - 5 BH - 5 SW - 5				

5. Speak and write in an articulate, compelling manner	*	MTP – 5 MC – 5 JD – 5 AG - 5 BH - 5 SW - 5	
6. Demonstrate the ability to make decisions within an ethical context	*	MTP – 5 MC – 5 JD – 5 AG - 5 BH - 5 SW - 5	
Standard VIII Total :		MTP-29 MC-28 JD-30 AG-29 BH-30 SW-29	
Standard VIII Average :		MTP-4.83 MC-4.67 JD-5.0 AG-4.83 BH-5.0 SW-4.83	

Standard IX. Labor Relations		Aligns with Strategic Objective #4 – High Performing Workforce				
This standard requires the superintendent to provide technical advice to the board during labor negotiations, and/or to keep the board apprised of negotiations status, to understand and effectively administer negotiated labor contracts, and to keep abreast of legislative changes affecting collective bargaining processes.						
	Specific measurable outcome/result	Distinguished 5	Accomplished 4	Proficient 3	Developing 2	Not Acceptable 1
1. Develop bargaining strategies based upon collective bargaining laws and processes	<ul style="list-style-type: none">Introduced and facilitated “expedited” negotiations process that resulted in contract agreements with UTM for teachers and SRP’s before the end of the 2017-2018 school year.	MTP – 5 MC – 5 JD – 5 AG - 5 BH - 5 SW - 5	<u>Comments:</u> MTP – In light of the difficult and challenging year due to the impact of Hurricane Irma the idea of an “expedited” negotiations was introduced to the school board and UTM. The result was an agreement before the end of the 2017-2018 school year and compensation adjustments for all employees before 7/1/2018. BH - While other Districts continue to struggle in this area, our quick and harmonious labor negotiations and timely securing of new contracts has become so commonplace its almost easy to take it for granted, which we shouldn’t, as this is a significant accomplishment.			
2. Establish productive relationships with bargaining groups while managing contracts effectively	*	MTP – 5 MC – 4 JD – 5 AG - 5 BH - 5 SW - 5				
Standard IX Total :		MTP-10 MC-9 JD-10 AG-10 BH-10				

		SW-10	
Standard IX Average :		MTP-5.0 MC-4.5 JD-5.0 AG-5.0 BH-5.0 SW-5.0	

Summary of Results	MTP	MTP	MC	MC	JD	JD	AG	AG	SW	SW	BH	BH	Avg.
Standard I: Leadership and District Culture (7)	29	4.14	27.5	3.93	31	4.43	25	3.57	25	3.57	34	4.86	28.5/4.07
Standard II: Policy and Governance (10)	40	4.0	35	3.5	40	4.0	37	3.7	33	3.3	45	4.5	38/3.8
Standard III: Communications and Community Relations (7)	29	4.14	25	3.57	22	3.14	22	3.14	26	3.71	30.5	4.36	25.1/3.59
Standard IV: Organizational Management (5)	17	3.4	15	3.0	13	2.6	16	3.2	14	2.8	21	4.2	15.8/3.16
Standard V: Human Resources Management (5)	18	3.6	16	3.2	21	4.2	17	3.4	18	3.6	21.5	4.3	18.7/3.74
Standard VI: Instructional Leadership (6)	22	3.67	21	3.5	25	4.16	21	3.5	19	3.17	25	4.17	22.2/3.7
Standard VII: Curriculum Planning and Development (4)	15	3.75	14	3.5	17	4.25	13	3.25	12	3.0	17.5	4.38	14.7/3.68
Standard VIII: Values and Ethics of Leadership (6)	29	4.83	28	4.67	30	5.0	29	4.83	29	4.83	30	5.0	29.2/4.87
Standard IX: Labor Relations (2)	10	5.0	9	4.5	10	5.0	10	5.0	10	5.0	10	5.0	9.8/4.9
TOTAL:	209	4.02	190.5	3.66	209	4.02	190	3.65	186	3.58	234.5	4.51	202/3.88

*Indicates that not all sub-categories were scored.

Scoring Rubric for Individual Standards and for Total Points for the Evaluation

Note that each individual item and standard is equally weighted.

Distinguished (Individual Standard—5; Total Points— 237-260) The performance of the Superintendent consistently surpasses required standards, producing exemplary work that far exceeds the expected impact on district goals and priorities.

Accomplished (Individual Standard—4; Total Points— 185-236)

The performance of the Superintendent occasionally surpasses required standards, having a positive effect on district goals and priorities.

Proficient (Individual Standard—3; Total Points— 127-184)

The performance of the Superintendent consistently fulfills standards resulting in quality work that affects district goals and priorities in a positive manner.

Developing (Individual Standard—2; Total Points— 69-126)

The performance of the Superintendent occasionally or sporadically falls below standards, resulting in less than quality work performance that needs improvement to meet district goals and priorities.

Ineffective (Individual Standard—1; Total Points— 68 or below)

The performance of the Superintendent does not adequately fulfill responsibilities, resulting in unsatisfactory work performance and negatively influencing the attainment of district goals and priorities.

COMMENTS:

MTP – This summative evaluation for the 2017-2018 school year and the 2018 calendar year reflects continued growth and improvement in most areas of overall performance. While the immediate impacts and leadership responses of Hurricane Irma were part of the previous evaluation, the final outcomes achieved during the challenging 2017-2018 school year are included in this evaluation. Despite the disruption and challenges, student achievement in MCSD continued to improve (a gain of 12 points and 1% in the Florida Accountability System in 2017-2018, building upon the gain of 26 points and 2% points in the Florida Accountability System in 2016-2017) reaching the level of an “A” district in 2017-2018. As always, there are areas of strength and areas of needed improvement, but overall in light of the specific circumstances, it was an outstanding year. Following each summative evaluation I make it my highest priority to improve in those areas identified by the School Board as needing improvement.

Strengths:

MTP – The recovery from Hurricane Irma continued throughout the 2017-2018 school year. The mantra across MCSD was to move from “recovery to rigor”. A message that our employees clearly took to heart based on the student outcomes achieved and overall district improvement in the Florida Accountability System. In addition to achieving the “A” status, the MCSD graduation rate (an identified top priority of the school board) improved to 86.6%, while reducing “graduation gaps” to W – 92.4%, H – 79.8%, B – 77.2%, ESE – 74.4%, FRL – 79.3%, ELL 60.3%, At-Risk – 78.4%. Continued growth and expansion of CTE programs with industry certificates is another area of strength. Finally, while employee morale post-hurricane remains a challenge, the implementation of an expedited negotiations process and resulting early contract settlement was a big plus for all employees and represents a significant shift in labor relations.

Areas of Improvement:

MTP – Failing to deliver a balanced budget at the end of the 2017-18 fiscal year was again a disappointment. While there were some uncontrollable contributing factors (loss of student enrollment resulting in approximately \$1.0 million reduction in revenue) there are no excuses. This represents a third consecutive year of minor (approx. 1%) fund balance reduction that must be addressed in 2018-2019. Restoring MCSD as one of the top 10 districts in the State of Florida remains an unaccomplished goal, despite steady improvement in student achievement. Continued focused efforts on improved graduation rates and the closing of persistent student achievement gaps will be significant factors in the accomplishment of this goal.

Superintendent’s signature acknowledges receipt of this evaluation form. Additional comments may be attached.

Comments attached: (circle one) Yes No

X  _____

Superintendent Signature

1/22/2019 _____

Date

X _____

Board Member Signature

Date