

Superintendent Evaluation

From SB Policy 10-8. In accomplishing the policy ends of the School Board, the Superintendent communicates a clear vision of educational excellence and continuous improvement consistent with the goals of the School Board’s Strategic Plan. In implementing School Board policy, the Superintendent promotes a healthy organization climate characterized by mutual trust, respect and open communication. The Superintendent ensures, as well, that school division practices, activities, and decisions are lawful, prudent and

ethical. Bringing to the School Board for action all items required by the Code of Virginia, the Superintendent ensures that the School Board is informed and supported in its work in ways that are consistent with the policy on the Board-Superintendent Relationship.

PERFORMANCE STANDARD	Glow	Grow	Questions	Evidence Needed	As a Board member, what do you need to see in this area?
1: Mission, Vision, and Goals					
<p>The Superintendent works with the School Board to formulate and implement Arlington Public Schools’ Mission, Vision, Core Values, and Strategic Plan to promote student academic progress.</p> <p><i>The Superintendent:</i></p> <p><i>1.1 Keeps APS focused on its Strategic Plan and identifies actions needed to accomplish the Strategic Plan goals.</i></p> <p><i>1.2 Recommends changes and additions to School Board policies, regulations, rules and procedures that are aligned with the Strategic Plan, Mission, Vision, and Core Values.</i></p> <p><i>1.3 Supports and implements all school board policies and informs stakeholders of changes to the policies and corresponding procedures</i></p> <p><i>1.4 Aligns the work of the Executive Leadership Team, principals, and staff to the Strategic Plan, Mission, Vision, and Core Values.</i></p>					
2: Planning and Assessment					

<p>The Superintendent strategically gathers, analyzes, and uses a variety of data to guide planning and decision-making, consistent with the Strategic Plan and with established policies, procedures, and practices that result in student academic progress.</p> <p><i>The Superintendent:</i></p> <p>2.1 <i>Gathers the data needed to assess progress in meeting the Strategic Plan goals.</i></p> <p>2.2 <i>Uses research-based techniques to analyze data, to identify areas of success, and to identify areas for improvement.</i></p> <p>2.3 <i>Applies and communicates findings to stakeholders to ensure continuous improvement.</i></p> <p>2.4 <i>Manages the development of short-term and long-term plans to address the areas of improvement.</i></p> <p>2.5 <i>Allocates the resources needed to achieve improvement plan initiatives.</i></p>					
<p>3: Instructional Leadership</p> <p>The Superintendent fosters the success of all teachers, staff, and students by ensuring the development, communication, implementation, and evaluation of meaningful teaching and learning, with a focus on continuous improvement, which leads to student success.</p> <p><i>The Superintendent:</i></p> <p>3.1 <i>Communicates a clear vision of excellence and continuous improvement, consistent with the APS Mission, Vision, Core Values, and Strategic Plan.</i></p> <p>3.2 <i>Ensures that the curriculum provides challenging opportunities for students to succeed and to be prepared for the next level of their education.</i></p> <p>3.3 <i>Directs staff to set specific, challenging, and attainable goals that result in improved student learning.</i></p> <p>3.4 <i>Shares throughout the school division best instructional practices that exist within APS.</i></p>					

<p>3.5 <i>Provides opportunities for staff development consistent with program evaluation results, school improvement plans, and school management plans.</i></p> <p>3.6 <i>Ensures the development and provision of a variety of student support services consistent with the goals and priorities of the Board.</i></p>					
<p>4: Organizational Leadership and Safety</p> <p>The Superintendent prioritizes the safety and success of all teachers, staff, and students by supporting, managing, and evaluating the organization, operation, and use of resources of Arlington Public Schools.</p> <p><i>The Superintendent:</i></p> <p>4.1 <i>Establishes, maintains, and evaluates procedures to maximize the safety of individuals on school property while maintaining a positive, nurturing learning environment.</i></p> <p>4.2 <i>Implements procedures to recruit, employ, and retain highly qualified teachers and staff.</i></p> <p>4.3 <i>Collaborates with stakeholders to assess and improve procedures and policies to maximize the time available for successful and enjoyable teaching and learning and to promote a positive work climate.</i></p> <p>4.4 <i>Implements systems that support student success and that utilize resources in an effective, efficient, and equitable manner.</i></p> <p>4.5 <i>Develops an annual proposed budget and a bi-annual capital improvement plan that focus on the achievement of Strategic Plan goals, consider future needs and available resources, and represent a responsible use of human, material, and financial resources.</i></p> <p>4.6 <i>Plans and implements a systematic performance evaluation system of all employees that provides timely and constructive feedback, with an emphasis on continuous improvement.</i></p> <p>4.7 <i>Recognizes and supports the achievement of highly effective personnel.</i></p> <p>4.8 <i>Engenders a high level of employee satisfaction and accomplishment.</i></p> <p>4.9 <i>Identifies potential operating problems at an early stage and explores</i></p>					

<p><i>implications and options.</i></p>					
<p>5: Communication and Community Relations</p> <p>The Superintendent uses multiple methods of proactive communication and effective outreach to inform and to gather input from community members, families, teachers, staff, and students in a timely way to provide transparency and to engage these individuals in the decision-making process.</p> <p><i>The Superintendent:</i></p> <p>5.1 <i>Makes the mission, vision, core values, Strategic Plan, priorities, and current areas of focus clear to the schools community and the larger Arlington community.</i></p> <p>5.2 <i>Solicits and encourages input from our diverse community to assist the Board, Superintendent, and staff in making the best decisions possible.</i></p> <p>5.3 <i>Maintains multiple lines of communication with the School Board to ensure that it is informed in a timely manner to facilitate its decision-making process.</i></p> <p>5.4 <i>Models and promotes the importance of positive relationships within APS and with the community.</i></p> <p>5.5 <i>Creates an atmosphere of trust and mutual respect with all stakeholders.</i></p> <p>5.6 <i>Works to develop support within APS, with Arlington County government, and with the larger community for APS goals and priorities.</i></p> <p>5.7 <i>Provides timely information that addresses issues and concerns for the community as they arise or are anticipated to arise.</i></p>					
<p>6: Professionalism</p> <p>The Superintendent promotes the success of teachers, staff, and students by demonstrating professional standards and ethics, engaging in continuous professional development and contributing to the profession.</p> <p><i>The Superintendent:</i></p> <p>6.1 <i>Models professional and ethical practices and demonstrates personal</i></p>					

<p><i>integrity.</i></p> <p>6.2 <i>Expects that all staff are professional, ethical, and demonstrate personal integrity.</i></p> <p>6.3 <i>Respects and maintains confidentiality as appropriate.</i></p> <p>6.4 <i>Provides service to the profession, APS, and the community by participating on national, state, or regional committees; being active in professional or community-based organizations; and making presentations at national, state, regional, or local conferences.</i></p> <p>6.5 <i>Engages in professional learning opportunities on educational leadership, instructional best practices, and other areas to enhance effective leadership of APS.</i></p>					
<p>7: Division-wide Student Academic Progress</p> <p>The Superintendent’s leadership results in continuous improvement, resulting in measurable, division-wide, student academic success, consistent with the Strategic Plan.</p> <p><i>The Superintendent:</i></p> <p>7.1 <i>Reviews achievement data throughout the year, using the multiple measures of success, including the key performance indicators of the Strategic Plan, to identify trends and actions needed to improve student success.</i></p> <p>7.2 <i>Leads staff in conducting ongoing analysis of student achievement data, including formative assessments, to allow for timely and effective adjustments to instruction to promote student success, consistent with the Strategic Plan.</i></p> <p>7.3 <i>Compares APS achievement data with state and national data and with that of benchmark school divisions.</i></p> <p>7.4 <i>Presents and discusses achievement data with the School Board during School Board meetings throughout the year, and proposes changes to policies, curriculum, and the budget as necessary to improve student achievement, consistent with the Strategic Plan.</i></p>					