

WARSAW COMMUNITY SCHOOLS
Warsaw, Indiana 46581-0288

Superintendent Evaluation by Board Members & Administrators
2005

Board – 7 forms returned out of 7 distributed = 100%
Administrative Team – 23 forms returned out of 31 distributed = 74%

Evaluation Scale:

1 Unsatisfactory 2 Needs to improve 3 Meets expectations 4 Exceeds expectations
5 Outstanding NK No Knowledge

Standard #1: Educational Vision

A District Administrator is an educational leader who guides, facilitates, and supports the success of all learners by developing, articulating, implementing, and evaluating an educational vision that is shared and supported by the greater school community.

Performances

A District Administrator facilitates processes and engages in activities that...

	<u>BOARD</u>	<u>ADMIN</u>
1. develop and model the core beliefs of the school's educational vision for all members of the greater school community.	Average – 2.8 2004 – 3.8	4.3 4.0
2. effectively communicate the vision and goals of the school district to staff, parents, students, and community members through the use of symbols, ceremonies, and other community activities.	Average – 2.4 2004 – 3.6	4.1 3.9
3. recognize and celebrate the contributions of greater school community members to the realization of the vision & goals.	Average – 2.9 2004 – 4.0	4.0 3.9
4. involve the greater school community in the school district's improvement efforts.	Average – 2.9 2004 – 3.8	4.2 3.9
5. systematically communicate progress toward the vision & goals to the greater school community.	Average – 2.3 2004 – 3.6	4.0 3.9
6. ensure that the vision shapes the educational programs, plans, and actions.	Average – 2.4 2004 – 3.6	4.1 4.2

Board member response averages for 2005 are in the first column with 2004 results beneath them.
Administrative Team response averages for 2005 are in the first column with 2004 results beneath them.

	<u>BOARD</u>	<u>ADMIN</u>
7. clearly articulate the objectives and strategies to achieve the vision and goals.	Average – 2.6 2004 – 3.6	3.8 3.9
8. use assessment data related to student learning to guide the school vision and goals.	Average – 2.9 2004 – 3.6	4.6 4.2
9. use relevant demographic data pertaining to students & their families in developing the school district's vision & goals.	Average – 2.7 2004 – 3.4	4.1 4.0
10. identify, clarify, and address barriers to achieving the vision and goals.	Average – 2.3 2004 – 4.0	4.0 4.1
11. identify, obtain, and use needed resources, including information systems and technology, to support the implementation of the school system's vision and goals.	Average – 2.7 2004 – 3.8	4.3 3.9
12. ensure that the vision, goals, and implementation plans are regularly monitored, evaluated, and revised.	Average – 2.6 2004 – 3.4	4.2 3.9
13. encourage and model life-long personal & professional development.	Average – 2.8 2004 – 4.0	4.5 4.4
14. promote multi-cultural awareness, gender sensitivity, and racial and ethnic appreciation.	Average – 3.0 2004 – 4.3	4.1 3.8
15. define programs that promote and recognize individual differences.	Average – 2.8 2004 – 3.8	4.2 3.9

Standard #2: School Culture

A District Administrator is an educational leader who guides, facilitates and supports the success of all learners by advocating, nurturing, and sustaining a school culture that is shared and supported by the greater school community.

Performances

A District Administrator facilitates processes and engages in activities that...

1. promote standards of fairness, dignity, and respect for all individuals.	Average – 2.7 2004 – 3.6	4.2 3.9
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Board member response averages for 2005 are in the first column with 2004 results beneath them.
Administrative Team response averages for 2005 are in the first column with 2004 results beneath them.

	<u>BOARD</u>	<u>ADMIN</u>
2. provide professional development opportunities consistent with a school and district vision and goals.	Average – 3.1 2004 – 3.8	4.5 4.3
3. develop a culture that sets high expectations for performance.	Average – 2.7 2004 – 4.0	4.6 4.4
4. define and clearly communicate role responsibilities.	Average – 2.3 2004 – 3.8	3.9 3.6
5. recognize and celebrate achievement and growth.	Average – 3.3 2004 – 3.8	4.2 4.2
6. identify and address barriers to learning.	Average – 2.6 2004 – 3.8	4.0 4.0
7. address diversity in developing learning experiences.	Average – 2.4 2004 – 3.5	4.2 3.8
8. encourage multiple opportunities for life-long learning.	Average – 2.8 2004 – 3.6	4.1 4.1
9. result in effective curricular, co-curricular, and extra-curricular programs.	Average – 3.2 2004 – 3.4	3.9 3.8
10. make curriculum decisions based on professional knowledge, standards developed by professional organizations, applicable laws and regulations, and the needs of the community.	Average – 2.7 2004 – 4.0	4.3 4.4
11. create and maintain a positive school district culture & climate.	Average – 2.3 2004 – 3.4	4.0 3.5
12. use multiple sources of evidence to assess and evaluate performance.	Average – 2.9 2004 – 3.8	4.3 3.9
13. integrate technologies to enhance teaching & learning.	Average – 3.6 2004 – 4.2	4.1 4.2

Board member response averages for 2005 are in the first column with 2004 results beneath them.
Administrative Team response averages for 2005 are in the first column with 2004 results beneath them.

	<u>BOARD</u>	<u>ADMIN</u>
14. engage families in the school-home partnership.	Average – 2.4 2004 – 3.6	4.0 3.7

Standard #3: Management

A District Administrator is an educational leader who guides, facilitates, and supports the success of all learners by managing operations and resources to provide a safe, efficient, and effective learning environment.

Performances

A District Administrator facilitates processes and engages in activities that ...

1. use knowledge of learning, teaching, and student development in reaching management decisions.	Average – 2.7 2004 – 3.6	4.1 4.1
2. ensure operational procedures are designed and managed to maximize opportunities for successful learning.	Average – 2.9 2004 – 3.6	4.2 4.0
3. recognize, study, and apply emerging trends as appropriate.	Average – 3.0 2004 – 4.0	4.4 4.1
4. assist in putting operational plans and procedures to achieve the vision and goals of the school district in place.	Average – 2.6 2004 – 4.0	4.2 4.1
5. effectively manage collective bargaining and other contractual agreements related to each school system.	Average – 2.7 2004 – 4.3	4.4 4.1
6. ensure the school district's plants, equipment, and support systems operate safely, efficiently, and effectively.	Average – 3.4 2004 – 4.0	4.3 4.1
7. manage time effectively to maximize attainment of organizational goals.	Average – 3.0 2004 – 4.5	4.7 4.3
8. align financial, human, and material resources to the vision and goals of the school district.	Average – 2.6 2004 – 3.8	4.3 4.2
9. monitor and modify organizational systems regularly as needed.	Average – 3.0 2004 – 4.0	4.1 4.1

Board member response averages for 2005 are in the first column with 2004 results beneath them.
Administrative Team response averages for 2005 are in the first column with 2004 results beneath them.

	<u>BOARD</u>	<u>ADMIN</u>
10. involve the greater school community in decisions affecting the school district.	Average – 2.7 2004 – 3.6	3.9 3.9
11. share responsibility appropriately to maximize ownership and accountability.	Average – 3.0 2004 – 3.6	4.2 4.1
12. use effective problem-framing and problem-solving skills.	Average – 3.0 2004 – 3.6	4.0 4.1
13. use effective conflict resolution skills.	Average – 2.3 2004 – 3.6	3.9 3.9
14. use effective group-process and consensus-building skills.	Average – 2.4 2004 – 3.4	4.0 3.9
15. use effective communication skills within the organization.	Average – 2.1 2004 – 3.4	3.8 3.4
16. use effective communication to the publics outside the organization.	Average – 2.1 2004 – 3.6	3.5 3.4
17. ensure effectiveness of technology to improve the instructional and learning process and to manage school district and school operations.	Average – 3.4 2004 – 4.2	4.1 4.1
18. manage fiscal resources of the school district and school in a responsible, efficient, and effective manner.	Average – 2.6 2004 – 4.0	4.2 4.3
19. create and maintain adequate, safe, clean, and aesthetically pleasing school environments.	Average – 3.3 2004 – 3.8	4.2 4.0
20. maintain confidentiality and privacy of school records according to recognized ethical and legal standards.	Average – 4.0 2004 – 4.5	4.6 4.4

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Standard #4: Communication and Collaboration with Communities

A District Administrator is an educational leader who guides, facilitates, and supports the success of all learners by practicing open, two-way communication and using collaborative strategies that respond to diverse community interests and needs.

Performances

A District Administrator facilitates processes and engages in activities that ...

	<u>BOARD</u>	<u>ADMIN</u>
1. encourage high visibility, active involvement, and communication with the larger community.	Average – 2.6 2004 – 3.4	4.1 4.1
2. establish and nurture relationships with community leaders.	Average – 2.5 2004 – 3.2	3.9 3.9
3. ensure proper respect is given to individuals and groups whose values, opinions, and cultures may differ.	Average – 2.5 2004 – 3.6	4.2 4.1
4. regularly use information about family and community concerns, expectations, and needs.	Average – 2.4 2004 – 3.4	4.0 3.9
5. ensure there is outreach to different ethnic, religious, political, business, and service agencies and organizations.	Average – 2.5 2004 – 3.8	4.1 4.1
6. allow the school district and community to serve one another as resources.	Average – 2.8 2004 – 3.8	4.0 4.1
7. secure available community resources to help the school district solve problems and achieve goals.	Average – 2.8 2004 – 3.6	4.0 3.9
8. establish partnerships with district parent groups, area businesses, institutions of higher education, and community groups to strengthen programs and support school district goals.	Average – 2.7 2004 – 3.6	4.1 3.9
9. integrate community youth family services with school district programs.	Average – 2.6 2004 – 3.8	4.2 4.0
10. equitably treat all members of the greater school community.	Average – 2.8 2004 – 3.6	4.3 4.2

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Administrative Team response averages for 2005 are in the first column with 2004 results beneath them.

	<u>BOARD</u>	<u>ADMIN</u>
11. establish an ongoing comprehensive program of community and media relations.	Average – 2.4 2004 – 3.8	3.8 3.7
12. use public resources and funds appropriately.	Average – 2.8 2004 – 3.8	4.3 4.3
13. model community collaboration for staff.	Average – 2.6 2004 – 3.8	4.0 3.8
14. promote multi-cultural awareness, gender sensitivity, and racial appreciation.	Average – 3.5 2004 – 4.3	4.3 4.0

Standard #5: Acting with Honesty, Fairness, and Professional Ethics

A District Administrator is an educational leader who guides, facilitates, and supports the success of all learners by personally demonstrating and promoting honesty, fairness, and professional ethics.

Performances

A District Administrator facilitates processes and engages in activities that ...

1. demonstrate a personal and professional code of ethics.	Average – 2.6 2004 – 4.0	4.4 4.5
2. examine personal and professional values.	Average – 3.2 2004 – 4.0	4.4 4.6
3. demonstrate values, beliefs, and attitudes that inspire others to higher levels of performance.	Average – 2.7 2004 – 4.0	4.2 4.4
4. accept responsibility for school district operations.	Average – 2.7 2004 – 4.0	4.6 4.7
5. consider the impact on one's administrative practices on the greater school community.	Average – 2.6 2004 – 3.8	4.3 4.1
6. use the influence of the office to enhance the educational program rather than for personal gain.	Average – 3.3 2004 – 4.2	4.4 4.4

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Administrative Team response averages for 2005 are in the first column with 2004 results beneath them.

	<u>BOARD</u>	<u>ADMIN</u>
7. treat all fairly, equitably, and with dignity and respect.	Average – 2.5 2004 – 3.8	4.3 4.4
8. protect the rights and confidentiality of students and staff.	Average – 3.5 2004 – 4.0	4.5 4.5
9. demonstrate appreciation for and sensitivity to the diversity in the school community.	Average – 3.2 2004 – 3.8	4.3 4.4
10. recognize and respect the legitimate authority of others.	Average – 2.5 2004 – 3.6	4.3 4.3
11. welcome and encourage community involvement in the school district.	Average – 2.9 2004 – 3.6	4.4 4.1
12. fulfill legal and contractual obligations.	Average – 3.1 2004 – 4.4	4.5 4.5
13. make decisions based on ethical implications within the spirit of the law.	Average – 2.8 2004 – 3.8	4.4 4.4
14. interpret and utilize legal concepts, practices, regulations, and codes for school district operations.	Average – 2.7 2004 – 4.0	4.4 4.4

Standard #6: The Political, Social, Legal, Economic, and Cultural Environments

A District Administrator is an educational leader who guides, facilitates, and supports the success of all learners by understanding, responding to, and influencing larger political, social, legal, economic, and cultural environments.

Performances

A District Administrator facilitates processes and engages in activities that ...

1. influence the environment in which schools operate on behalf of students and their families.	Average – 3.0 2004 – 3.8	4.2 3.9
2. ensure communication occurs within the school community concerning trends, issues, and potential changes in the environment in which schools operate.	Average – 2.6 2004 – 3.8	4.2 3.8

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	<u>BOARD</u>	<u>ADMIN</u>
3. enable the school community to work within the framework of policies, laws, and regulations enacted by local, state, and federal authorities.	Average – 3.1 2004 – 4.0	4.3 4.4
4. shape public policy to provide quality education for students.	Average – 3.0 2004 – 4.0	4.1 4.1
5. develop lines of communication with political decision makers.	Average – 2.5 2004 – 3.4	3.9 3.8
6. create decisions making processes which are inclusive.	Average – 2.5 2004 – 3.6	4.3 4.2

Standard #7: Instructional Program

A District Administrator is an educational leader who guides, facilitates, and supports the success of all learners by providing leadership in curriculum development, learning assessment, instructional supervision, and program evaluation conducive to student learning, staff professional growth, and district accountability.

Performances

A District Administrator facilitates processes and engages in activities that ...

1. establish curriculum and instructional strategies to meet the needs of a diverse school community and its learners.	Average – 2.9 2004 – 3.8	4.1 4.1
2. align curriculum with appropriate levels of learner development and styles.	Average – 3.4 2004 – 4.0	4.2 4.4
3. involve appropriate faculty and community members in decision-making regarding curriculum and special programs.	Average – 2.8 2004 – 3.6	4.1 4.1
4. evaluate the use of resources, including technology, for effectiveness, equability, and relevance to the instructional process.	Average – 3.3 2004 – 4.0	4.1 4.1
5. use test results and other assessments appropriately to improve the educational system.	Average – 3.5 2004 – 3.8	4.5 4.4

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Administrative Team response averages for 2005 are in the first column with 2004 results beneath them.

Standard #8: Policy Implementation

A District Administrator is an educational leader who guides, facilitates, and supports the success of all learners by recommending and implementing policy that guides district operations.

Performances

A District Administrator facilitates processes and engages in activities that ...

	<u>BOARD</u>	<u>ADMIN</u>
1. maintain compliance with state, federal, and local laws and regulations.	Average – 3.0 2004 – 4.2	4.5 4.4
2. promote positive relationships with the school board.	Average – 2.9 2004 – 3.8	4.0 4.0
3. keep all staff current on applicable laws and regulations.	Average – 2.8 2004 – 4.2	4.3 4.1
4. communicate all policies to staff and make them available to the greater school community.	Average – 3.2 2004 – 4.0	4.3 4.0

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Administrative Team response averages for 2005 are in the first column with 2004 results beneath them.