

New Hope-Solebury School District
Assistant Superintendent Objective Performance Measures for SY 2015-2016

Organizational Leadership

The Assistant Superintendent shall work collaboratively with District stakeholders to execute a shared vision and mission for the District that are grounded in students' success. Further, the Assistant Superintendent will consistently make decisions that are aligned with that vision and mission. The Assistant Superintendent will ensure the completion of the District's Comprehensive Plan.

Performance Indicators
Ensures that District priorities and initiatives are in aligned to the Comprehensive Plan as well as the organization's vision and mission. <ol style="list-style-type: none">1. Sets short and long-range goals and develops action plans based upon the district's current reality vs. desired state as articulated by the comprehensive plan2. Develops and implements a Comprehensive Plan meeting and revision cycle.3. Aligns administrators' goals to the Comprehensive Plan and to those of the Assistant Superintendent.4. Facilitate monthly Leadership Team meetings, bi-weekly Educational Leadership Team meetings, and monthly update meetings with direct reports.
Develops and implements organizational plans and processes to accomplish strategic goals. <ol style="list-style-type: none">1. Sustain listening posts as feedback sessions for staff to dialogue with the Assistant Superintendent.2. Broaden the scope of existing committees to involve additional stakeholders, with the support of the Board. These committees include: Curriculum Advisory, Community Engagement, Policy, Finance, Facilities3. Institute and promote community forum sessions related to district issues including budget, program development, etc.4. Develop and implement a professional development plan inclusive of all district staff to ensure optimal staff performance.
Ensures District compliance with all applicable local, state, and federal laws/regulations. <ol style="list-style-type: none">1. Oversee the development and approval of all local, state, and federal reporting measures.2. Inform the Board of School Directors about all local, state, and federal reporting structures.

District Operations and Financial Management

The Assistant Superintendent shall effectively manage the district financially, ensuring completion of activities associated with the annual budget; effectively managing facilities and student enrollment trends; overseeing distribution of resources in support of District priorities; and directing overall operational activities within the District.

Performance Indicators

Transition a new Business Administrator into his/her role.

1. Review the last 5 fiscal year budget with the Business Administrator to identify revenue and expenditure trends.
2. Initiate the use of the fiscal dashboard—or similar visual representation—of the budget to be presented at all public school board meetings.
3. Develop short and long range goals with the Business Administrator to ensure the appropriate implementation of the SY 2015-2016 budget and the appropriate development of the SY 2016-2017 budget.

Work collaboratively with the Business Administrator to successfully accomplish financial and budgetary priorities, including meeting all timelines associated with the annual budget.

1. Develop and sustain an uncommitted fund balance of 6-8%.
2. Provide the Board with regular budgetary updates.
3. Develop a long range plan for a Capital Projects Plan.
4. Ensure that the regular financial and budgetary reports are provided to the Board of School Directors on a regular basis.
5. Propose strategies for increasing revenue and decreasing expenditures.
6. Encourage stakeholder engagement through budget forums and vehicles for community feedback.

Works with Director of Buildings and Grounds to monitor and make recommendations to the Board regarding facilities, relative to the needs of the school District.

1. Provide updates to the Board of School Directions regarding the Campus Revitalizing Plan.
2. Work collaboratively with the architect, project manager, and engineers to develop and refine (as needed) the phasing plans of the Campus Revitalization Project.
3. Develop a multi-year Capital Plan in conjunction with the Director of Facilities and Business Administrator.

Student Academic Growth and Achievement

The Assistant Superintendent shall work collaboratively with District administrators, teachers, and support staff to create a culture of teaching and learning, with an emphasis on continuous school improvement by ensuring the implementation of best practices for curriculum, instruction, assessment, data analysis, interventions, and staff professional growth. There shall be a focus on student engagement. Multiple data sources shall be used to assess students' successes and growth, as no singular definition of success exists. Such data sources may include PSSA and Keystone Exam performance, student growth as measured by PVAAS, Advanced Placement data, ACT and SAT data, and any other measures jointly deemed appropriate.

Performance Indicators
Appropriately monitors student achievement on PSSA assessments, Keystone Exams, Advanced Placement (AP) Exams, and ACT/SAT results. <ol style="list-style-type: none">1. Continue with the implementation of Performance Tracker.2. Develop and sustain building and district-level data teams.3. Analyzes student achievement and growth data, coupled with repeated site visits and conversations with school staff members, to determine root causes of weaknesses and strategies for improvement. Using the SY 2014-2015 PSSA and Keystone Exam results as a baseline, ensure improvement of at least 3-5%.
Works with the Principals, Director of Pupil Services, and the Director of Technology to analyze and seek continuous improvement of core instructional programming and systems of intervention in place for both the regular education program and specialized programs.
Works with Director Technology to routinely analyze and seek continuous improvement of the extent to which instructional technology is a catalyst for improved learning. <ol style="list-style-type: none">1. Sustain the use of Learning Management Systems in grades 6-12.2. Initiate the use a Learning Management System at the elementary level via a pilot group of teacher.
Routinely analyzes and seeks continuous improvement of professional learning practices and their impact on student learning and teaching effectiveness. <ol style="list-style-type: none">1. Develop survey instruments to garner feedback from professional development.2. Broaden the scope of the Act 48 committee to help plan professional development.
Routinely analyzes and seeks continuous improvement of methodologies of staff collaboration and their impact on student learning and teaching effectiveness. <ol style="list-style-type: none">1. Maintain the practice of conducting clinical observations for new staff members.2. Conduct walk-throughs periodically throughout the year to focus on district and building initiatives.
Provides leadership for the continued development and implementation of Professional Learning Communities (PLCs). <ol style="list-style-type: none">1. Develop and sustain a district-wide vision for PLCs.2. Assess the effectiveness of PLCs via the principals.

Student Engagement

The Assistant Superintendent shall work collaboratively with District administrators and teachers to ensure that broader indicators of student success than academic measures are valued and emphasized. Such areas of emphasis may include service learning, extracurricular activities, and co-curricular activities.

Performance Indicators
Attend a variety of student events in order to promote the importance of holistic student participation and engagement with a variety of District-sponsored activities.
Sustains a climate of service learning. <ol style="list-style-type: none">1. Work with the HS principal to broaden the scope of the HS community service program.2. Work collaboratively with the principals of the MS, UES, and LES to identify and initiate community service projects.
Promotes a climate of student participation in co-curricular and extracurricular activities. <ol style="list-style-type: none">1. Work with the Director of Athletics and Activities to promote students to engage in co-curricular and extra-curricular activities.2. Work collaboratively with the Director of Athletics and Activities to Title IX compliance.
<ol style="list-style-type: none">3. Routinely analyze the variety and types of co-curricular and extracurricular activities available to District students, including participation levels.
Develop and sustain a process to identify students in danger of not graduating—or who desire to “drop out” and work collaboratively with families to retain students.
Engages students and their families who have opted for charter/cyber charter schools rather than the District for their education to determine the root causes for their decisions. Engages in action planning to remedy root causes.
Engages students and their families of students who indicate their desires to leave the District for charter/cyber charter schools. Works collaboratively to determine methods to retain students in the District.

Staff Engagement

The Assistant Superintendent shall engage staff members in transparent and open dialogue about district matters and to build leadership capacity throughout the organization. A strong presence of distributed leadership will guide and enhance how the District functions, and will serve to motivate and inspire the achievement of personal and school/District goals.

Performance Indicators

Maintains a regular presence in District buildings, seeking to engage with staff members regarding the culture and climate of the schools.

1. Sustain the Listening Post process.
2. Incorporate the use of SMART goals into the Effective Educator process with a focus on professional learning.
3. Conduct staff meetings about important or relevant topics such as the Campus Revitalization Project, budget, etc.

Demonstrates an ability to motivate and assist others in achieving personal and school/District goals.

1. Provide opportunities for staff to participate in committees to all input in district processes with the understanding that their input represents only one stakeholder group.
2. Support and encourage continuing education through partnerships with local universities.

Develop and sustain positive, productive relationships with our respective labor groups: Act 93, NHSEA, and Local 180.

1. Provide monthly meetings for each labor group, as requested or needed.
2. Continually monitor the implementation of the Act 93 agreement as well as the NHSEA and Local 180 Collective Bargaining Agreements, inclusive of addenda and MOUs.

Human Resources Management

The Assistant Superintendent shall recognize that the recruitment and retention of a highly knowledgeable and committed staff is foundational to the District's success, ensures the implementation of best practices for human resource management and oversight, including recruitment, hiring practices, staffing, employee evaluation, and other human resource functions within the District.

Performance Indicators

Works with District administrators to appropriately lead District staff, assigning functions, delegating effectively, and determining accountability as necessary.

1. Develop and sustain recruitment and hiring methodologies with the Director of Human Resources.
2. Develop and sustain a process for identifying potential candidates for the open position.
3. Makes effective use of District staff by establishing high expectations for performance, providing the necessary guidance and supports to meet those expectations, and assuring accurate and fair evaluation of performance.
4. Incorporate the use of SMART goals into the evaluation process for all members of the district leadership team.
5. Sustain the quality of the New Teacher Induction Program.
6. Oversee the implementation of the entire Effective Educator Process.
7. Effectively monitors all aspects of the collective bargaining agreements in the District.

Parent/Community Engagement

The Assistant Superintendent shall engage in transparent and open dialogue with parents 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.

Performance Indicators

Works successfully to build support in the community for the District's mission, vision, and both long and short-term priorities.

1. Maintain a regular presence at District and community events, and capitalizes on opportunities to engage with members of the District community.
2. Build a strong partnership based upon shared objectives and mutual respect with the District's Assistant Superintendent's Advisory Council.
3. Increase the District's social media presence as a form of outreach to the community.
4. Regularly demonstrates sound judgement when communicating with the public.
5. Addresses parent/guardian satisfaction survey that reveals satisfactory or dissatisfaction with district communication.
6. Expand community engagement roles by establishing the New Hope-Solebury Business Advisory Council.
7. Expand community relationships by engaging with Borough Council, Parks and Recreation, etc.
8. Seek grant/donor funding for special projects, etc.

School Board Relations

The Assistant Superintendent shall establish and maintain open lines of communication with all Board members, and in doing so be an active presence on the Team of Ten, keeping the Board appropriately informed of District events, and effectively informing the Board on items requiring Board action.

Performance Indicators

Work collaboratively with the Board of School Directors to develop a cohesive board packet for each public board meeting, inclusive of a coherent organization and page numbering system along with a means to access information in the packet efficiently.

Work collaborative with Board leadership to plan appropriate executive sessions and public school board meetings.

Attend all regular, special, and workshop meetings of the Board.

Demonstrate clear understanding of the Board/Assistant Superintendent relationship, including roles and responsibilities.

Consistently keep the Board informed by written and oral reports of the operation and needs of the District.

Offer recommendations on items requiring Board action with appropriate back-up information.

Demonstrate respect for all Board Members.

Professionalism

The Assistant Superintendent shall model professional decision-making processes and ethical standards consistent with the values of Pennsylvania's public education system, as well as that of the District community. The Assistant Superintendent shall reflect upon his effectiveness within the role and work to improve effectiveness through the use of professional development literature and activities.

Performance Indicators
Demonstrate an ability to work well with and maintain the respect and trust of individuals and groups, and demonstrates a sense of fairness and good judgment in decision making.
Demonstrate ethical and personal integrity consistent with expectations associated with the role of the Assistant Superintendent.
Exercise good judgment, devote time and energy effectively, and maintains poise and emotional stability in the full range of professional responsibilities.
Encourage an inclusive and respectful environment that aligns with the organization's execution of the District's mission, vision, and strategic goals.
Continuously monitor the effectiveness within the role of the Assistant Superintendent, seeking out and participating in professional growth activities in alignment with areas identified for improvement by the Board and through self-reflection.