

Superintendent Evaluation Potential Indicators

Performance Standard 1: Mission, Vision, and Goals

The superintendent works with the local school board to formulate and implement the school division's mission, vision, and goals to promote student academic progress.

Recommendation: Utilize the successful completion of an agreed upon mission, vision, and goals through the collaborative creation and approval of the next strategic plan.

#	Sample Performance Indicator	ACPS 2020 Goal	ACPS 2020 KPI or Other	Indicator Description	2013-14	2014-15	2015-16	2016-17	2017-18
1.2	Promotes a climate of mutual respect, trust, and professionalism with the school board and staff.	Recommendation: Use evidence from 360 feedback process which incorporates feedback from multiple stakeholders.							
1.6	Oversees the administration of the school division's as the primary instructional leader and oversees the day-to-day infrastructure of the organization.								
1.7	Works with all individuals, groups, agencies, committees, and organizations to provide and maintain schools that are safe and productive.								

Comment [1]: We also said we'd include the process of the strategic plan, development of mission, vision, goals....and then after this year we'll ensure the mission, vision, goals are infused in budget/evaluations and monitoring. We should also include a presentation of the current strategic plan at this year's school board meetings in order to close it out.

Comment [2]: This is included in the section above under the recommendation section.

Comment [3]: Are we going to include completion of this exercise as a metric to measure/show success? That's what I thought we discussed but I could be wrong.

Comment [4]: Yes I was under the impression that it will be included in the rating rubric

Comment [5]: Can we include ACPS 2020 KPI 4.1.1 "% of families and community members reporting that ACPS provides optimal learning environments," and KPI 1.11.2 "Perceptions on the TELL Survey of the schools as a positive and engaging environment for learning"?

Performance Standard 2: Planning and Assessment

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The superintendent strategically gathers, analyzes, and uses a variety of data to guide planning and decision making consistent with established guidelines, policies, and procedures that result in student academic progress.

Recommendation: Use evidence from major division initiatives (High School Project, Budget ROI, School Start Times), to determine the strategic gathering, analysis, and variety of data used in planning and decision-making.

#	Sample Performance Indicator	ACPS 2020 Goal	ACPS 2020 KPI or Other	Indicator Description	2013-14	2014-15	2015-16	2016-17	2017-18
2.1	Provides leadership in the development of a shared vision for educational improvement that inspires employees to work collaboratively.	3	3.2.1	Teachers reporting on TELL Survey that professional development provides ongoing opportunities for teachers to work with colleagues to refine teaching practices.	56%	No Survey	65%	No Survey	70%
			3.2.2	Teachers reporting that they collaborate to achieve consistency on how student work is assessed.	70%	No Survey	78%	No Survey	81%
			TELL 2.1.a	Teachers have time available to collaborate with colleagues.	45%	No Survey	63%	No Survey	69%
			TELL 7.1.a	The faculty and leadership have a shared vision.	67%	No Survey	76%	No Survey	76%
2.5	Uses research-based techniques to analyze and apply data gathered from division improvement measurements that include a variety of assessment data.	Recommendation: Use evidence from annual assessment workbook which includes achievement data across various indicators, such as PALS benchmarks, SOL Pass Rates, AP performance, SAT performance, on-time graduation rates, chronic absenteeism, and EL Progress (WIDA).							
2.7	Plans, implements, supports, and assesses instructional programs that enhance teaching and student achievement such that the school division and all schools meet all required federal and state standards.	Recommendation: Use evidence from annual assessment workbook which includes achievement data across various indicators, such as PALS benchmarks, SOL Pass Rates, AP performance, SAT performance, on-time graduation rates attendance, chronic absenteeism, and EL Progress (WIDA).							

Performance Standard 3: Instructional Leadership

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The superintendent fosters the success of all teachers, staff, and students by ensuring the development, communication, implementation, and evaluation of effective teaching and learning that leads to student academic progress and school improvement.

Recommendation: Use evidence from school and department improvement plans and formative monitoring and refinement through central office and school collaboration.

#	Sample Performance Indicator	ACPS 2020 Goal	ACPS 2020 KPI or Other	Indicator Description	2013-14	2014-15	2015-16	2016-17	2017-18
3.1	Communicates a clear vision of excellence and continuous improvement consistent with the goals of the school division.	6	6.2.2	% of schools and departments having completed annual plans by September	N/A	100%	100%	100%	62%
			TELL 7.1.a	The faculty and leadership have a shared vision.	67%	No Survey	76%	No Survey	76%
3.4	Assesses factors affecting student achievement and directs change for needed improvements.	Recommendation: Use evidence from school and department quarterly chats regarding additional supports and changes made responsive to formative needs.							
3.5	Ensures that curricular design, instructional strategies, and learning environments integrate appropriate technologies to maximize student learning.	4	4.5.2	Ratio of students to computers in each school.	ES - 3:1 MS - 2.5:1 HS - 1:1	ES - 3:1 MS - 2.5:1 HS - 1:1	ES - 2:1 MS - 2:1 HS - 1:1	ES - 2:1 MS - 1:1 HS - 1:1	ES - 2:1 MS - 1:1 HS - 1:1
			4.5.4	% of buildings with high speed Internet as measured by the Future Ready Schools' definition of "very high-bandwidth."	N/A	16%	42%	63%	85%
3.8	Provides direction and support in planning and implementing activities and programs consistent with continuous improvement efforts and attainment of instructional professional learning.	3,6	6.2.1	% of ACPS 2020 Scorecard KPI targets met or showing improvement on an annual basis.	N/A	N/A	66%	49%	56%
			6.2.2	% of schools and departments having completed annual plans by September	N/A	100%	100%	100%	62%
			3.3.1	First-year teachers reporting they received the support needed to be effective based on TELL Survey.	62%	No Survey	74%	No Survey	73%
			3.3.2	Professional development effectiveness as reported on TELL Survey.	70%	No Survey	76%	No Survey	81%
			TELL 9.1.e	Provided supports (i.e. instructional coaching, professional learning communities, etc.) translate to improvements in instructional practices by teachers.	68%	No Survey	71%	No Survey	77%
			TELL 8.1.d	Professional learning opportunities are aligned with the school's improvement plan.	83%	No Survey	85%	No Survey	88%

Comment [6]: High ratios of computers and access to high speed internet alone do not "maximize student learning." What indicators do we have that these tools and our online subscriptions are supporting the curriculum and positively impacting student achievement?

Performance Standard 4: Organizational Leadership and Safety

The superintendent fosters the safety and success of all teachers, staff, and students by supporting, managing, and evaluating the division's organization, operation, and use of resources.

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Recommendation: Use evidence from Douglas MacArthur move planning, CIP budget request and approval process, and operating budget process. Further, evidence in the progress of implementing action plans across content areas (TAG, SWD, HR, Facilities, Procurement) should be assessed including the percentage of facilities projects done on time and the percentage of staff members who have been trained on ACPS' violent intruder training.

#	Sample Performance Indicator	ACPS 2020 Goal	ACPS 2020 KPI or Other	Indicator Description	2013-14	2014-15	2015-16	2016-17	2017-18
4.1	Identifies, analyzes, and resolves problems including facilities, school safety, operations, TAG, SPED and human resource using problem-solving techniques.	4, 6	6.1.1	Number of major findings, defined as material weaknesses or significant deficiencies, identified in the comprehensive annual financial report audit.	0	1	0	0	0
			6.3.1	Number of functional and compliance reviews performed focusing on business practices, compliance with procedures, and/or organizational effectiveness and efficiency.	N/A	N/A	3	1	2
			6.3.2	Implementation of recommendations from functional and compliance reviews within timelines agreed in management responses.	N/A	N/A	N/A	100%	91%
			Division Action Plans	Implementation and Monitoring of Action Plans, specifically SWD, TAG, Facilities, HR, and Communications.	N/A	N/A	N/A	N/A	N/A
4.3	Implements sound personnel procedures in recruiting, employing, and retaining highly qualified and most effective teachers, administrators, and other personnel based on identified needs.	3	3.1.1	% of full-time classroom positions filled with well-qualified teachers on the first day of school.	99.1%	99.4%	99.6%	99.1%	98%
			3.1.6	% of teachers retained by ACPS annually	84%	84%	87%	85%	85%
			N/A	Retention rate of non-licensed staff staff, including administrators, paraprofessionals, and support staff.	N/A	N/A	N/A	N/A	N/A
4.4	Acquires, allocates, and manages division human, material, and financial resources in compliance with all laws to ensure the effective and equitable support of all of the division's students, schools, and programs.	Recommendation: Review VDOE reports, such as the SOQ compliance report, to determine if state standards are being met.							

Comment [7]: Can we include ACPS 2020 KPI 4.2.1 "% of projects/repairs addressed within established timeframes"?

Comment [8]: Can we include ACPS 2020 KPI 3.6.1 "% of eligible licensed staff evaluation processes completed on time," and KPI 3.6.2 "% of eligible support staff employees with documented evaluations completed on time"?

Performance Standard 5: Communication and Community Relations

The superintendent fosters the success of all students through effective communication with stakeholders.

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Recommendation: Use evidence from the next phase of the division's equity focus including equity-focused resource allocation and access to rigorous classes.

#	Sample Performance Indicator	ACPS 2020 Goal	ACPS 2020 KPI or Other	Indicator Description	2013-14	2014-15	2015-16	2016-17	2017-18
5.2	Establishes and maintains effective and timely channels of communication with board members and between the schools and community. Uses formal and informal techniques to gather external perceptions and input as a part of the decision-making process	2	2.5.1	% of families and community members reporting that they can easily obtain information about ACPS services and activities (annual survey).	N/A	N/A	82%	74%	81%
			2.5.2A	Number of community members and parents/guardians being sent information about ACPS services and activities through email newsletters.	2,000	2,500	7,849	11,068	13,263
			2.5.2B	B. Number of community members and parents/guardians being sent information about ACPS services and activities through social media.	4,730	10,658	21,067	31,385	41,142
			ACPS 2020 Survey	ACPS offers opportunities for public input before making decisions.	N/A	N/A	78%	76%	85%
			Customer Relations	Establishing a streamlined customer relations management system for delivering information including crisis communications and feedback from stakeholders.	N/A	N/A	N/A	N/A	N/A
5.3	Works collaboratively with all stakeholders to secure resources and to support the success of a diverse student population.	Recommendation: Use evidence from the budget process to determine the degree to which identified resources are successfully financed and secured.							
5.4	Creates an atmosphere of trust and mutual respect with all stakeholders. Applies and communicates findings to all stakeholders to ensure continuous improvement.	1, 2	2.2.1	% of families reporting that there is mutual respect and trust between ACPS and the community (annual survey)	N/A	67%	63%	76%	70%
			1.9.1A	% of faculty TELL survey results survey results reflecting positive answers by respondents about indicators of organizational culture.	57%	No Survey	67%	No Survey	67%
5.8	Models and promotes multicultural awareness, gender sensitivity, and the appreciation of diversity in the community.	Not Applicable							

Performance Standard 6: Professionalism

The superintendent fosters the success of teachers, staff, and students by demonstrating professional standards and ethics, engaging in continuous professional development, and contributing to the profession.

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Recommendation: Use evidence of professional learning opportunities attended during current year and presentations made at the local, state, and national level contributing to the profession.

#	Sample Performance Indicator	ACPS 2020 Goal	ACPS 2020 KPI or Other	Indicator Description	2013-14	2014-15	2015-16	2016-17	2017-18
6.1	Models professional, moral, and ethical standards as well as personal integrity in all interactions.			Recommendation: Use evidence from 360 feedback process which incorporates feedback from multiple stakeholders.					
6.3	Respects and maintains confidentiality and assumes responsibility for personal actions and responds appropriately to actions of others.								
6.7	Maintains a high level of personal knowledge regarding new developments and techniques, and shares the information with appropriate staff.								

Performance Standard 7: Division-wide Student Academic Progress

The superintendent's leadership results in acceptable, measurable division-wide student academic progress based on established standards.

Recommendation: Use end-of-year outcome data including SOL Pass Rates and school Accreditation statuses to determine acceptable student academic progress. Also, including evidence from department plan process would assist in the formative monitoring of division progress towards goals throughout the year.

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#	Sample Performance Indicator	ACPS 2020 Goal	ACPS 2020 KPI or Other	Indicator Description	2013-14	2014-15	2015-16	2016-17	2017-18
7.1	Develops, implements, monitors, and updates division action plans that result in increased student academic progress.	Recommendation: Use evidence from department and school plan process and quarterly chats to confirm formative monitoring of division progress towards goals and detailed analysis of student learning data throughout the year and postsecondary student outcomes. The school division's data workbook will be published in September 2019 and ACPS' Focus Areas for 2019-20 published in August 2019.							
7.2	Uses appropriate data and applies research to make informed decisions related to student academic progress and division improvement.								
7.3	Leads staff in conducting an ongoing, detailed analysis of student learning data to provide immediate and appropriate feedback.								

Comment [9]: Can we add VDOE Performance Standard 7.6 "Provides evidence that students in all subgroups are meeting acceptable and measurable student academic progress"? We can use ACPS 2020 KPI 1.2.3 "On-Time Graduation Rates" and/or 1.3 "Disproportionality" and/or 1.4 "Educational Equity."