

Mrs. Nicole LeCave, Superintendent
Dawson County School System
Superintendent Evaluation Instrument
2023-2024

The Dawson County School System Governance Team (school board and superintendent) utilize the following superintendent evaluation instrument with specific goals, indicators and evidence as suggested within the GSBA template for the superintendent evaluation. The key components of the Superintendent Evaluation Instrument include:

- **Goals:** Goals are governance areas of responsibility, broad in scope but narrow enough to be defined and address the operational function and the effectiveness of the school system.
- **Indicators:** Indicators are action items that describe what is expected to be accomplished within each goal area. One or multiple indicators may be necessary to accomplish the goal.
- **Evidence:** Evidence is a listing of Indicator numbers and/or data documents that define the progress made on accomplishing the identified indicator.
- **Rating Scale:** The governance team should choose the method of rating for each goal area as a progress scale with the inclusion of written comments. The final superintendent evaluation report usually is completed on the goal area. However, the governance team may elect to rate each indicator and make a summary rating for the final evaluation report.
- **Comment Section:** The instrument is designed to capture each board member's comments by goal areas when individual board members complete the evaluation process. For the final official evaluation report to the superintendent, the board, by consensus, may elect to provide an overall comment summary to be included versus the individual board member comments.

Superintendent Evaluation Instrument

Goal Area I: Strategic Planning and District Assessment

Description:	The superintendent will provide leadership to the Board of Education in implementing the district's vision, mission and goals.	
Strategic Plan Area:	Student Performance and Growth, Culture & Climate, Learning and Growth, and Operational Excellence	
Indicator(s)		Evidence
Indicator #1 - The superintendent will collaborate with the Board and the administrative leadership team in the preparation of long and short term operational and instructional goals.		System Strategic Plan, Board Priorities, Cabinet Meetings, System Leadership Team Meetings, Board Trainings, Principals and Assistant Principals Meetings
Indicator #2 - The superintendent will lead the administrative leadership team in the development of action plans with expected performances to be achieved on the agreed upon goals.		System Strategic Plan, District Improvement Plan, School Improvement Plans, System Shared Goals, System Leadership Team Meetings, SIP visits
Indicator #3 - The superintendent will oversee the planning and evaluation of curriculum and instructional programs.		Executive Cabinet & Cabinet Meetings, Individual Meetings with Directors, Instructional Meetings, Classroom visits, Collaboration with Teaching and Learning Staff
Indicator #4 - The superintendent will ensure all system data is utilized in the development of short term and long-term goals of the school system.		System Data, Monthly System Leadership Meetings, Meetings with Executive Cabinet & Cabinet Meetings, Principal Meetings, Strategic Plan

Comments:

Rating

0 Exceeds Expectations

0 Meets Expectations

0 Progress but Did Not Meet

0 Needs Improvement

Goal Area II: Efficient and Effective Program Management

Description:	The Superintendent will recommend, implement and monitor a fiscal year budget that adheres to state law provisions, local board policies, and that is consistent with state approved accounting principles.	
Strategic Plan Area:	Operational Excellence	
	Indicator(s)	Evidence
	Indicator #1 - The Superintendent will administer and monitor the approved budget using sound business and fiscal practices providing monthly financial reports to the Board in collaboration with the Executive Director of Finance.	Purchase order system alignment, monthly financial reports to Board, meetings with Director of Finance, Monthly Budget Monitoring and Individual Budget Meetings with Department Directors
	Indicator #2 - The superintendent will coordinate with the board the development of a budget on an annual basis that is in alignment with the system vision, mission, and strategic goals following budget development processes and timelines to meet state and local requirements.	Annual Budget presentation and meetings of the BOE, Strategic Plan, Establish Priorities, Budget Planning and Input Meetings, Budget Hearings, Board Finance Training
	Indicator #3 - The superintendent will annually re-evaluate the organizational structure of the central office and make recommendations for changes as needed when retirements, resignations, or terminations occur within the central office.	Revisions made to the organizational chart when necessary, Board Meeting Minutes reflecting personnel actions, dissolve/add positions based on need and providing exemplary support to schools.
	Indicator #4 - The superintendent will inform the board about rules and regulations issued by the Georgia Department of Education and issued by the Federal Department of Education and make recommendations based on organizational changes and/or policy revisions or additions based on said laws.	Monthly BOE Meetings, Policy Revisions as needed, Attendance at State sessions held on Legal issues/topics/changes, participation on state level committees/groups to stay abreast of state/federal updates, attend GSSA Board.
	Indicator #5 - The superintendent will collaborate with the Directors in each area of operations (i.e. maintenance, facilities, nutrition, transportation, human resources) to ensure the effective operation of each department improving processes and procedures for the system and complying with all state and federal laws as well as system policies.	5-year Facilities Plan, Annual Transportation Routing, System Technology Plan, Department Data, Free and Reduced Lunch as well as participation data, Meetings with Directors/Directors, System Leadership Meetings, State Review Visits

Rating

- 0 Exceeds Expectations
- 0 Meets Expectations
- 0 Progress but Did Not Meet
- 0 Needs Improvement

Comments:

Goal Area III: Continuous Improven

Description:	The Superintendent will serve as the primary instructional leader, organize and provide leadership to ensure continuous improvement in student achievement.	
Strategic Plan Area:	Student Performance and Growth	
Indicator(s)		Evidence
Indicator #1 – The Superintendent will ensure that each school will develop a plan of action to maintain a graduation rate above the state average.		System data, School/District improvement plans, System Leadership Meetings, Individual SIP Meetings
Indicator #2 - The Superintendent will increase or maintain the number of schools meeting or exceeding the College and Career Ready Performance Index requirements. If CCRPI data is unavailable, system data will be used.		Available 2023 CCRPI Data, graduation rate, etc...
Indicator #3 - The Superintendent will plan, implement, support and assess instructional programs that enhance teaching and student achievement on the state curriculum standards and system/state assessments.		System data, instructional meetings with instructional lead teachers, classroom visits, system leadership meetings, meetings/trainings with Principals & Asst. Principals/Executive Directors/Directors, Professional Learning Plan
Indicator #4 – The Superintendent will increase instructional cohesiveness across the school system and build unity among schools focused on common goals to increase student achievement.		System Shared Goals, Executive Cabinet & Cabinet Meetings, System Leadership Meetings, Teacher Forum, Advisory Group Meetings
Indicator #5 – The Superintendent will build leadership capacity among school-based leadership to increase and sustain student achievement.		System Shared Goals, Executive Cabinet & Cabinet Meetings, System Leadership Meetings, Principal Meetings, PLC training and support

Rating

Comments:

0 Exceeds Expectations

0 Meets Expectations

0 Progress but Did Not Meet

0 Needs Improvement

Goal Area IV: Effective Leadership – Board, Staff, and Community

Description:	The superintendent will provide leadership to the Board of Education in board, faculty/staff, parent and community relationships.	
Strategic Plan Area:	Culture and Climate	
	Indicator(s)	Evidence
	Indicator #1 - The superintendent will ensure the implementation of a process to seek input from faculty/staff, parents, and community members relating to matters within the district.	Title I Parent and Community Meetings and Surveys, LSGTs, Title II Faculty and Staff Surveys, Monthly Board Meetings, System Website, Superintendent’s Advisory Councils (Teachers /Parents with addition of Students FY 23), CTAE Advisory Committees, Post-secondary Partners, Pioneer RESA, Work with CCA Board, Superintendent Sit-downs with students and leadership teams.
	Indicator #2 - The superintendent will ensure the training and effective operation of Local School Governance Teams at every school within the system.	LSGT Meeting Minutes, Annual training for leadership and school-based teams, Input/feedback collected from LSGTs, Parent Forum, Regular meetings & involvement with Charter System support personnel
	Indicator #3 - The superintendent will communicate with the school system and community the on-going events within the school district and student/teacher successes.	Press releases, system website, social media, community involvement, system messenger phone calls, the Communicator, Chamber of Commerce Board, Rotary Club Reports.
	Indicator #4 - The superintendent will actively participate in professional/community organizations and professional learning opportunities.	Membership in Rotary, GSSA and Professional Association of Georgia Educators/GAE as well as providing presence on the Dawson County Chamber of Commerce, Board of Health, and participation on the Pioneer RESA Board of Control, Rotary, Family Connection Board Member, and Regularly attend community events.
	Indicator #5 – The superintendent will develop partnerships in local communities between local businesses and educational and human services organizations for the purpose of supporting educational initiatives that address healthy child/family development and economic benefits to the community.	Work with Board of Commissioners regarding recreation, serving on the County Planning Review Committee – 5 year plan. Foster strong relationship with the Chamber of Commerce (serve as BOE member) and Dawson County Development Authority.

Rating

- 0 Exceeds Expectations
- 0 Meets Expectations
- 0 Progress but Did Not Meet
- 0 Needs Improvement

Comments:

The Board of Education has performed this evaluation of our superintendent based on the criteria listed in these indicators. A copy of this document has been presented to the superintendent.

Past Board Chair, Mrs. Karen Armstrong

Current Board Chair, Mr. Nathan Ingram

Date

I have received a copy of this evaluation from the Board of Education, and its contents have been reviewed with me.

Superintendent, Mrs. Nicole LeCave

Date