

ANNUAL EVALUATION

Annual Evaluation Under Policy Governance University Place School District, 2003-2004

Annual evaluation under policy governance is accomplished by means of the board's response to monitoring reports throughout the year.

In our first year of implementation, we scheduled monitoring in October, December, January, March, April, May and June. Our annual agenda projects monitoring during July and August, but we adopted our policies and initiated policy governance on August 27, 2003, so the first year was less than a full twelve month period.

Monitoring of the Ends and Executive Limitations policies reviewed the district's (hence the superintendent's) success in either achieving what it should achieve (in the case of monitoring Ends policies) or in avoiding what it should avoid (in the case of Executive Limitations policies). Merely receiving a superintendent's report on district progress is insufficient. The board is expected to respond to each monitoring report, soon after receiving the report, by comparing evidence of district progress against criteria written into policy, and making a judgment about how well those criteria have been met.

At the end of the year, rather than convening an evaluation discussion 'from scratch' or reviewing a checklist of desirable superintendent traits/qualities/behaviors, the board reviewed its already completed board monitoring response documents to provide a summative evaluation of those monitoring responses.

Under policy governance, district success is evaluated against policy criteria, throughout the year, and that evaluation (once complete) is assigned to the superintendent, whose accountability is tied (in policy) to district success.

Enclosure: Superintendent evaluation document, June 2004

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June 30, 2004

To: Superintendent Patti Banks

From: Board of Directors

This concludes our first (partial) year operating under a system of policy governance. Since August 27, 2003, when we adopted policy governance, you have submitted monitoring reports for Ends Policies E-2 thru E-6 and Executive Limitations Policies EL-1, EL-3 thru 6, and EL-11 thru 17.

Policies E-1, EL-2, EL-7, EL-8, EL-9, and EL-10 were not scheduled in our agenda for the period August 27, 2003 thru June 30, 2004, therefore they are not included in this year's evaluation but will be included in the evaluation for 2004-2005.

The Board's response to monitoring reports is shown below and (for some) in the attached monitoring response documents. In its responses the Board made the following judgments:

E-1: (Aug) n/a for 2003-2004.

E-2: (May, Oct) You have reasonably interpreted the provisions of Policy E-2, and the district is making reasonable progress toward achieving the desired results called for in E-2, with the following comments for the coming year:

- Policy E2.6d – Please obtain comparable data re: state/national participation rates for AP exams, so that we can compare district performance with state/national performance.
- As you have noted, greater district attention is needed at the secondary level for:
 - E2.6c – SAT Scores,
 - E2.6e – University of Washington GPA rating, and
 - E2.6f – Community College remediation rating. For board action – we intend to consider adjusting Policy E-2 by defining measurable targets for E2.3 (Communication) and E2.5 (Other Academic Areas).

E-3: (Apr) Not in compliance. We are aware this is a “work in progress.”

- #1 Thinking Skills: Not addressed; not enough information to assess
- #2a Assess needs: Not addressed; not enough information to assess
- #2b Locate information: Not addressed; not enough information to assess
- #2c Set goals: Substantial Compliance
- #2d Achieve goals: Substantial Compliance
- #2e Education plan for HS: In Compliance (Pathways)
- #2f Post-graduation education plan: In Compliance (Pathways)

E-4: (May) In substantial compliance. Reasonable progress is being made on this policy.

- #1 Work ethic: Substantial Compliance
- #2 Project initiation, design and execution: Substantial Compliance

E-5: (May) Not in compliance. This policy is not in compliance mainly due to numerous changes by the board. The superintendent has reasonably interpreted the intent of this policy.

E-6: (May) Not in compliance. This policy is not in compliance mainly due to numerous changes by the board. The superintendent has reasonably interpreted the intent of this policy.

EL-1: (July, Jan) In compliance.

EL-2: (July) n/a for 2003-2004.

EL-3: (July, Jan) In compliance.

EL-4: (July, Jan) In compliance.

EL-5: (Mar) In compliance.

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EL-6: (July, Mar) In compliance, with the following comments:

- 1f Link teacher performance with multiple measures of student performance: The report did not address this item.
- 1g Assure that scheduled instructional time is used to students' maximum advantage: Progress is being made on this item.
- 3 - Annual report on the effectiveness of the evaluation system and its alignment with the Board's *Ends* policies: More explanation is needed.

EL-7: (Aug) n/a for 2003-2004.

EL-8: (Aug) n/a for 2003-2004.

EL-9: (Aug) n/a for 2003-2004.

EL-10: (Aug) n/a for 2003-2004.

EL-11: (Dec) In compliance.

EL-12: (Dec) In compliance.

EL-13: (Oct) In compliance, with the following comment: In your monitoring report for the coming year, please include a multi-year plan to implement content standards in the district.

EL-14: (Oct) In compliance. The district has done an exceptional job in several areas. In your monitoring report for the coming year:

- EL 14.6 – Please include a follow-up report on the recent evaluation of the secondary math program, and an in-process report on the evaluation of the secondary block schedule innovation, since considerable time has elapsed since its introduction.

EL-15: (May) In substantial compliance, with the following exceptions:

- #2 Substantial compliance.
- #4 Substantial compliance. Work has started and is due Aug 2004

EL-16: (Mar) (In compliance)

EL-17: (Aug, Jan) (In substantial compliance) with the following exception:

- EL 17.3 – The first of these reports (data from the beginning of the school year through first semester) was provided in February, with the second such report to be provided in July.

Conclusions: Based upon the Board's acceptance of these reports and the on-going monitoring of the organization's and the Superintendent's performance during the preceding year, the Board reaches the following conclusions relative to Superintendent performance:

- This has been an outstanding year for the district. You have interpreted our policy in a reasonable manner and have taken the initiative to accomplish desired ends within the constraints of our means policies. Results continue to improve at the primary and intermediate levels, and you are taking steps to improve our results at the secondary level.

Strengths and Weaknesses: Following is a summary of strengths and weaknesses relative to the Superintendent's operation within the boundaries established by the Executive Limitations policies and the Superintendent's progress toward achieving the Board's *Ends* policies:

- Strengths – Your execution of policy governance during the past year has been outstanding. In this, our first year of implementation, we observed few instances of variance from policy, and most of those are attributable to the fact that we have not yet refined our policy governance system. Our initial efforts at linkage with the community have established a positive atmosphere and are promising.
- Weaknesses – n/a

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Recommendations and Decisions: Based upon foregoing conclusions, the Board makes the following recommendations and decisions for the coming year:

- We recommend that you continue to exercise initiative in interpreting our written guidance, confident that we will support any reasonable interpretation of that policy. In cases where we wish to give more specific guidance, we will revise our policy in writing.
- In the event that our policy guidance as written does not have a practical meaning in guiding your actions, please identify such instances and recommend changes that will clarify policy.
- In preparing monitoring reports for policies, please include a statement of interpretation between the reiteration of policy and the report of compliance. For example, for EL-14.1:

<p>1. Fail to ensure that all students are provided fair and equitable access to district programs and learning opportunities.</p> <p>I interpret this policy to mean ...(describe the practical meaning of the policy as it has guided your actions)</p> <p><u>In compliance.</u> Recent additional efforts in this area include district-wide discussion and examination of practice in light of A Framework for Understanding Poverty by Ruby Payne.</p>
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Sincerely,

Kent Keel
Board President

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Monitoring Response Document (Ends)

B/SR 5-E-1

Policy Monitored: E-2

Date Report Submitted: Oct 27, 2003

The Board on the date shown above received and reviewed the official internal monitoring report of its policy E-2 (Competence Goal 1 – Academic Standards) submitted by the Superintendent. Following its review of the report, the Board concludes:

9/12 ***Based upon the information provided, the Board finds that the Superintendent has reasonably interpreted the provisions of the relevant Ends policy, and the district is making reasonable progress toward achieving the desired results called for in the relevant policy. The Board commends the Superintendent for exemplary performance in the following areas: The district has made commendable progress in most areas of Reading, Writing, and Math at the 4th and 7th grade levels, and in writing at the 10th grade level***

Additional Remarks:

Greater attention is needed in the following areas: E2.6c (SAT Scores), E2.6e (University of Washington GPA rating), and E2.6f (Community College remediation rating).

Further action required.

_____ ***Based upon the information provided, the Board finds that the Superintendent has failed to provide evidence of reasonable organizational progress toward achieving the desired results called for in the relevant Ends policy. Accordingly, the Board determines the following action to be appropriate:***

3/12 ***The information provided by the Superintendent is insufficient for the Board to decide whether reasonable progress has been made. Accordingly, the Board determines the following action to be appropriate:***

It is not clear what the district's progress is for Goal E2.3 (Communication), Goal E2.5 (Other Academic Areas) and Goal E2.6d (AP Participation). The board should consider whether to further refine Policy E-2 by describing targets for E2.3 and E2.5 in measurable terms, and the superintendent is requested to identify state/national participation rates for AP exams so that a comparison with district participation can be made.

Signed: _____, Chair
Signed: _____, Superintendent

Date: _____
Date: _____

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Monitoring Response Document (Means)

B/SR 5-E-2

Policy Monitored: EL-1

Date Report Submitted: Jan 14, 2004

The Board on the date shown above received and reviewed the official internal monitoring report of its policy EL-1 (Expectations of Superintendent) submitted by the Superintendent. Following its review of the report, the Board concludes:

With respect to the provisions of its policy EL-1 the University Place Board of Directors concludes that the Superintendent's performance during the previous year has been

In compliance.

In substantial compliance.

Not in compliance.

Additional Remarks:

n/a

Signed: _____, Chair
Signed: _____, Superintendent

Date: _____
Date: _____

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Monitoring Response Document (Means)

B/SR 5-E-2

Policy Monitored: EL-3

Date Report Submitted: Jan 14, 2004

The Board on the date shown above received and reviewed the official internal monitoring report of its policy EL-3 (Treatment of Parents, Students, and the Public) submitted by the Superintendent. Following its review of the report, the Board concludes:

With respect to the provisions of its policy EL-3 the University Place Board of Directors concludes that the Superintendent's performance during the previous year has been

 X In compliance.

 In substantial compliance.

 Not in compliance.

Additional Remarks:

n/a

Signed: _____, Chair
Signed: _____, Superintendent

Date: _____
Date: _____

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Monitoring Response Document (Means)

B/SR 5-E-2

Policy Monitored: EL-4

Date Report Submitted: Jan 14, 2004

The Board on the date shown above received and reviewed the official internal monitoring report of its policy EL-4 (Staff Treatment) submitted by the Superintendent. Following its review of the report, the Board concludes:

With respect to the provisions of its policy EL-4 the University Place Board of Directors concludes that the Superintendent's performance during the previous year has been

In compliance.

In substantial compliance.

Not in compliance.

Additional Remarks:

Staff have not been fully informed of the provisions of this policy. Request that the Superintendent report to the Board when this has been completed.

Signed: _____, Chair
Signed: _____, Superintendent

Date: _____
Date: _____

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Monitoring Response Document (Means)

B/SR 5-E-2

Policy Monitored: EL-11

Date Report Submitted: Dec 5, 2003

The Board on the date shown above received and reviewed the official internal monitoring report of its policy EL-11 (Communication and Counsel to the Board) submitted by the Superintendent. Following its review of the report, the Board concludes:

With respect to the provisions of its policy EL-11 the University Place Board of Directors concludes that the Superintendent's performance during the previous year has been

In compliance.

In substantial compliance.

Not in compliance.

Additional Remarks:

EL-11.2 – This list (reports required by state and federal agencies, with an executive summary of each) will be provided no later than March 1, 2004.

Signed: _____, Chair
Signed: _____, Superintendent

Date: _____
Date: _____

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Monitoring Response Document (Means)

B/SR 5-E-2

Policy Monitored: EL-12

Date Report Submitted: Dec 5, 2003

The Board on the date shown above received and reviewed the official internal monitoring report of its policy EL-12 (Communication and Counsel to the Board) submitted by the Superintendent. Following its review of the report, the Board concludes:

With respect to the provisions of its policy EL-11 the University Place Board of Directors concludes that the Superintendent's performance during the previous year has been

In compliance.

In substantial compliance.

Not in compliance.

Additional Remarks:

The board should consider whether to further refine Policy EL-12 by describing in more detail the elements of a report to the public that are desired to meet the purposes of this policy.

Signed: _____, Chair
Signed: _____, Superintendent

Date: _____
Date: _____

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Monitoring Response Document (Means)

B/SR 5-E-2

Policy Monitored: EL-13

Date Report Submitted: Oct 27, 2003

The Board on the date shown above received and reviewed the official internal monitoring report of its policy EL-13 (Academic Standards and Practices) submitted by the Superintendent. Following its review of the report, the Board concludes:

With respect to the provisions of its policy EL-13 the University Place Board of Directors concludes that the Superintendent's performance during the previous year has been

- In compliance.**
- In substantial compliance.**
- Not in compliance.**

Additional Remarks:

EL 13.3 – The district has been outstanding in providing parents and the community thorough reports on student progress, via comprehensive student progress reports aligned with EALR's, and school and district report cards in accord with state and federal requirements.
EL-13.1 – “Plan to implement content standards” is not specifically addressed; rather, the status which is reported is that for “an expectation that curriculum and instruction be research and data based”. The superintendent is requested to revise this monitoring document to address the district's plan to implement content standards.

Signed: _____, Chair
Signed: _____, Superintendent

Date: _____
Date: _____

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Monitoring Response Document (Means)

B/SR 5-E-2

Policy Monitored: EL-14

Date Report Submitted: Oct 27, 2003

The Board on the date shown above received and reviewed the official internal monitoring report of its policy EL-14 (Academic Program) submitted by the Superintendent. Following its review of the report, the Board concludes:

With respect to the provisions of its policy EL-14 the University Place Board of Directors concludes that the Superintendent's performance during the previous year has been

- In compliance.**
- In substantial compliance.**
- Not in compliance.**

Additional Remarks:

EL-14.11 – The district has achieved and maintained reduced class sizes, particularly in the primary grades, in spite of budget cuts.

EL-14.4 – The district has done an exceptional job, especially during times of cut-backs, of providing balanced course offerings that allow students to choose pathways for their further education and careers.

EL-14.6 – The district needs to evaluate the effectiveness of the secondary integrated math program and the secondary block schedule innovations.

EL-14.7 – The district needs to clarify the relationship between CAC/LIT teams and the function of "evaluation of the academic program."

Signed: _____, Chair
Signed: _____, Superintendent

Date: _____
Date: _____

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Monitoring Response Document (Means)

B/SR 5-E-2

Policy Monitored: EL-17

Date Report Submitted: Jan 14, 2004

The Board on the date shown above received and reviewed the official internal monitoring report of its policy EL-17 (Student Conduct and Discipline) submitted by the Superintendent. Following its review of the report, the Board concludes:

With respect to the provisions of its policy EL-17 the University Place Board of Directors concludes that the Superintendent's performance during the previous year has been

In compliance.

In substantial compliance.

Not in compliance.

Additional Remarks:

EL 17.3 – The Superintendent has not reported summary data regarding student suspensions and expulsions, listing infractions and consequences, and disaggregating the data demographically. The first such report is planned for February (as of the end of the first semester) and the second in July.

Signed: _____, Chair
Signed: _____, Superintendent

Date: _____
Date: _____