

**Laurel Highlands School District  
Superintendent Evaluation  
2022-23**

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.

<b>Distinguished</b>	<ul style="list-style-type: none"> <li>● Performance is clearly outstanding</li> <li>● Performance is superior, far exceeding expectations</li> <li>● Performance is exceptional on a regular or continuous basis – the superintendent far outperforms relative to minimum expectations</li> </ul>
<b>Proficient</b>	<ul style="list-style-type: none"> <li>● Adequately performs all functions within the role, meeting or occasionally exceeding expectations</li> <li>● Performance is adequate, meeting or occasionally exceeding standards or expectations generally associated with performance</li> </ul>
<b>Needs Improvement</b>	<ul style="list-style-type: none"> <li>● Periodically fails to meet expectations associated with assigned tasks, targeted goals, or professional competencies</li> <li>● 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</li> </ul>
<b>Failing</b>	<ul style="list-style-type: none"> <li>● Performance is below acceptable levels</li> <li>● 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</li> </ul>

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.

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05/29/23

**Evaluator's Name**  
**Joseph P. D'Andrea, Board President**

**Date** **2022-23 School Year**



6/29/23

**Superintendent, Dr. Jesse T. Wallace, III**

**Date** **2022-23 School Year**

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>	<b>D i s t i n g u i s h e d</b>	<b>P r o f i c i e n t</b>	<b>N e e d s I m p r o v e m e n t</b>	<b>F a i l i n g</b>
<p><b>Student Growth and Achievement</b></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?**

<b>Distinguished</b> X	<b>Proficient</b>	<b>Needs Improvement</b>	<b>Failing</b>
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Comments: Very difficult to an overall accurate data reading when students opt out of testing. For this reason the overall test scores are not accurate for Laurel Highlands School District.

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<u>Objective Performance Standard</u>	D i s t i n g u i s h e d	P r o f i c i e n t	N e e d s I m p r o v e m e n t	F a i l i n g
<p><b>Organizational Leadership –</b></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> <p><u>Key Performance Indicators</u></p>				
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: As discussed!

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<u>Objective Performance Standard</u>	D i s t i n g u i s h e d	P r o f i c i e n t	N e e d s I m p r o v e m e n t	F a i l i n g
<p><b>District Operations and Financial Management</b></p> <p><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></p> <p><u>Key Performance Indicators</u></p>				
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			

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

<b>Distinguished</b> X	<b>Proficient</b>	<b>Needs Improvement</b>	<b>Failing</b>
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Comments: Budgetary issues that arose were the conflict with employee A (over payment) and M & R transportation (over payment).

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<u>Objective Performance Standard</u>	D i s t i n g u i s h e d	P r o f i c i e n t	N e e d s I m p r o v e m e n t	F a i l i n g
<p><b>Communication and Community Relations</b></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> <p><u>Key Performance Indicators</u></p>				
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			

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

<b>Distinguished</b> X	<b>Proficient</b>	<b>Needs Improvement</b>	<b>Failing</b>
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Comments: Dr. Wallace your communication skills are exceptional and professional!

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<u>Objective Performance Standard</u>	<b>D i s t i n g u i s h e d</b>	<b>P r o f i c i e n t</b>	<b>N e e d s I m p r o v e m e n t</b>	<b>F a i l i n g</b>
<p><b>Human Resource Management</b></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> <p><u>Key Performance Indicators</u></p>				
Effectively works with the board to develop and monitor district policy and administrative regulations related to Human Resource Management	<b>X</b>			
Appropriately manages district staff, assigning functions, delegating effectively, and determining accountability as necessary		<b>X</b>		
Ensures timely completion of all district wide staff evaluations	<b>X</b>			
Ensures alignment of superintendent evaluation goals with that of key personnel	<b>X</b>			
Has ensured training and professional development opportunities for all professional staff related to new requirements for teacher and administrator evaluation	<b>X</b>			
Institutes sound employee relations programs to improve relationships between and among all staff members	<b>X</b>			
Effectively monitors all aspects of the collective bargaining agreement(s) in the district		<b>X</b>		

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

<b>Distinguished X</b>	<b>Proficient</b>	<b>Needs Improvement</b>	<b>Failing</b>
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Comments: As discussed!

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<u>Objective Performance Standard</u>	<b>D i s t i n g u i s h e d</b>	<b>P r o f i c i e n t</b>	<b>N e e d s I m p r o v e m e n t</b>	<b>F a i l i n g</b>
<p><b>Professionalism</b></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>				
Demonstrates recognition and understanding of public education's role in promoting civic responsibility	<b>X</b>			
Performs all duties in a manner consistent with the values and expectations of the board and community at large	<b>X</b>			
Supports a standards-based approach to governance, leadership, and instruction throughout the district		<b>X</b>		
Encourages an inclusive and respectful environment that aligns with the organization’s execution of the district’s vision, mission, and strategic goals.	<b>X</b>			
Demonstrates ethical and personal integrity consistent with expectations associated with the role of superintendent	<b>X</b>			
Maintains the confidence and trust of school professionals and the community	<b>X</b>			
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	<b>X</b>			

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

<b>Distinguished</b> <b>X</b>	<b>Proficient</b>	<b>Needs Improvement</b>	<b>Failing</b>
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Comments: Dr. Wallace you are present the professionalism required to hold the position of the superintendent!

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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. Wallace you excel in providing scenarios and options to the board of education when informed decisions need to be made.**
- 2. You are always conduct yourself in professional manner.**
- 3. Dr. Wallace, you keep the board president updated of any potential issues as they develop and address them in an attempt to be proactive.**
- 4. The issue with teacher A was addressed and forwarded to the appropriate authorities in a timely manner.**

In what areas do you see a need for improvement?

- 1. Must hold administrator accountable for their duties. High school principals for teacher – student interaction inside of the school.**

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. Use PSSA tests, Keystone tests and other testing with curriculum director to improve our students' scores. The**
- 2. Have administrators observe top performing schools to determine what we can change within our budget limits.**



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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 2022-2023**

<u>Goal</u>	<u>Status/Results</u>
<p><b><i>Annual Goal #1: Growth in Student Achievement. Demonstrated growth in several measurements, including SPP, graduation rates, SAT/ACT scores with associated participation levels, and others as deemed valuable. Where do we require improvement? Establish clear objectives to accomplish improvements.</i></b></p> <p>Measure of Success:</p> <ul style="list-style-type: none"> <li>✓ <b>Evaluate</b> student achievement, with multiple measures to ensure continued growth in achievement. Chart year over year results, 3-5 years, comparative to other districts and PA.</li> <li>✓ <b>Identify</b> strengths/weaknesses of student achievement in all buildings and attempt to identify root cause.</li> <li>✓ <b>Develop and implement strategies</b> to increase student achievement across student population and subgroups; Objective is to sustain and improve results.</li> </ul>	<ol style="list-style-type: none"> <li>1) Utilize multiple data points (SAS, PVAAS, SPP, etc.) to analyze and interpret district growth projections and devise pathways to improve student learning and growth.</li> <li>2) Continue to promote building principal SPM plans to identify and bridge grade level gaps in learning.</li> <li>3) Monitor and adjust instructional and curriculum platforms to provide equal learning experiences for all students.</li> <li>4) Research, develop through collaboration, and implement strategies to address the COVID-19 gap in learning for both students and staff.</li> <li>5) Develop and implement professional development that meets the needs of staff to teach and assess all content in a remote learning environment.</li> <li>6) Develop sound fiscal practices that allow the district to maintain ELA and math coaching personnel through TI programming.</li> </ol>
<p><b><i>Annual Goal #2: Communication.</i></b></p> <p>Measure of Success:</p> <ul style="list-style-type: none"> <li>✓ Continue open and prompt communication with Board on emerging, and sometimes urgent issues to ensure objective and reasonable deliberation by the Board and administration.</li> <li>✓ Communicate effectively with the Association leadership and various employee groups to enhance</li> </ul>	<ol style="list-style-type: none"> <li>1) Continue to promote Zoom/Google Meet, text, phone, and any and all other means necessary to inform the Board of needed communications in a timely manner.</li> <li>2) Continue to maintain at least once per month meetings with Union leadership in an effort to increase collaboration and teamwork.</li> </ol>

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<p>positive relationships.</p> <ul style="list-style-type: none"> <li>✓ Provide timely information, updates, and opportunities for addressing questions from staff and/or community.</li> <li>✓ Continue to proactively inform and apprise the community of major issues and concerns via Community Forums, Meetings, news media (TV &amp; print), messaging, public appearances, update district website and other forms of communication.</li> </ul>	<ul style="list-style-type: none"> <li>3) Continue to grow my approachable and accessible mentality to all stakeholders and push out necessary information through webpage, twitter, school messenger, or any other viable platform to increase school community communication.</li> <li>4) Continue to be available for stakeholder forums, press interviews and other community events as needed.</li> <li>5) Increased footprint of community communication and transparent dissemination of COVID information. Weekly COVID dashboard.</li> <li>6) Increased PDE communication and justification for LH's educational plan and oversight of negative COVID community complaints.</li> </ul>

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

<b>Distinguished</b>	<b>Proficient</b>	<b>Needs Improvement</b>	<b>Failing</b>
<b>X</b>			

**Comments:**

Goal 1: The Superintendent will operate the District in a fiscally responsible manner.

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Goal 2: The Superintendent will provide efforts to improve student achievement across the District.

Goal 3: The Superintendent will engage and collaborate with other employees of the District as well as members of the community.

Goal 4: The Superintendent will continue to advance student learning and teacher development through best/next practice protocols.

Goal 5: The superintendent will emphasize leadership and interaction of administrators with staff and students.

Comments: Dr. Wallace it is the opinion of the board of education that you have continue to achieve the goals listed.

Please offer your recommendation to the board on all matters. We value your opinion as the superintendent supported by your administration.