

PSBA Superintendent Performance Evaluation Form

This evaluation tool uses the below assessment measures as a basis for indicating your impression of the superintendent's performance in the areas of Student Growth and Achievement; Organizational Leadership; District Operations and Financial Management; Communication and Community Relations; Human Resource Management; and Professionalism.

Distinguished	<ul style="list-style-type: none">• Performance is clearly outstanding• Performance is superior, far exceeding expectations• Performance is exceptional on a regular or continuous basis – the superintendent far outperforms relative to minimum expectations
Proficient	<ul style="list-style-type: none">• Adequately performs all functions within the role, meeting or occasionally exceeding expectations• Performance is adequate, meeting or occasionally exceeding standards or expectations generally associated with performance
Needs Improvement	<ul style="list-style-type: none">• Periodically fails to meet expectations associated with assigned tasks, targeted goals, or professional competencies• Performance is less than adequate on a periodic or frequent basis – the superintendent may be developing within the position, but needs to improve to be considered proficient
Failing	<ul style="list-style-type: none">• Performance is below acceptable levels• Fails to meet most expectations associated with the role of superintendent – substantial professional improvement is needed before the superintendent can be considered proficient in the role

The superintendent is evaluated on each of six *Objective Performance Standards*. *Objective Performance Standards* should be included in the superintendent's contract, and are the basis for the overall performance rating made available to the public at the completion of the performance review. Below each *Objective Performance Standard* are several customizable *Key Performance Indicators* that may help board members and the Board to assess overall performance in each *Standard*. Boards are encouraged at the beginning of the evaluation cycle to discuss each *Objective Performance Standard* to determine if and what changes should be made to the *Key Performance Indicators* so that they remain representative of the collective expectations of the Board.

Dr. Sarah Yoder

Superintendent's Name

Saint Clair School Board (summarized by Jeanette Zembas)

July 2017-June 2018

Evaluator's Name

School Year

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Using the ratings described above, place an "X" in the appropriate box indicating the superintendent's performance in each area.

<u>Objective Performance Standard</u>	Distinguished	Proficient	Needs Improvement	Failing
<p>Student Growth and Achievement</p> <p><i>Superintendent uses multiple data sources to assess student success and growth as appropriate, specific to needs within the district, and as determined annually in collaboration with the board of school directors. Annual or other district performance objectives are articulated and clearly achieved under the direction of the superintendent relative to standardized assessments, PVAAS, or other locally determined measures.</i></p> <p><u>Key Performance Indicators</u></p>				
Effectively works with the Board to develop and monitor district policy and administrative regulations related to Student Growth and Achievement		X		
Demonstrates understanding and appropriate use of performance measures established within the district in support of specific goals and initiatives		X		
Appropriately monitors student achievement on identified standardized assessments and has actively developed successful strategies for improvement.		X		
Monitors, oversees, and encourages use of PVAAS data among professional staff with regard to making curricular, staffing, and comprehensive planning decisions within the district		X		
Has ensured all performance targets for staff and students have been met for the most current evaluation period		X		

How would you classify the superintendent's overall performance in the area of Student Growth and Achievement?

Distinguished	Proficient X	Needs Improvement	Failing
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Comments: Overall, Dr. Yoder's performance in Student Growth and Achievement is deemed proficient.

Dr. Yoder joined our staff in January 2018 and has clearly supported the continuation of growing the resources for our classrooms. The plan set forth by previous administration is now Dr. Yoder's responsibility to implement and revise. The Board is in favor of continually improving resources to utilize across grade levels to encourage academic growth and support a consistent curriculum across classes and grade levels.

Dr. Yoder has demonstrated a high degree of interest in the use of different testing methods for measurement of student achievement. She has connected with a committee of teachers to review scores and define actions to be taken for the future successes of our students, including special study sessions, classroom curriculum definition, and testing methodology instruction.

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The Board is committed to attaining the necessary training and materials to support the education of our students and prepare them for their future. Dr. Yoder is tasked with defining the needs for the upcoming year and planning for these purchases within the budget of the school district.

Dr. Yoder shares the academic achievements of our students with the Board and the community, including participation in regional and state competitions. She supplies periodic updates to the Board on the results of standardized tests.

<u>Objective Performance Standard</u>	Distinguished	Proficient	Needs Improvement	Failing
<p>Organizational Leadership –</p> <p><i>Superintendent has worked collaboratively with the Board to develop a vision for the district, displays an ability to identify and rectify problems affecting the district, works collaboratively with district administration to ensure best practices for instruction, supervision, curriculum development, and management are being utilized, and works to influence the climate and culture of the district.</i></p>				
<u>Key Performance Indicators</u>				
Effectively works with the board to develop and monitor district policy and administrative regulations related to Organizational Leadership		X		
Has ensured priorities and initiatives are in alignment with a clearly defined and well-articulated vision for the district		X		
Has developed and implemented operational plans and processes to accomplish strategic goals		X		
Demonstrates an ability to assist and motivate others in achieving personal, professional, and district goals		X		
Is skilled in identifying, analyzing, and resolving problems that impact the district		X		
Maintains a regular presence in district buildings and at district events for the purpose of monitoring effectiveness of programming		X		
Uses strategic initiatives and district performance data to identify appropriate professional development opportunities for staff within the district		X		
Works appropriately within the role of instructional leader, while providing clear direction for teachers and administrators regarding curricular decisions		X		
Demonstrates clear understanding of board/superintendent relationship including appropriate roles and responsibilities		X		
Ensures compliance with all applicable local, state, and federal laws/regulations		X		

How would you classify the superintendent’s overall performance in the area of Organizational Leadership?

Distinguished	Proficient X	Needs Improvement	Failing
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Comments: Since Dr. Yoder joined the staff in January, she has exemplified strong Organizational Leadership skills. She has met with the School Board members, teachers, administrators, community members, and multiple staff members to learn about the Saint Clair district.

Dr. Yoder has reviewed and modified a plan for the next five years to restore various roles in the district which will positively impact the education of our students. The addition of the Technology Digital Citizen class and an additional instructor to further reduce larger classroom sizes has been implemented. She received board approval to hire a certified Art teacher to implement the previously furloughed Art program and one additional instructor to reduce the second grade classroom size. Dr. Yoder is attentive to the budget and is managing the expenditures of the district closely.

Dr. Yoder continues to provide mentorship to the Assistant Principal and Special Education Coordinator to guide their leadership development. Dr. Yoder has been demonstrating leadership amongst the district superintendents with respect to the Schuylkill Technology Center (STC) programs. She is supportive of the development of new programs/opportunities for our STC students in addition to working to control costs with the STC.

Maintaining a positive demeanor and providing direct and honest communication with the staff promotes the positive morale of the staff and is instrumental in maintaining our skilled educators. She maintains a visible presence at school functions, and when appropriate, she delegates to the Assistant Principal to ensure an administrator is present at all K-8 school functions.

<u>Objective Performance Standard</u> District Operations and Financial Management <i>Superintendent manages effectively, ensuring completion of activities associated with the annual budget; overseeing distribution of resources in support of district priorities; and directing overall operational activities within the district.</i> <u>Key Performance Indicators</u>	Distinguished	Proficient	Needs Improvement	Failing
Effectively works with the board to develop and monitor district policy and administrative regulations related to District Operations and Financial Management		X		
Regularly assesses state of district facilities and equipment and develops replacement and updating schedules as appropriate		X		
Demonstrates knowledge appropriate to the role of the superintendent regarding all financial and budgeting issues		X		
Works with the board and district business official to successfully accomplish financial and budgetary priorities including meeting all timelines associated with the annual budget		X		
Develops contingency plans designed to address anticipated and unanticipated budgetary necessities		X		
Provides regular as requested financial and budgetary reports to the board		X		
Ensures end-of-year results are consistent with budgetary planning expectations		X		

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How would you classify the superintendent's overall performance in the area of District Operations and Financial Management?

Distinguished	Proficient X	Needs Improvement	Failing
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Comments: In the area of overall District Operations and Financial Management, Dr. Yoder's performance has been rated as proficient.

Since joining Saint Clair in January, Dr. Yoder has managed the financial health of the district and has demonstrated that the district can run effectively under the current financial conditions. The district is now able to focus on slow and strategic growth to enhance the educational opportunities of our students and to invest in maintaining the assets of the school district.

Dr. Yoder has coordinated multiple facility improvements this year. The LED light replacements within the school building have helped decrease maintenance and cost of the old fluorescent lights. She continues to utilize a program with the local correctional facility to get maintenance projects completed which has saved the district money.

<u>Objective Performance Standard</u>	Distinguished	Proficient	Needs Improvement	Failing
<p>Communication and Community Relations</p> <p><i>Superintendent communicates with and effectively engages the staff, the board, and members of the community, clearly articulating district goals and priorities, addressing local and broader issues affecting the district, and building support for district initiatives, programs and short/long-range plans.</i></p>				
<u>Key Performance Indicators</u>				
Effectively works with the board to develop and monitor district policy and administrative regulations related to Communication and Community Relations	X			
Has worked successfully with the board to build support in the community for the district's vision, mission, and both long and short-term priorities		X		
Handles media resources skillfully, and regularly demonstrates sound judgment when communicating with the public	X			
Maximizes utilization of multiple methods for delivering accurate, timely, and reliable information to the Board and community	X			
Has been able to successfully build school/community partnerships that benefit students and staff	X			
Communicates effectively with the board and coordinates the flow of information from administrators to board committees in a manner consistent with Board Operating Guidelines	X			

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How would you classify the superintendent's overall performance in the area of Communication and Community Relations?

Distinguished X	Proficient	Needs Improvement	Failing
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Comments: In the overall area of Communication and Community Relations, Dr. Yoder's performance is rated as distinguished. She implemented the Saint Clair School Connections Facebook page to celebrate our K-12 grade student activities and achievements which has gotten positive feedback from the community.

Dr. Yoder understands the importance of providing timely and accurate information to the Board to substantiate financial decisions. She communicates updates to the Board on a weekly basis to keep them apprised of financial, personnel, and curricular items of interest.

Dr. Yoder supports community partnerships in a very open and positive manner. Our school is part of our community, and she understands the importance of fostering that relationship.

<u>Objective Performance Standard</u>	Distinguished	Proficient	Needs Improvement	Failing
<p>Human Resource Management</p> <p><i>Superintendent incorporates best practices for human resource management and oversight, coordinating staffing, recruitment, and other human resource functions within the district.</i></p>				
<u>Key Performance Indicators</u>				
Effectively works with the board to develop and monitor district policy and administrative regulations related to Human Resource Management		X		
Appropriately manages district staff, assigning functions, delegating effectively, and determining accountability as necessary		X		
Ensures timely completion of all district wide staff evaluations		X		
Ensures alignment of superintendent evaluation goals with that of key personnel		X		
Has ensured training and professional development opportunities for all professional staff related to new requirements for teacher and administrator evaluation		X		
Institutes sound employee relations programs to improve relationships between and among all staff members		X		
Effectively monitors all aspects of the collective bargaining agreement(s) in the district		X		

How would you classify the superintendent's overall performance in the area of Human Resource Management?

Distinguished	Proficient X	Needs Improvement	Failing
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Comments: In the overall area of Human Resource Management, Dr. Yoder's rating is proficient. With our small school environment, Dr. Yoder is highly involved with all aspects of HR and is responsible to ensure all regulations and policies are being followed. She has updated multiple school policies to current standards and brought them to the Board for approval.

Dr. Yoder is very diligent with enforcing school policies and procedures. The Board relies on her firm leadership to maintain a safe and comfortable learning environment for our students and staff.

Dr. Yoder has been very proactive at working to fill staff vacancies for the upcoming school year. She has established relationships with faculty and administrators in Pennsylvania colleges to recruit for each certification area. With an interview team, Dr. Yoder has coordinated the overall hiring processes for six professional staff members in the past two months from paper screening to employment.

Dr. Yoder conducts the reviews for all Act 93 employees. She has completed the assessment form for these employees and is obligated to complete the assessment each year. Empowering each of the department leaders allows them run their respective departments. Dr. Yoder also takes part in performing the evaluations of the teaching staff on a regular basis.

<u>Objective Performance Standard</u>				
<p>Professionalism</p> <p><i>Superintendent models professional decision-making processes and ethical standards consistent with the values of Pennsylvania's public education system as well as that of the local community.</i></p> <p><i>Superintendent additionally works to individually reflect upon her/his effectiveness within the role, and works to improve effectiveness through the use of professional development literature and activities.</i></p> <p><u>Key Performance Indicators</u></p>	Distinguished	Proficient	Needs Improvement	Failing
Demonstrates recognition and understanding of public education's role in promoting civic responsibility		X		
Performs all duties in a manner consistent with the values and expectations of the board and community at large		X		
Supports a standards-based approach to governance, leadership, and instruction throughout the district		X		
Encourages an inclusive and respectful environment that aligns with the organization's execution of the district's vision, mission, and strategic goals.		X		
Demonstrates ethical and personal integrity consistent with expectations associated with the role of superintendent		X		
Maintains the confidence and trust of school professionals and the community		X		
Continuously monitors effectiveness within the role of the superintendent, seeking out and participating in professional development activities in alignment with areas identified for improvement by the board and through self-reflection		X		

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How would you classify the superintendent's overall performance in the area of Professionalism?

Distinguished	Proficient X	Needs Improvement	Failing
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Comments: In the overall area of Professionalism, Dr. Yoder's rating is proficient.

Since joining Saint Clair School District in January, Dr. Yoder has exemplified a high degree of professionalism. She is unbiased in her views and demonstrates good listening skills. She gathers information to make decisions and communicates follow through in a professional manner. She has dealt with parental concerns, staff issues, and student issues in compliance with required procedures and expected professionalism.

Dr. Yoder demonstrates direct and honest communication. The Board expects the truth to always be conveyed in a manner without personal bias, and Dr. Yoder has been diligent about communicating in this manner. When asked for her opinion on a topic, she is always ready to share her opinion, and the Board holds it in high regard.

The Board and administration must focus on preserving confidentiality on all topics and needs to recognize that there are not varying degrees of confidentiality. All personnel granted confidential permissions need to be held accountable for their handling of confidential information. Dr. Yoder is expected to manage this and educate all parties on the importance of confidentiality.

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Formative Assessment

Based on your perceptions of the superintendent's performance noted above:

What are the superintendent's major strengths?

1. Dr. Yoder is a strong communicator with the Board and the Staff. She is clear and concise in her communications.
2. Dr. Yoder is effective at multi-tasking and effectively covers many different facets of management within our district. This is an essential trait for our small district.
3. Dr. Yoder has demonstrated a high degree of professionalism in joining the Saint Clair District and has adapted very well and is already making a positive impact.

In what areas do you see a need for improvement?

1. Continue to focus on growth and training of the staff to positively impact the academic scores of the students.
2. Work on residency issues and procedures with the goal of avoiding legal action when possible.

What resources should be made available in order to support improvement strategies, or what steps should the superintendent take in order to improve performance in areas identified for improvement?

1. Focus on teacher development of new teachers. Encourage and support new methodologies for the experienced teachers.
2. Continue to work issues with the best interest of the student as a high priority.

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Annual Goals

This form provides the superintendent with an opportunity to update the Board on the status of annual performance goals. Annual performance goals should be mutually determined at the beginning of the evaluation cycle by the board/superintendent team. Annual performance goals may support personal professional development for the superintendent, or may be derived from the long and short term priorities and needs within the district.

Status of Annual Goals for School Year 2017-2018 (partial year: Jan 2018 to June 30, 2018)

<u>Goal</u>	<u>Status/Results</u>
<p>1) Student Growth and Achievement – Analyze effectiveness of performance measures currently used and collaboratively develop recommendations to improve student growth and achievement.</p>	<p>Actions: (A) Met with School Board and Staff members one-on-one to answer key stakeholder questions identified in entry plan. (B) Reviewed current and previous School Performance Profiles. (C) Completed informal classroom walk-throughs.</p> <p>Conclusions: (A) Follow-Up is needed on awareness and formative use of eMetric, PVAAS, 4Sight, and DIBELS. (B) Multi-Tiered Systems of Support (MTSS) structure would provide proper communication and interventions for Attendance, Behavior, and Curricular Acquisition.</p> <p>Implemented: (A) Professional development for grade level team teachers with IU #29 on eMetric and PVAAS to lay the foundation for common assessment training. (B) Identified students at risk for truancy citations and/or Children & Youth referrals and met with families during School Attendance Improvement Conferences (SAIC). Plan on creating process with the Administrative Team and School Resource Officer to decrease habitual truancy and improve over-all attendance. (C) Collaborated with Title I staff to create MTSS plan for next school year to address 4Sight and DIBELS data and small group instruction. (D) Applying for grant money from Dollar General Literacy for Fountas & Pinnell, through PaTTAN for MTSS professional development, and from Federal Programs for School Resource Officer funding.</p>

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<p>2) Communication and Community Relations – Communicate verbally and/or in writing to successfully address stakeholders’ concerns. Be receptive to suggestions for student, staff, community, and programmatic aspects. Consistently share academic, extra-curricular, and financial information to appropriate parties.</p>	<p>Actions: (A) Communicated with students, families, and community members during school, extra-curricular events at Saint Clair Area Elementary/Middle School and Pottsville Area High School, and Business-Educator Roundtable meetings. (B) Reviewed files and had follow-up conversations to initial stakeholder meetings.</p> <p>Conclusions: (A) Improving successful two-way communication was identified as a common theme.</p> <p>Implemented: (A) Scheduled and promoted Superintendent’s monthly meetings as well as regular meetings with the Teachers’ Union Leadership (B) Established and continually improve the Saint Clair School Connections Facebook page. Increased use of School Messenger. (C) Used Thursday Thoughts, group text, and Finance committee meetings to discuss resolved grievances and changes in current and future budgets. (D) Recently initiated Youtube channel and plan on increasing utilization of that platform.</p>
<p>3) Human Resource Management – Recruit qualified personnel and ensure timely and relevant supervision, evaluation, and professional development for all staff. Establish protocol for task delegation with timelines and quality assurance. Develop relationship as liaison between staff and the Board; provide diplomatic leadership with respect to collective bargaining.</p>	<p>Actions: (A) Reviewed staff files and hiring/supervision/evaluation procedures. (B) Discussed previous and ongoing professional development initiatives.</p> <p>Conclusions: (A) Brainstorm teacher recruiting strategies beyond our school website and local newspaper. (B) Develop essential relationships with all stakeholders.</p> <p>Implemented: (A) Created recruitment procedure with verbal and email communication for college contacts in targeted certification areas. (B) Used social media to amplify educator searches and tagged appropriate colleges and universities. (C) Constructed balanced plan for supervision, evaluation, and professional development. (D) Mediated grievance resolutions and discussed upcoming collective bargaining.</p>

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How would you rate the superintendent's performance in achieving desired annual goals for the district?

Distinguished	Proficient X	Needs Improvement	Failing
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The Saint Clair School Board performance review for Dr. Sarah Yoder is for the partial year since she joined the district in January of 2018. Overall, the Board decided to rate Dr. Yoder as "proficient" based on the partial year of service.

A meeting was held on July 30th, 2018, between Michael Holobetz, Jeanette Zembas, and Dr. Sarah Yoder to discuss the feedback on this performance review.

Approved by Board members: Michael Holobetz, Jeanette Zembas, Thomas Kalades, Marlene Cook, Erin Portland, Virginia Bartashus, Gerald Kuperavage, Erin Murhon