

TCAPS Superintendent Annual Evaluation - 2009

- Evaluation Survey
- Rating Scale
- Summary of All Survey Responses
- Summary by Evaluation Section
 - Leadership
 - Policy and Governance
 - Organizational Management
 - Goal #1 – Student Achievement
 - Goal #2 – Communication & Community Relations
 - Goal #3 – Resource Management
- Results for all Survey Questions
- Survey Comments

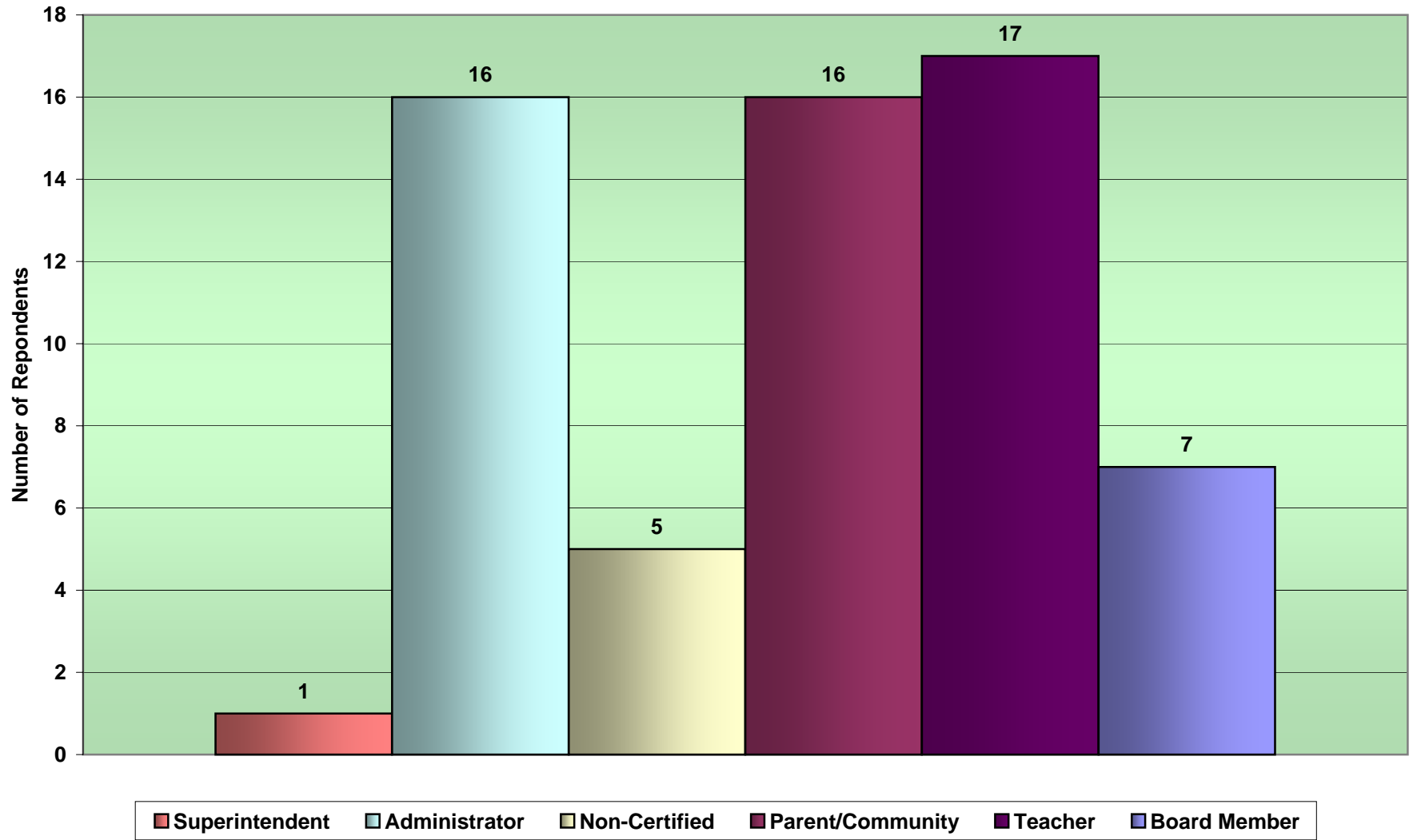
Evaluation Survey

- 6 Evaluation Sections (42 questions)
 - Leadership (9 questions)
 - Policy and Governance (6 questions)
 - Organizational Management (3 questions)
 - Goal #1 – Student Achievement (4 questions)
 - Goal #2 – Communication & Community Relations (7 questions)
 - Goal #3 – Resource Management (8 questions)
 - 1 question re: relationship to Superintendent, 6 questions soliciting comments
- 62 respondents
 - Superintendent
 - 16 Administrators
 - 5 Non-Certified
 - 17 Parent/Community
 - 16 teachers
 - 7 Board Members

Rating Scale

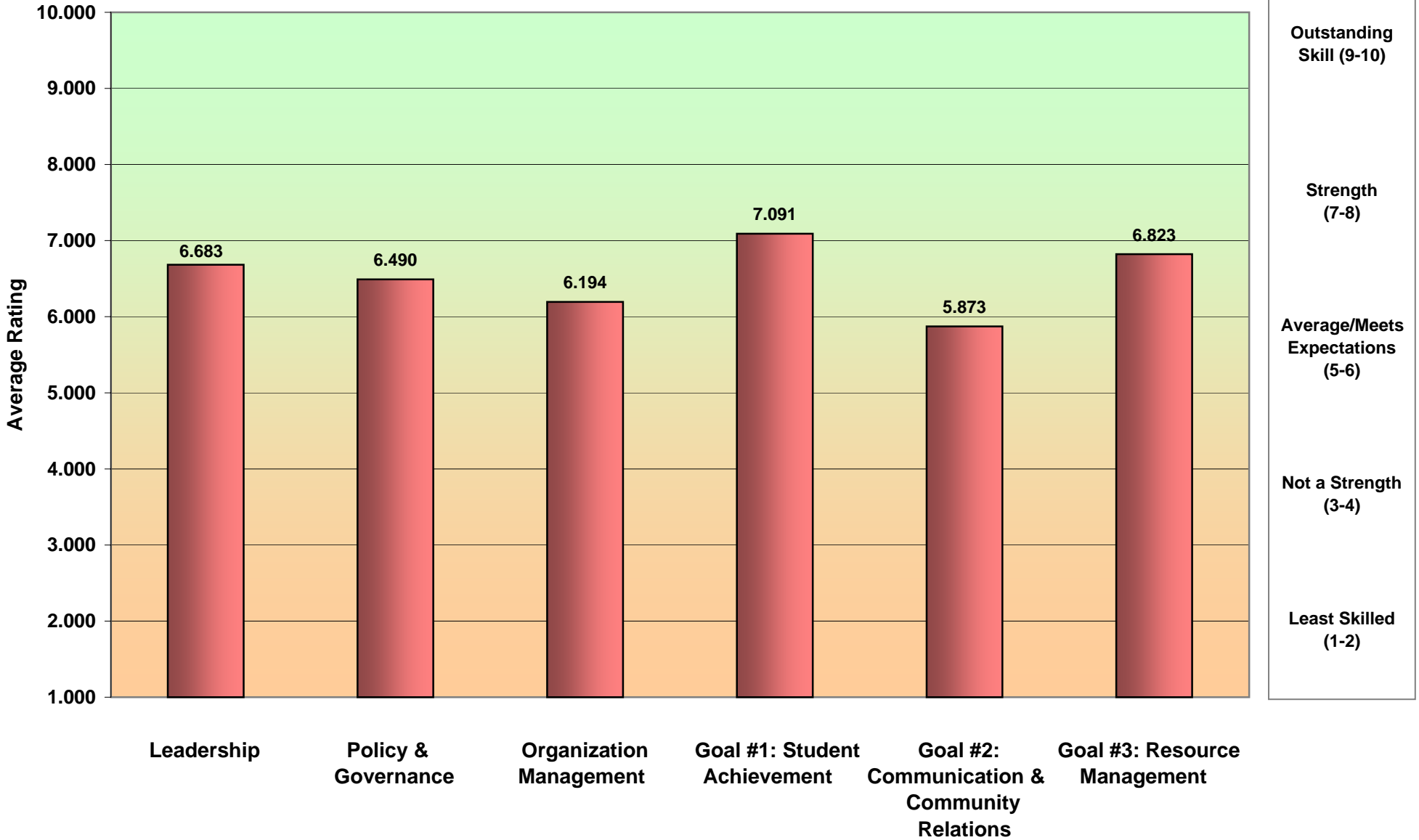
- **(9-10) An Outstanding Skill**
Consistently exceeds behavior and skills expectations in this area.
- **(7-8) A Strength**
Meets most and exceeds some of the behavior and skills expectations in this area.
- **(5-6) Average/Meets Expectations**
Meets a majority of the behavior and skills expectations in this area.
- **(3-4) Not a Strength**
Meets some behavior and skills expectations in this area but sometimes falls short.
- **(1-2) Least Skilled**
Consistently fails to reach behavior and skills expectations in this area.
- **(N) "Not Applicable" or "Not Observed"**

Respondents Per Group

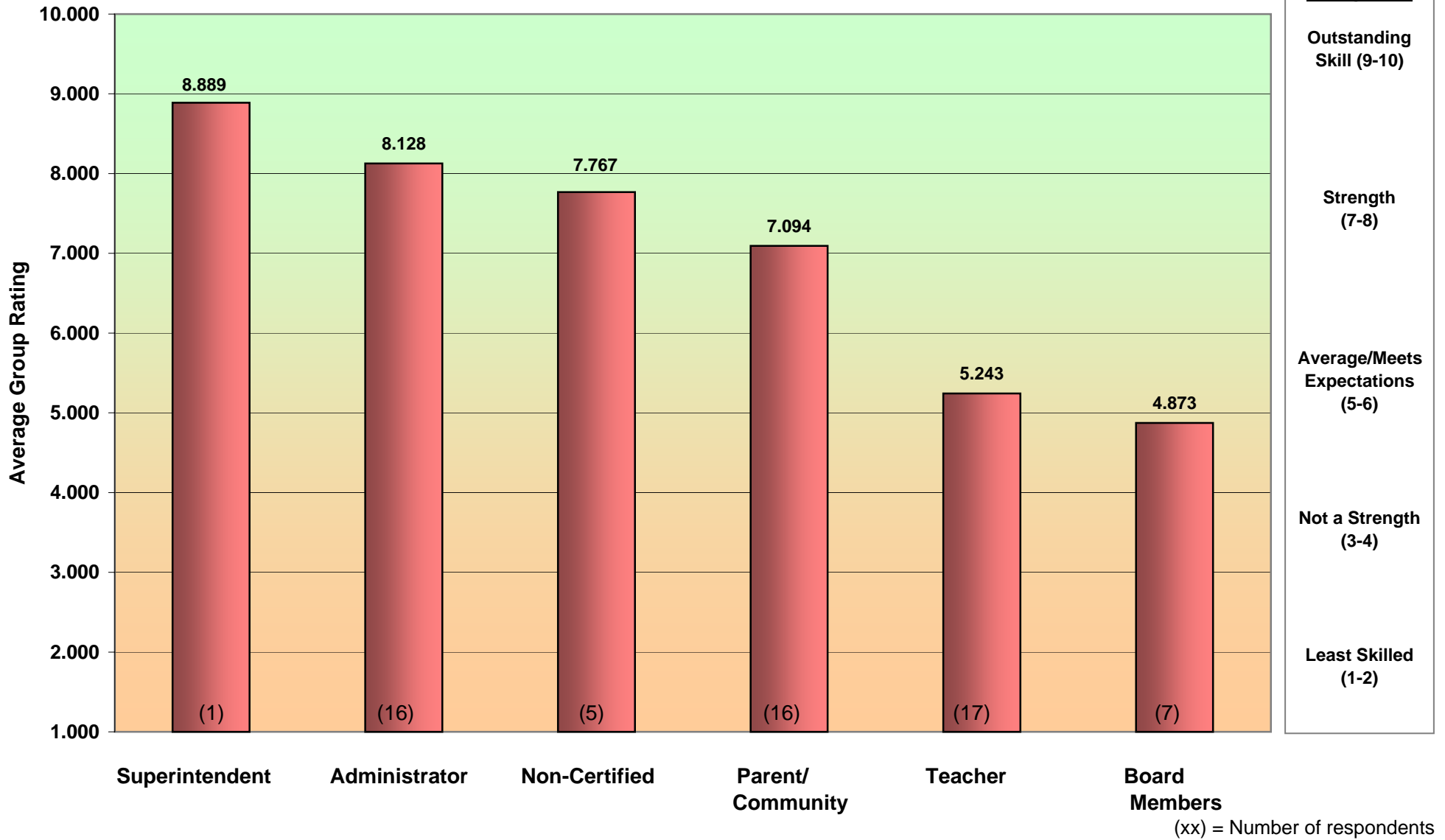


Summary Results

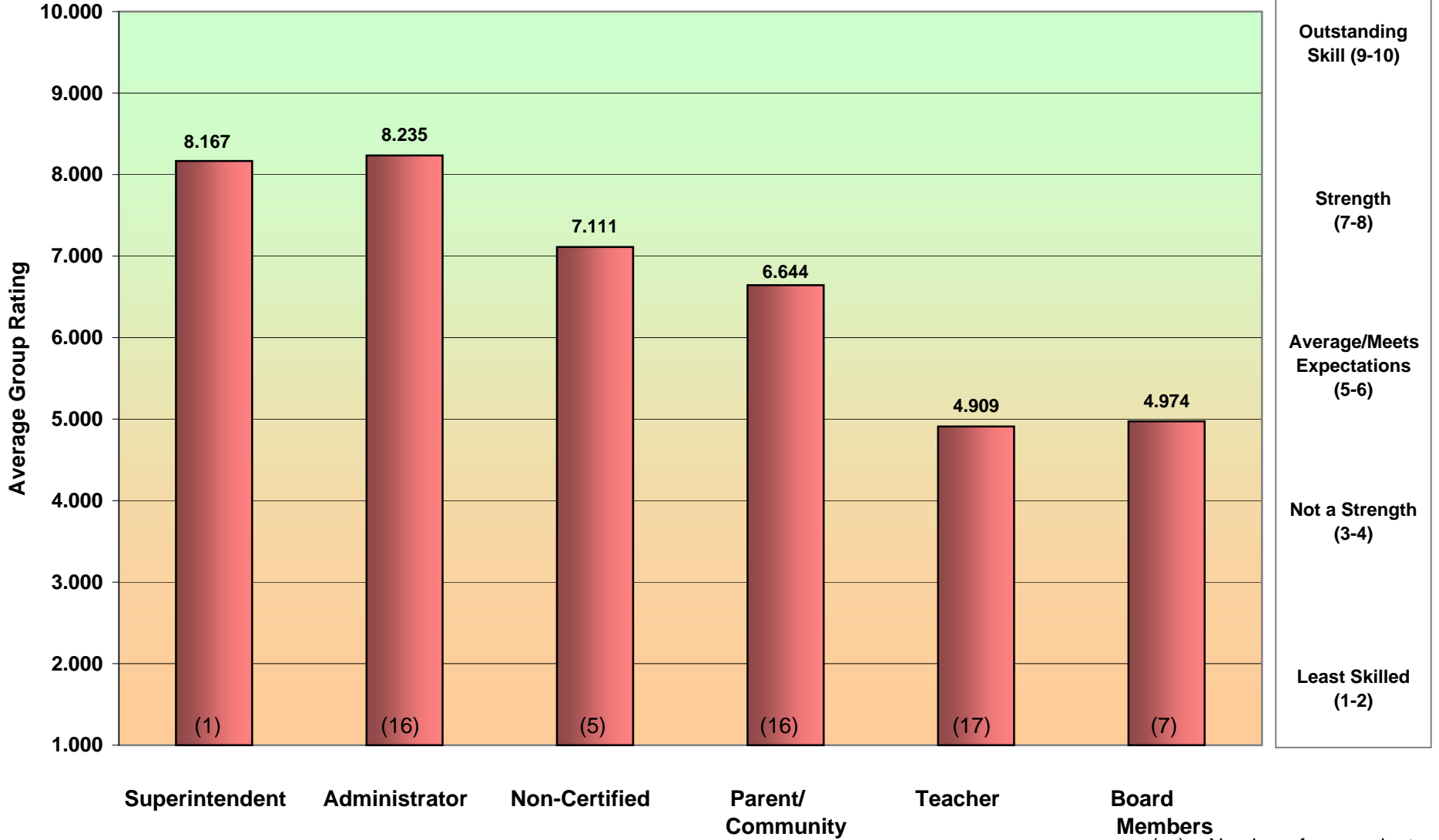
Average of All 62 Respondents for Each Evaluation Section



Evaluation Section: Leadership All Respondents

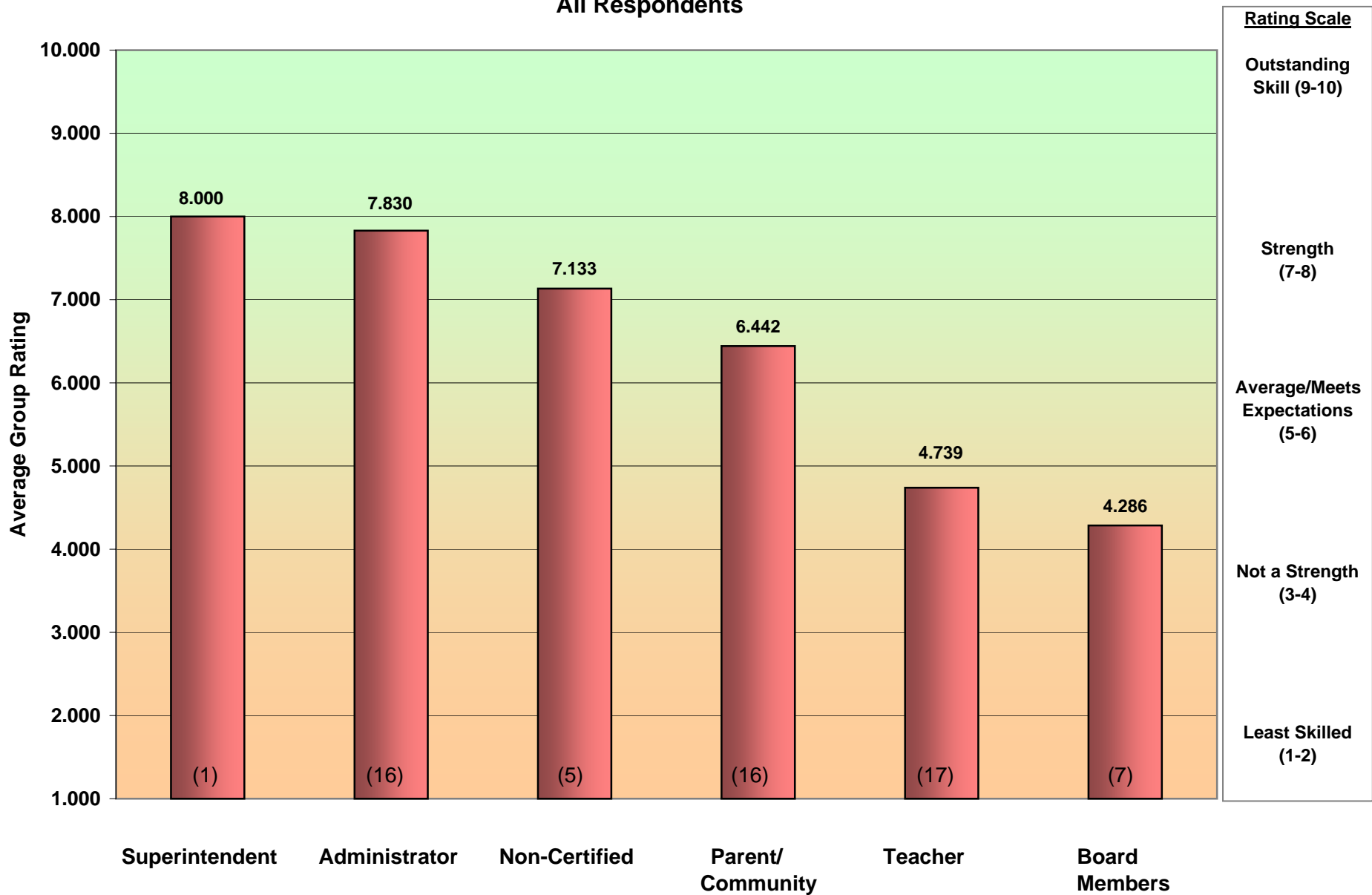


**Evaluation Section: Policy & Governance
All Respondents**



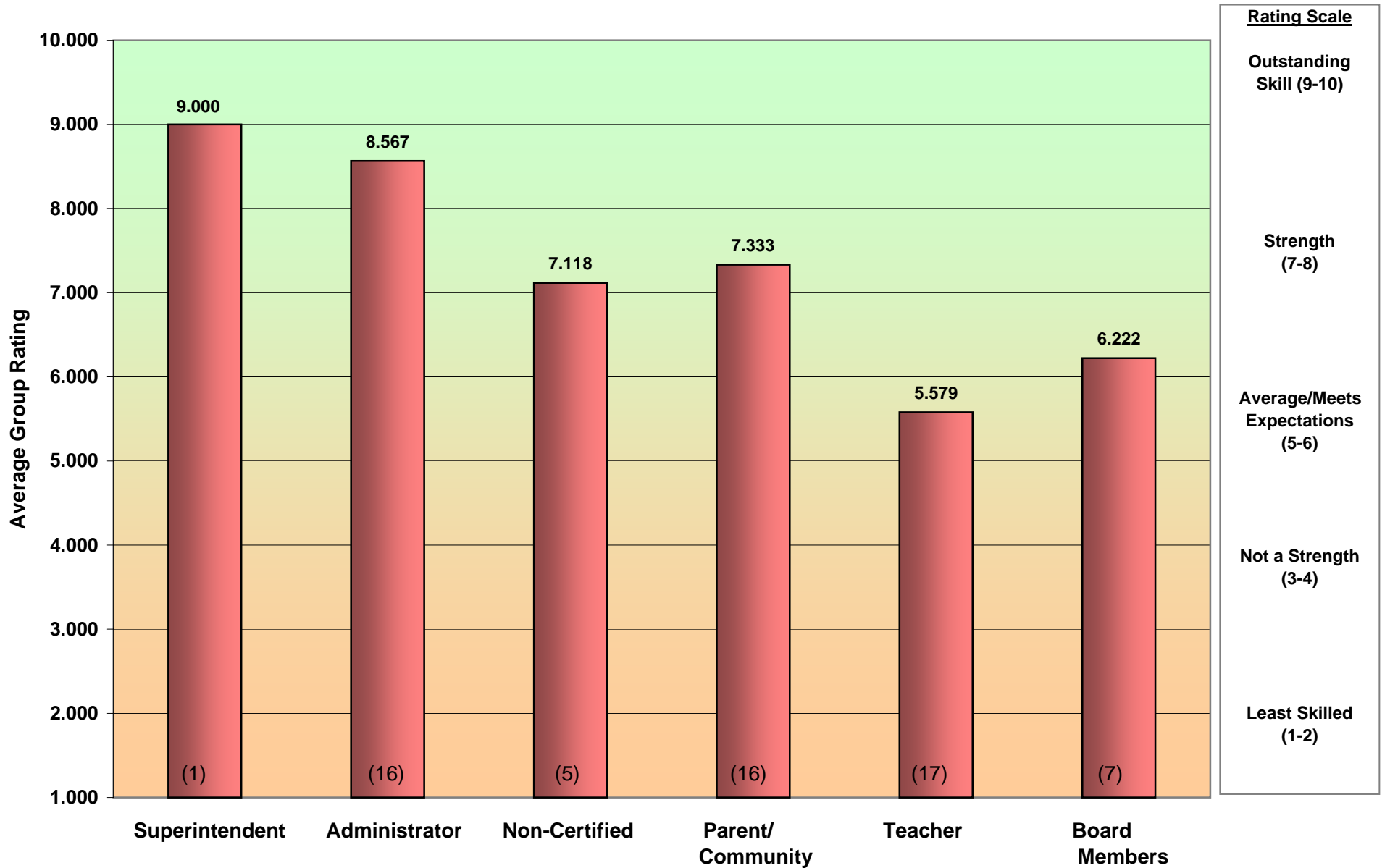
(xx) = Number of respondents

Evaluation Section: Organization Management All Respondents



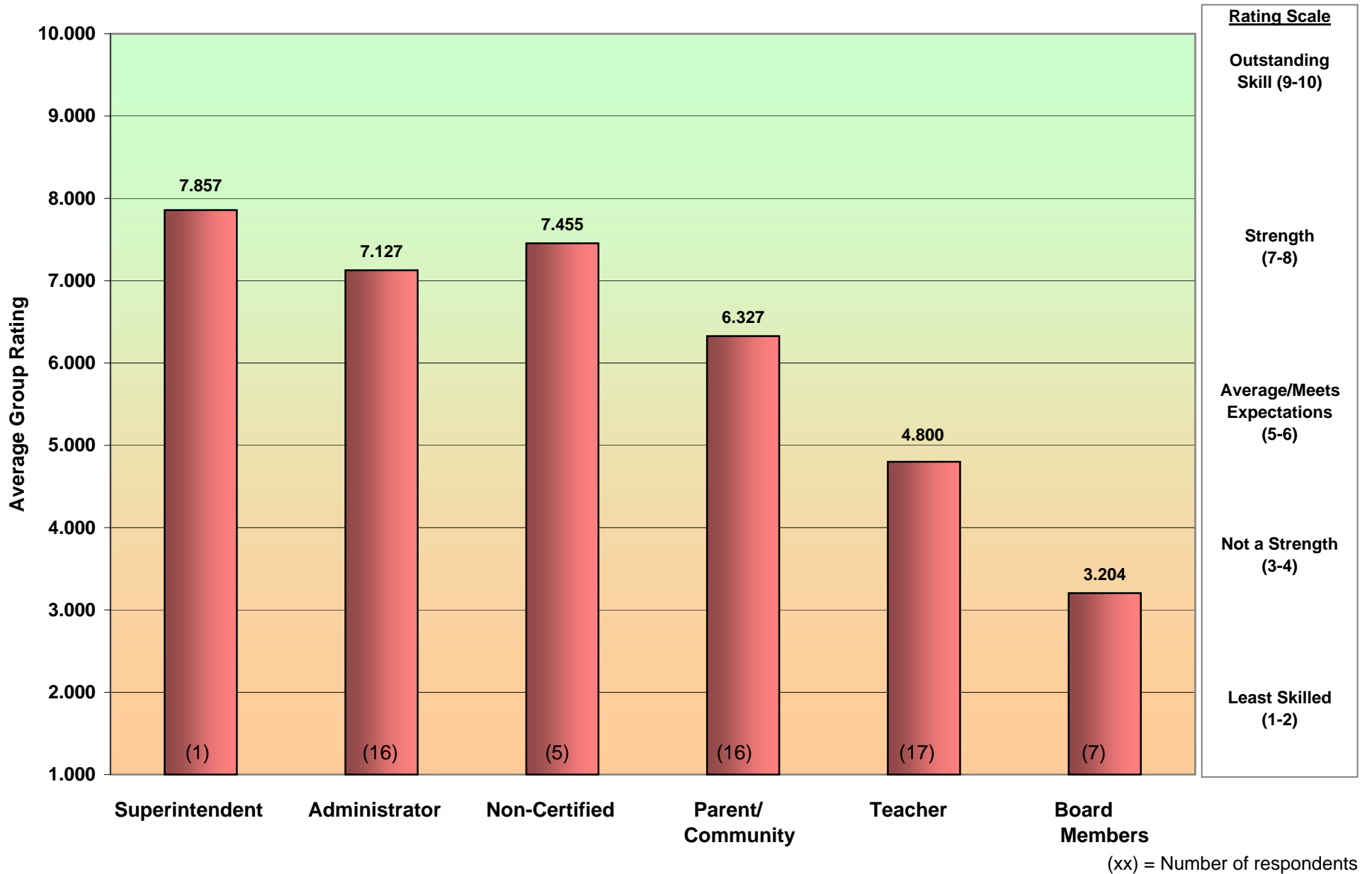
(xx) = Number of respondents

**Evaluation Section: Goal #1 - Student Achievement
All Respondents**

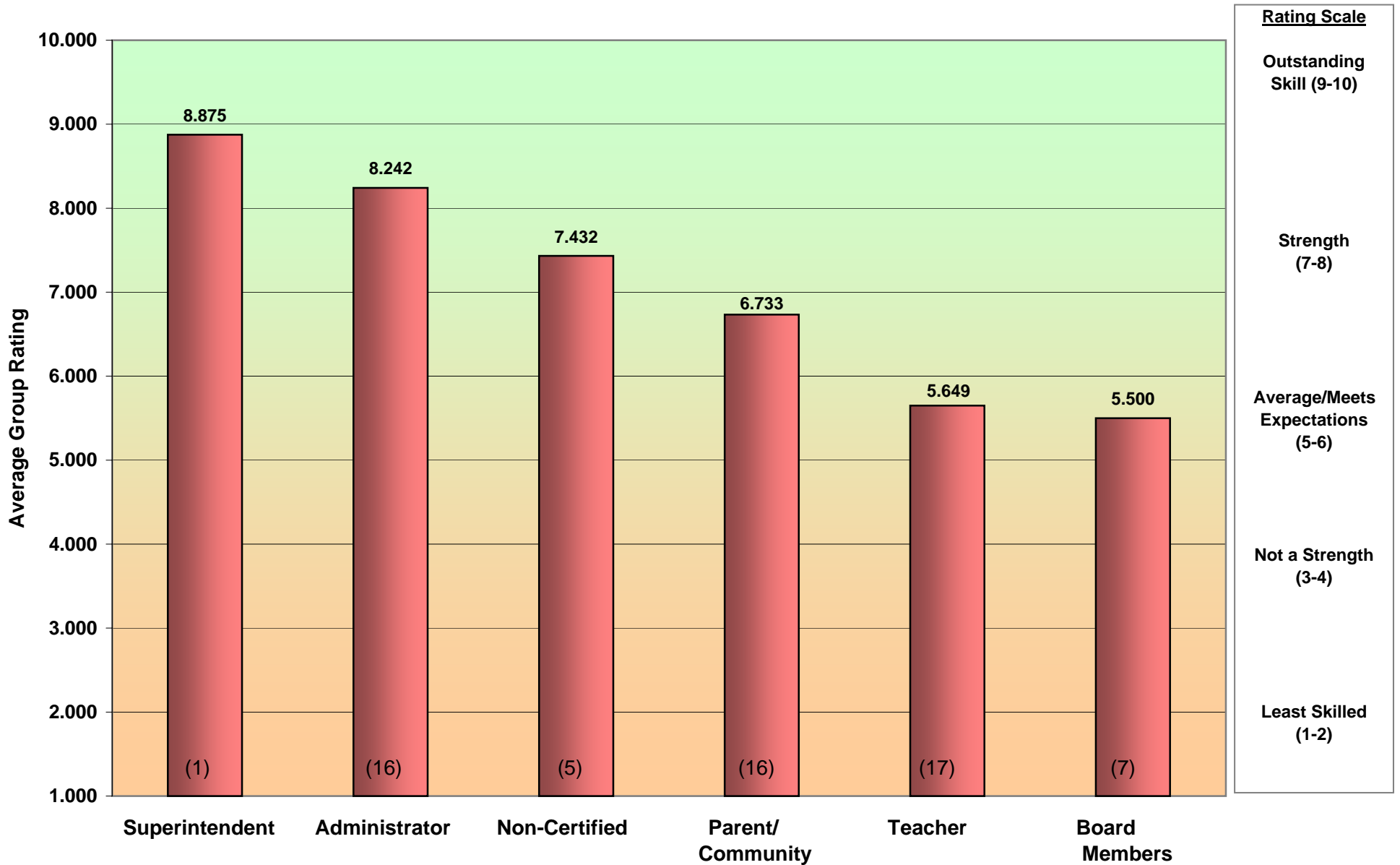


(xx) = Number of respondents

Evaluation Section: Goal #2 - Communication & Community Relations All Respondents



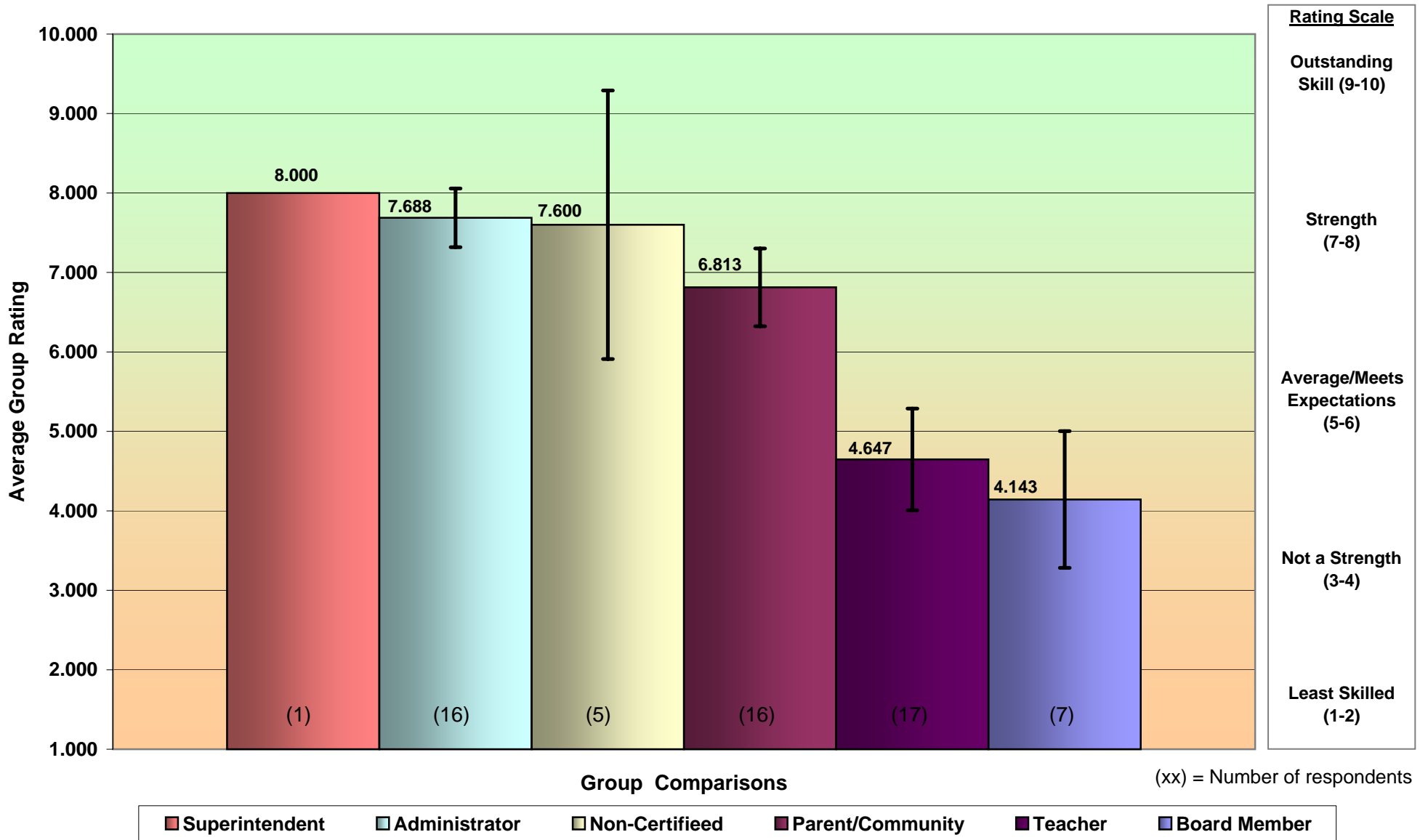
**Evaluation Section: Goal #3 - Resource Management
All Respondents**



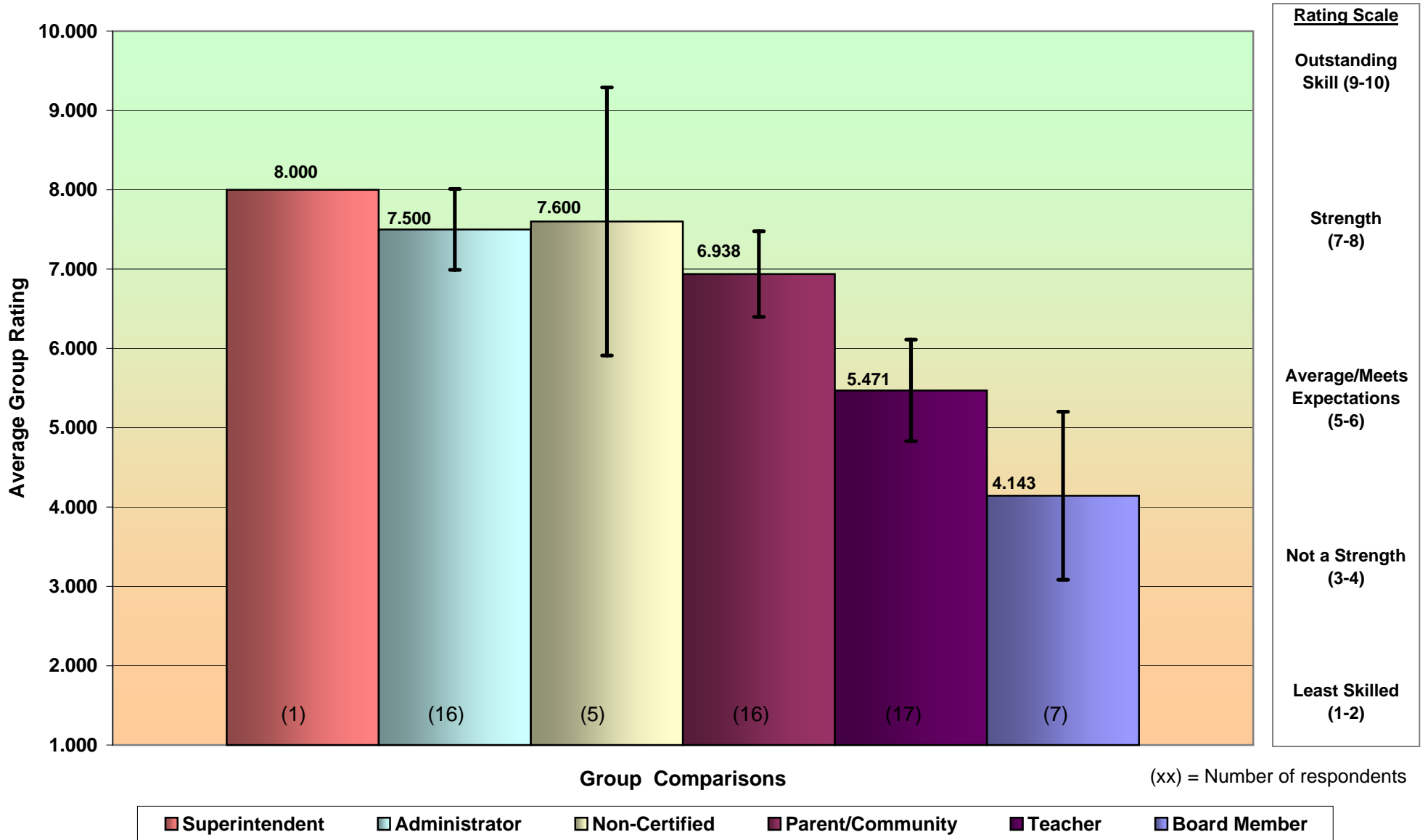
(xx) = Number of respondents

Leadership Questions

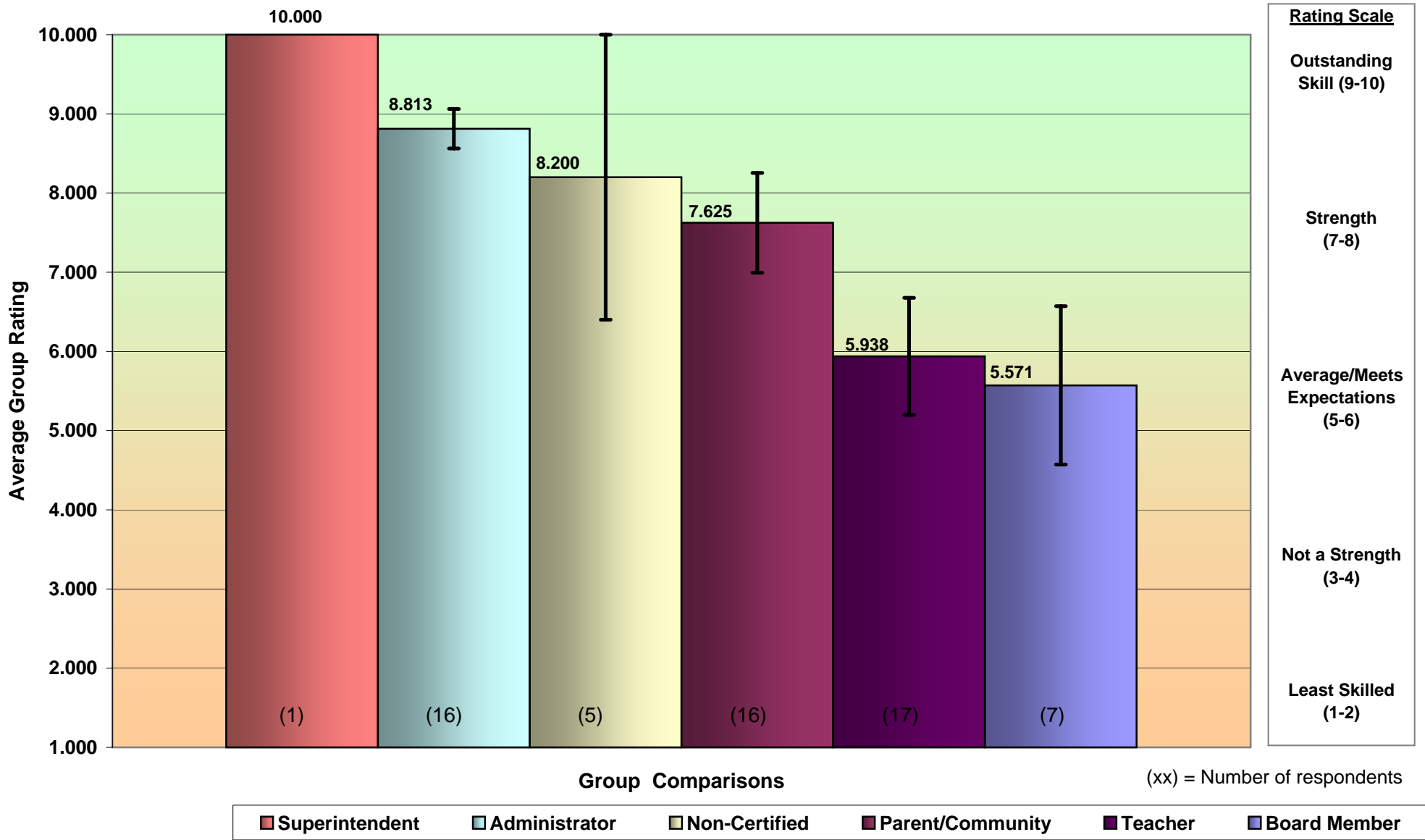
Question 2: The Superintendent leads by example. Guides, directs, and positively affects the actions and results of individuals and groups.



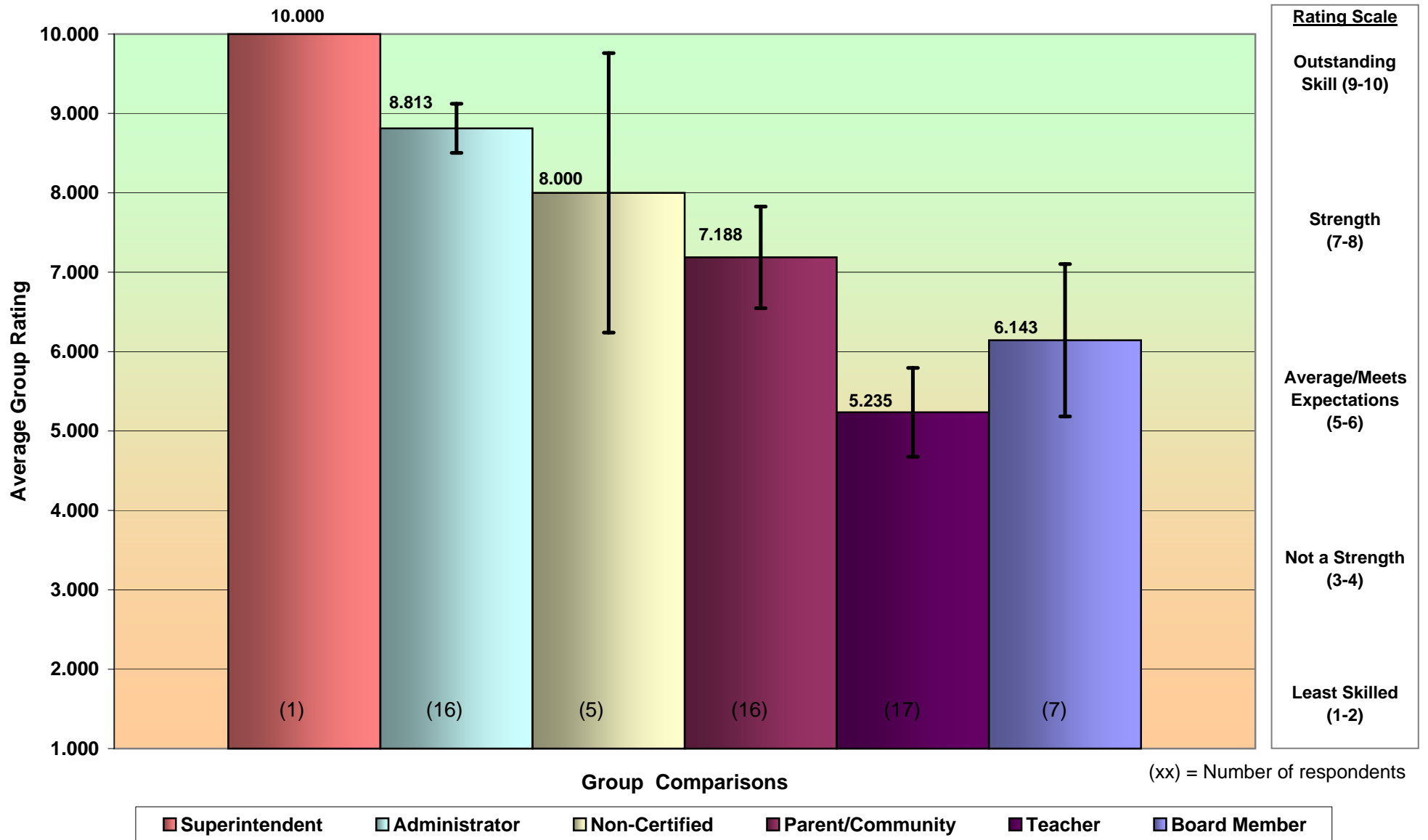
Question 3: The Superintendent serves as a spokesperson for the school district.



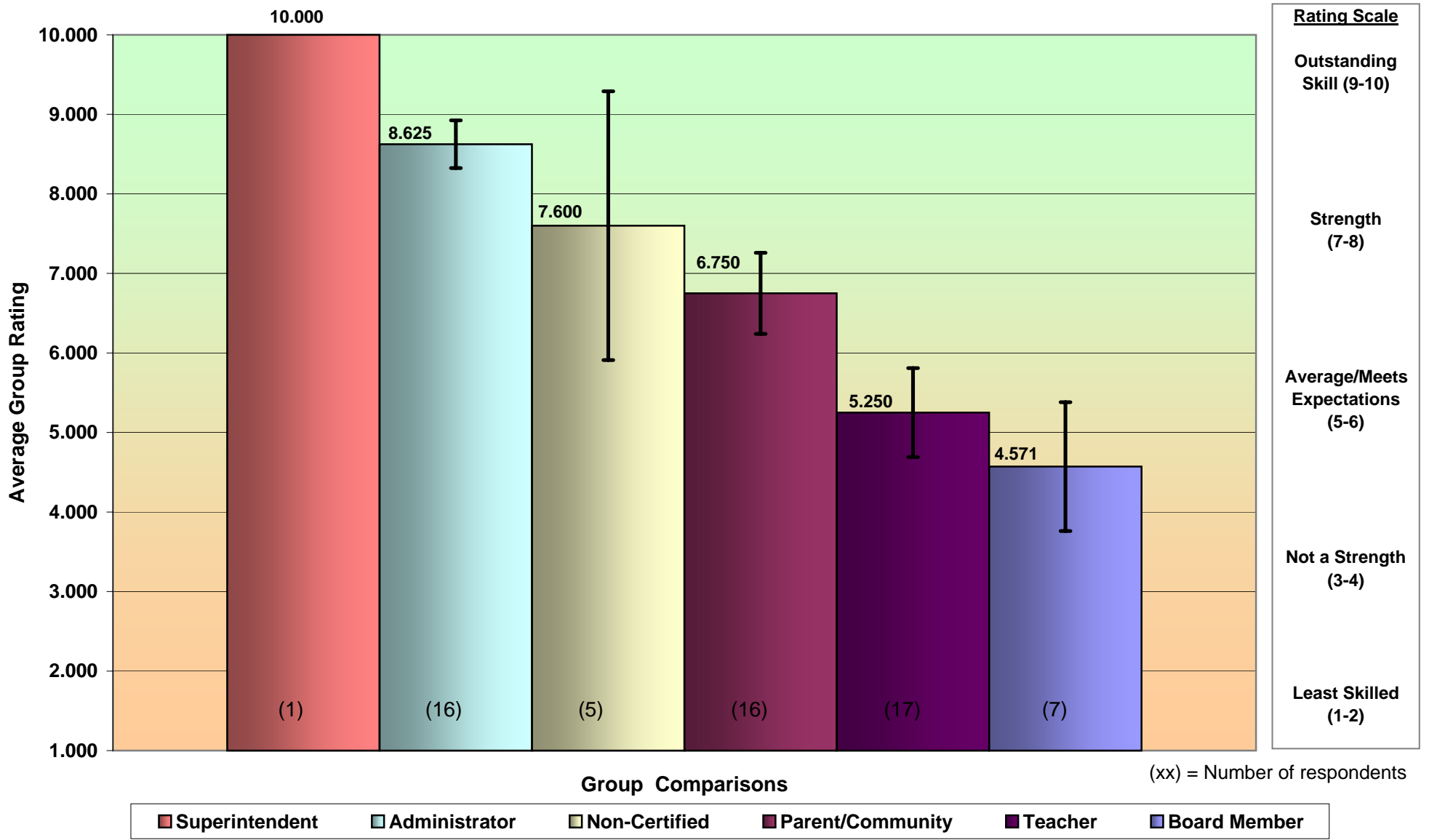
Question 4: The Superintendent models appropriate value systems, ethics, and moral leadership.



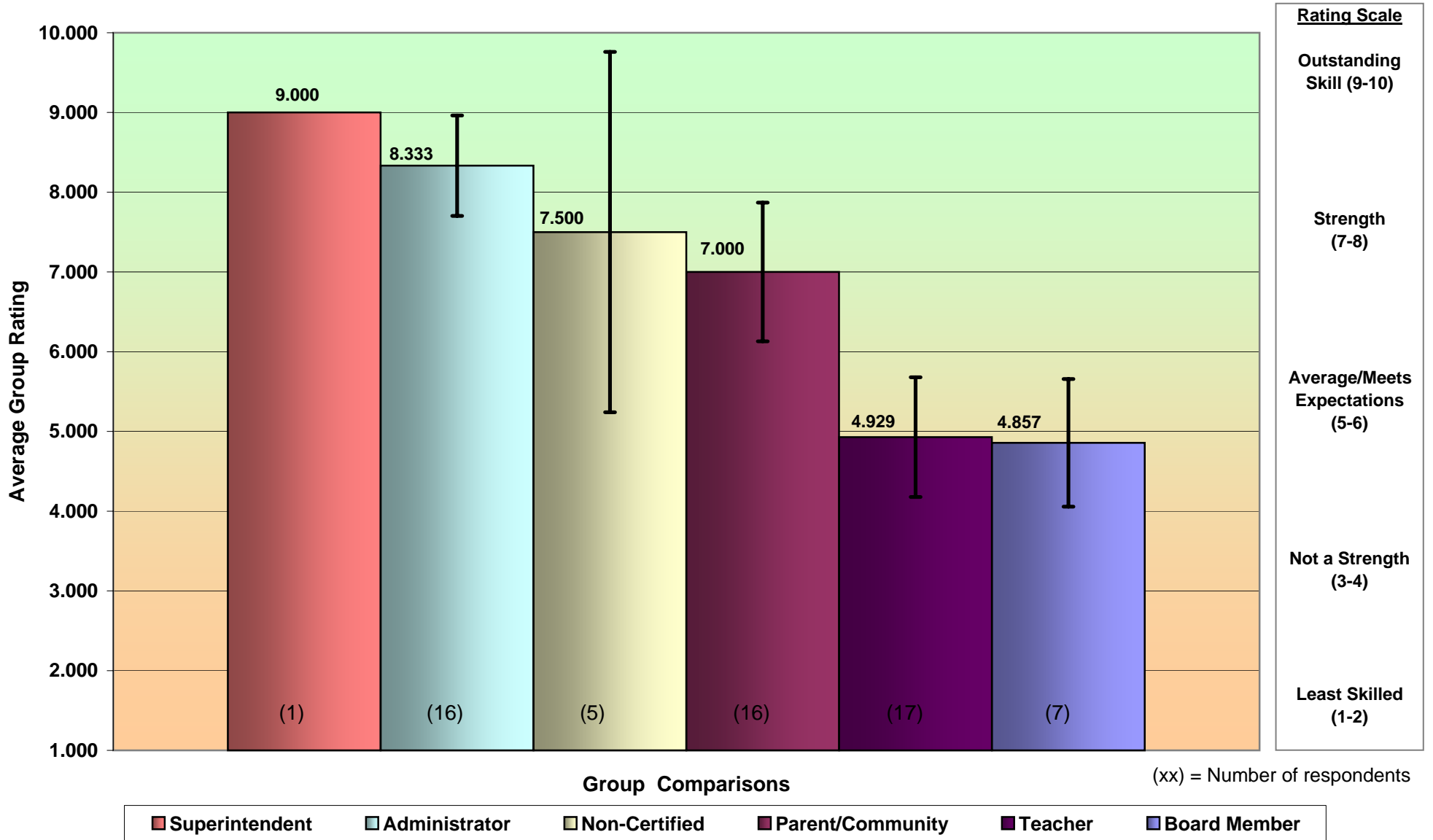
Question 5: The Superintendent displays a sense of mission and vision. Promotes the school district's stated mission, beliefs/philosophy, vision, and expectations.



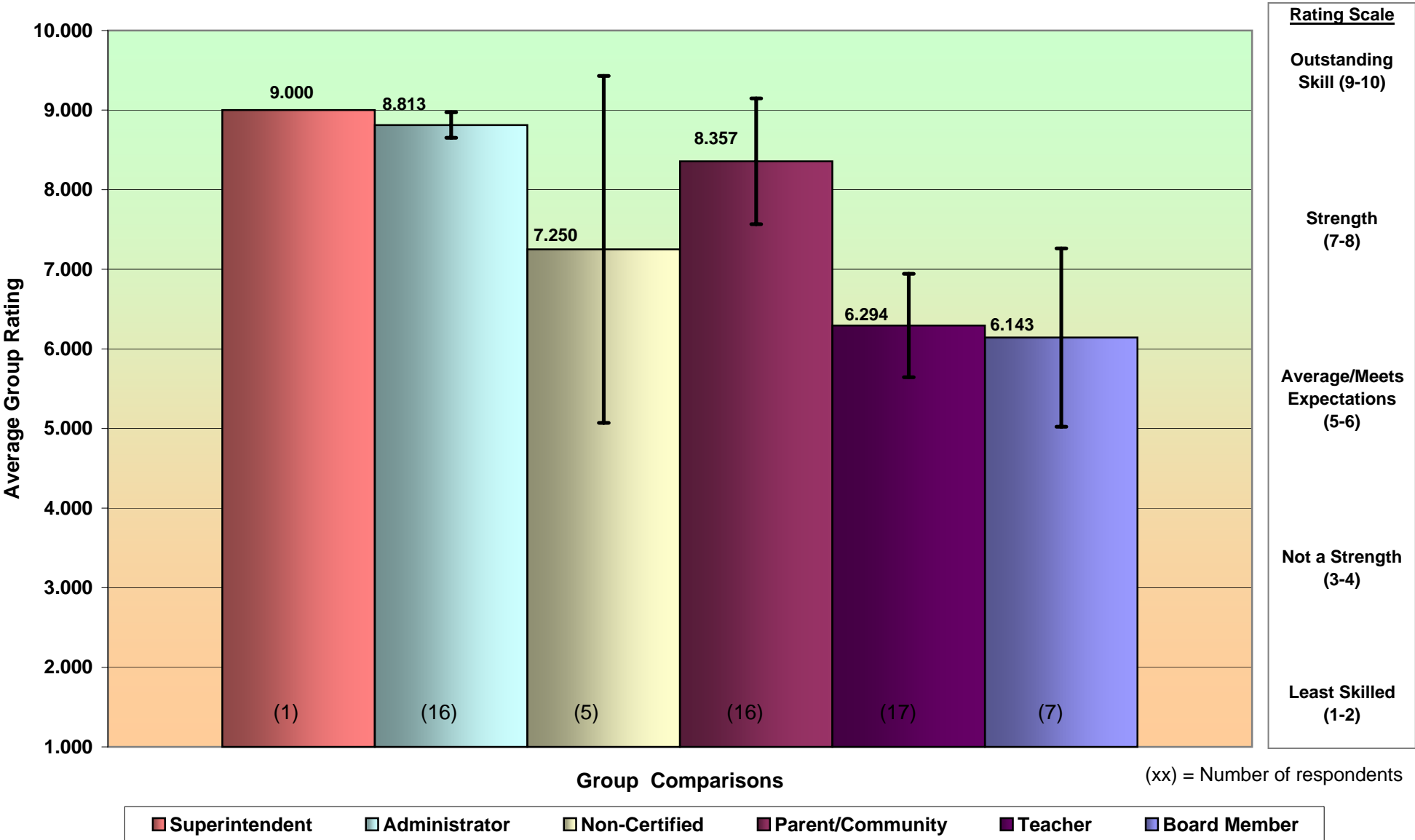
Question 6: The Superintendent promotes high standards. Empowers others to reach high levels of performance. Establishes and communicates goals and high standards for self and others.



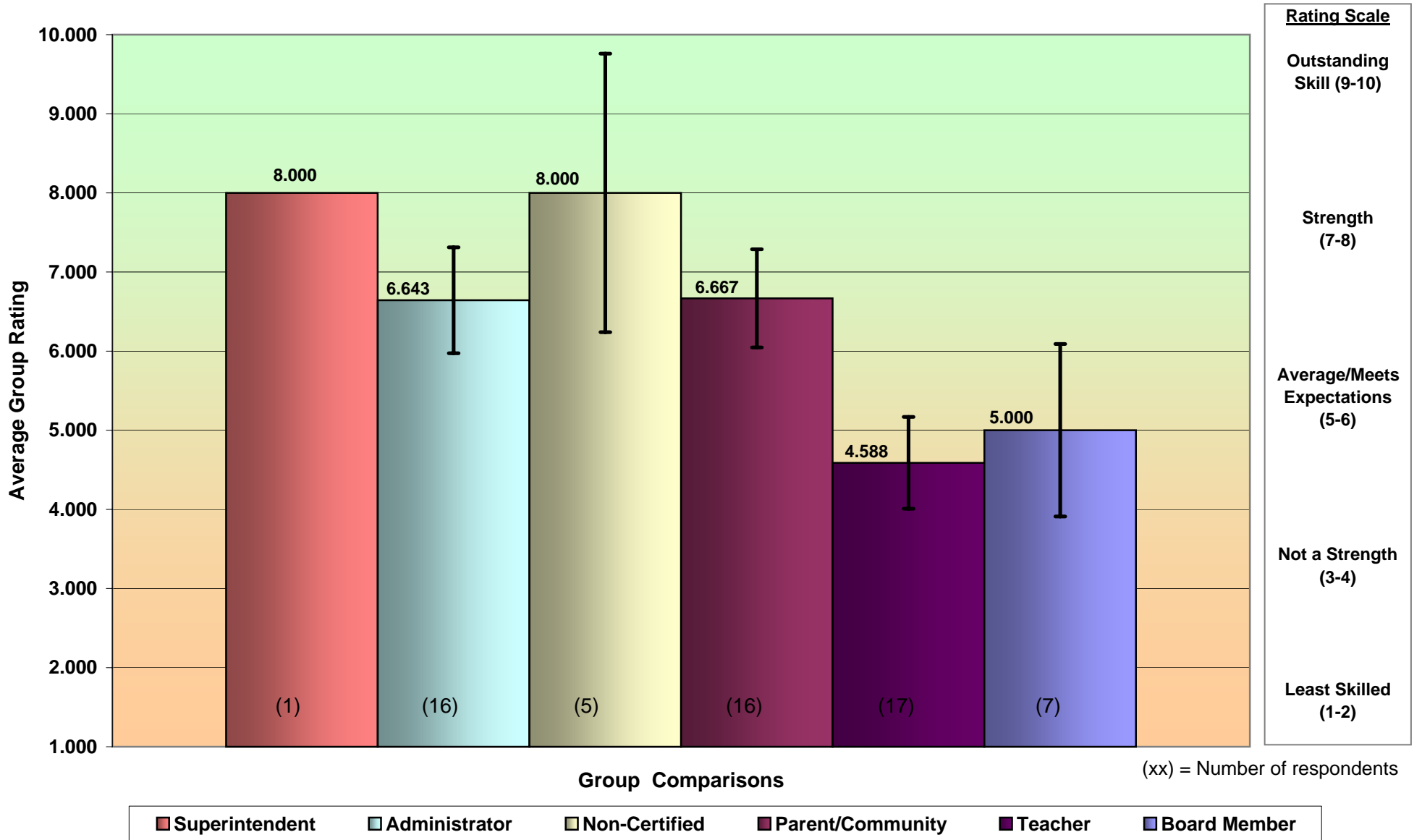
Question 7: The Superintendent delegates and shares power and responsibility. Delegates responsibility and authority appropriately. Directs, coaches, and supports independent action while following up to ensure results.



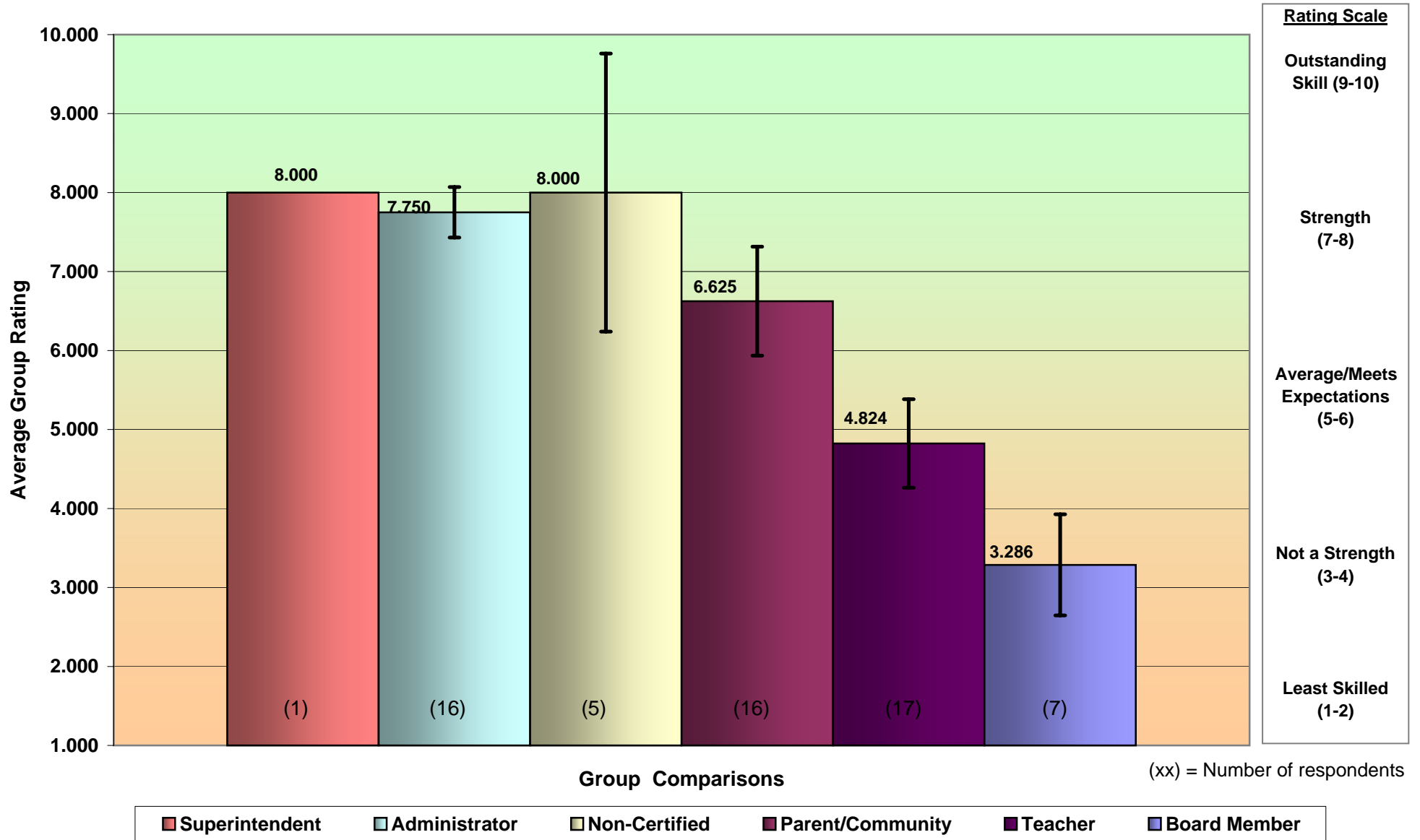
Question 8: The Superintendent recognizes and credits others for their professional efforts. Publicly acknowledges contributions of others; speaks of staff in positive terms; seeks and shares the expertise of others.



Question 9: The Superintendent maintains high visibility. Visits schools, departments on a regular basis.

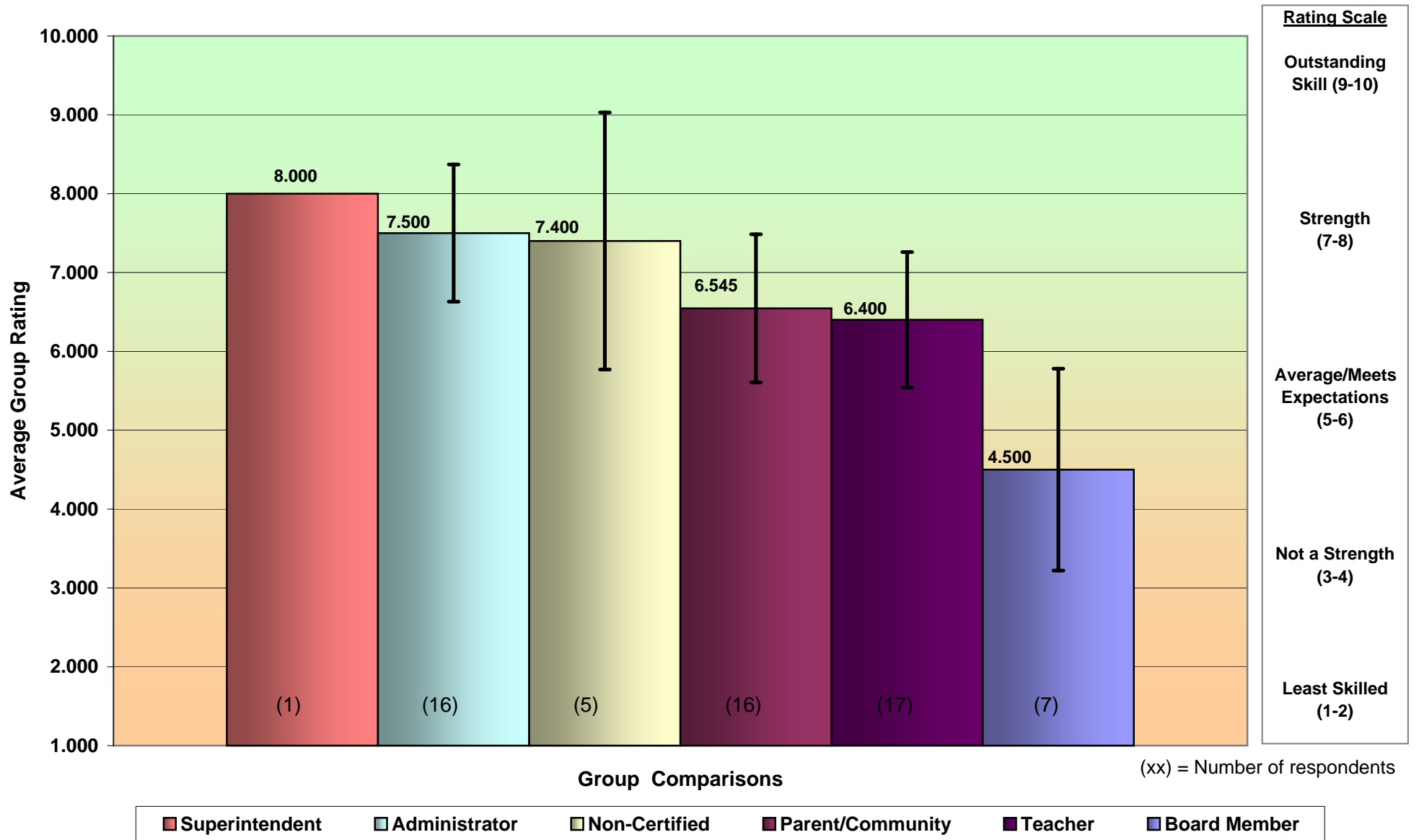


Question 10: The Superintendent promotes open access. Is readily available and eager to hear suggestions, ideas, and concerns from parents, staff, and students.

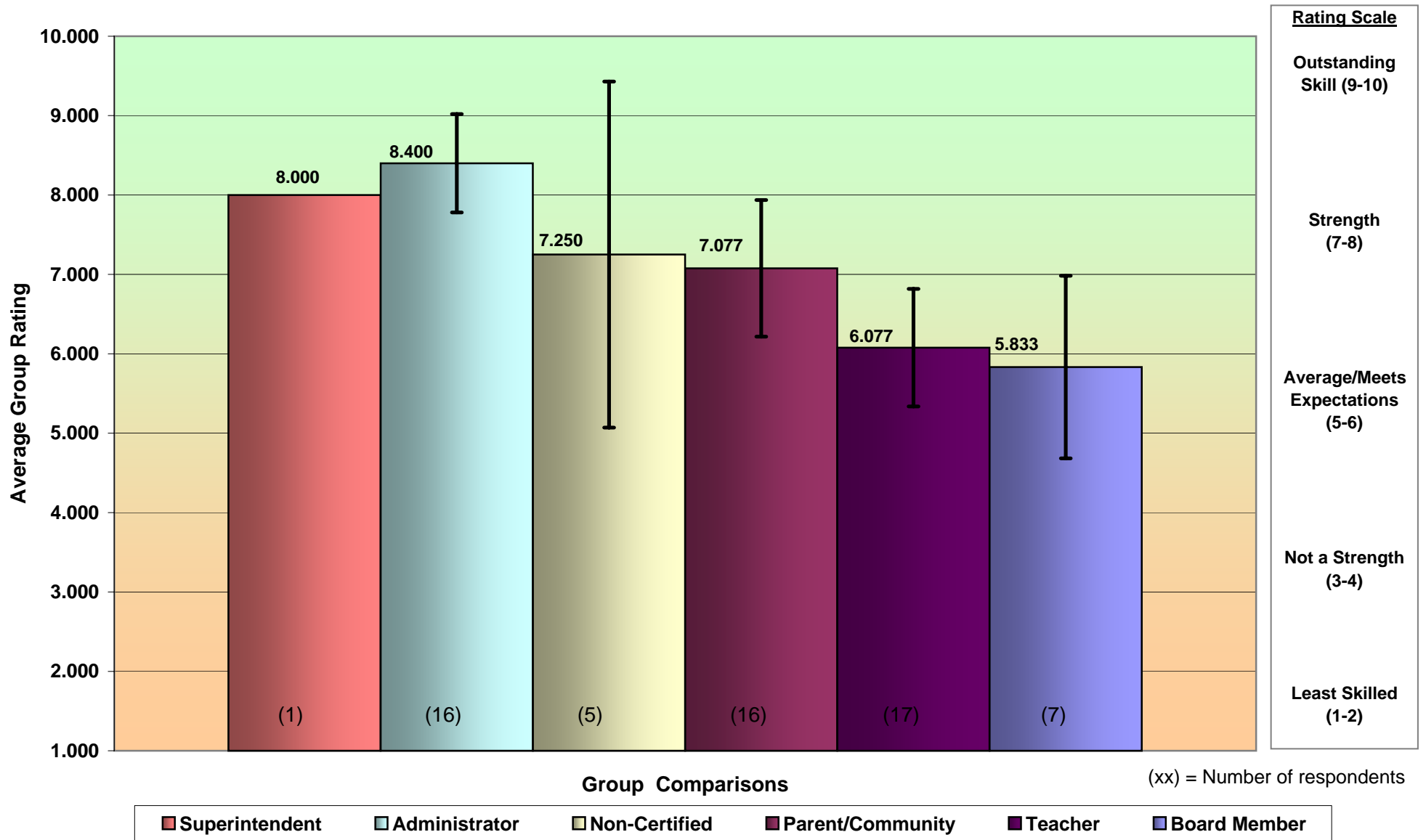


Policy and Governance Questions

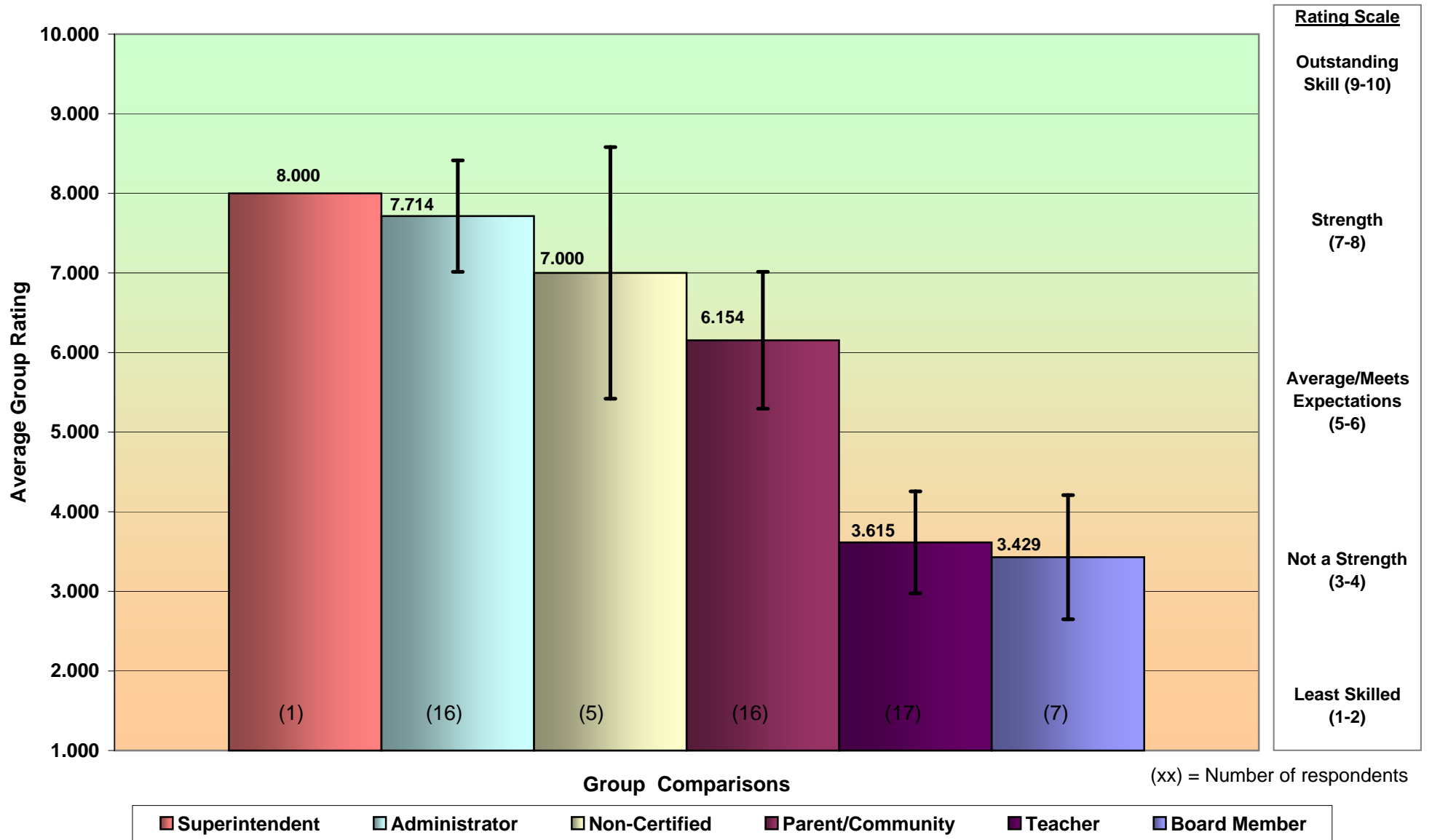
Question 12: The Superintendent recommends policies to the Board. Continually reviews the need for policies and takes the initiative in recommending policies for school board adoption.



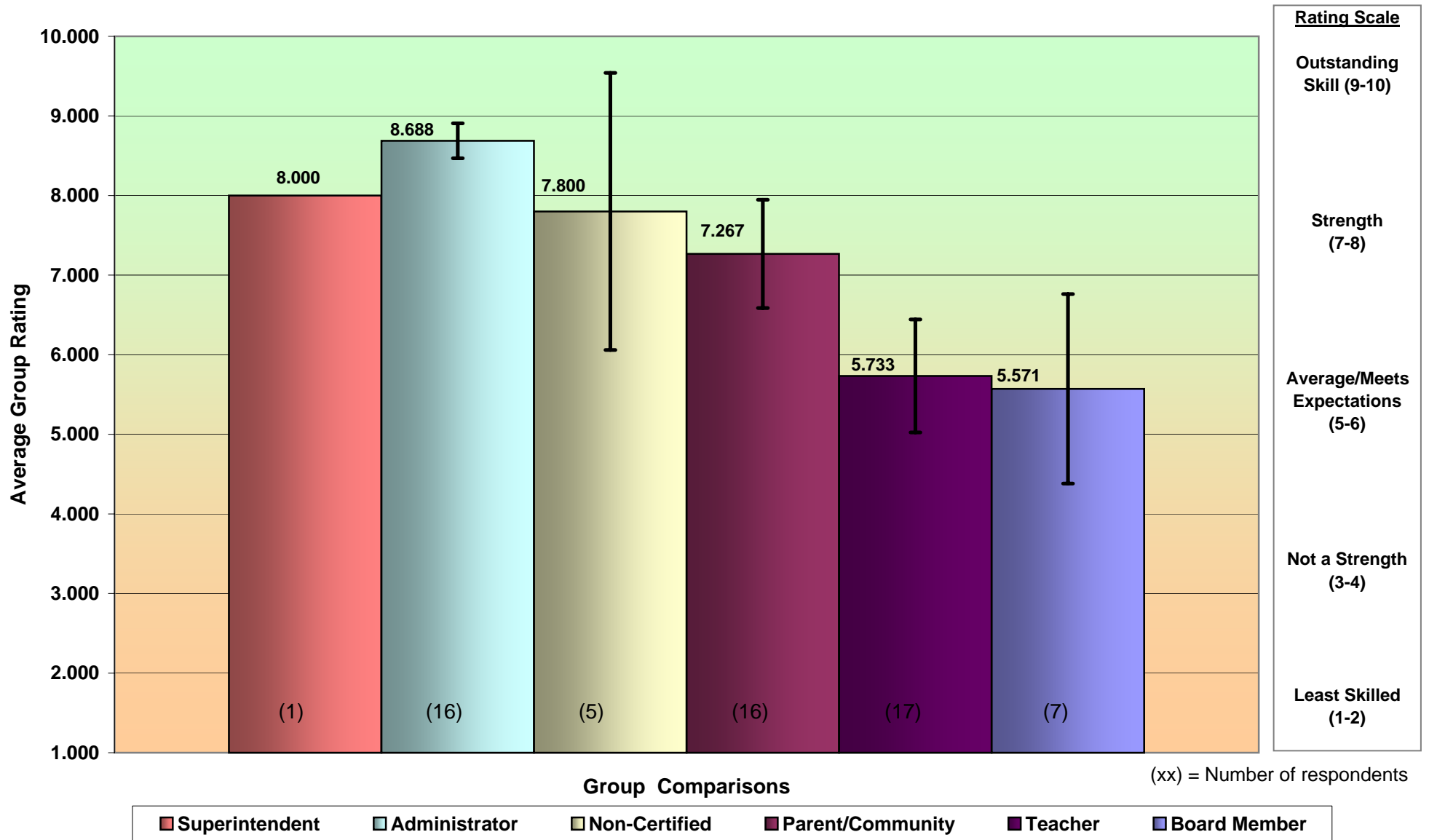
Question 13: The Superintendent implements Board policies. Implements policies and administrative guidelines once policies are adopted.



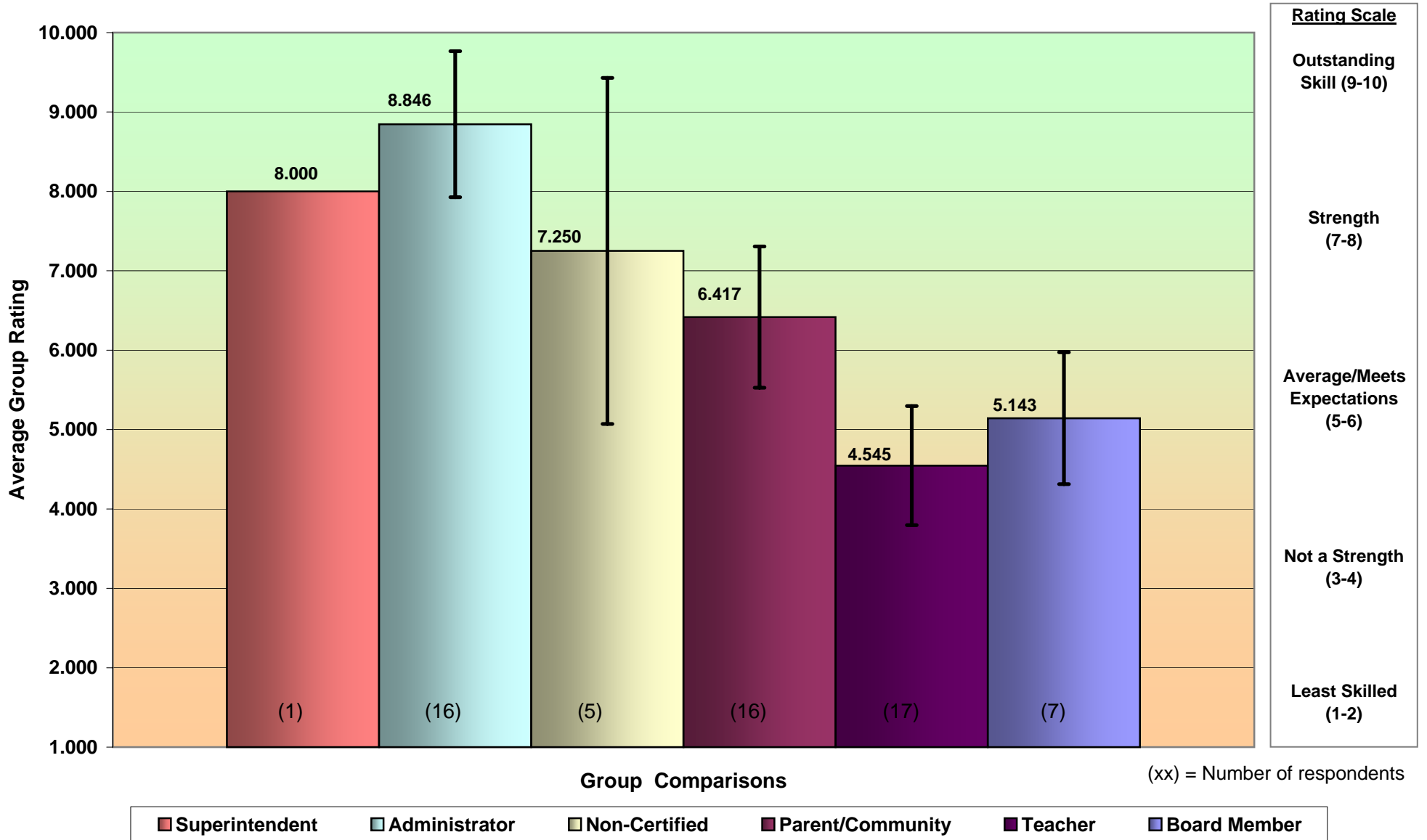
Question 14: The Superintendent promotes positive Board/Superintendent relationship. Openly accepts Board input and is responsive to Board direction.



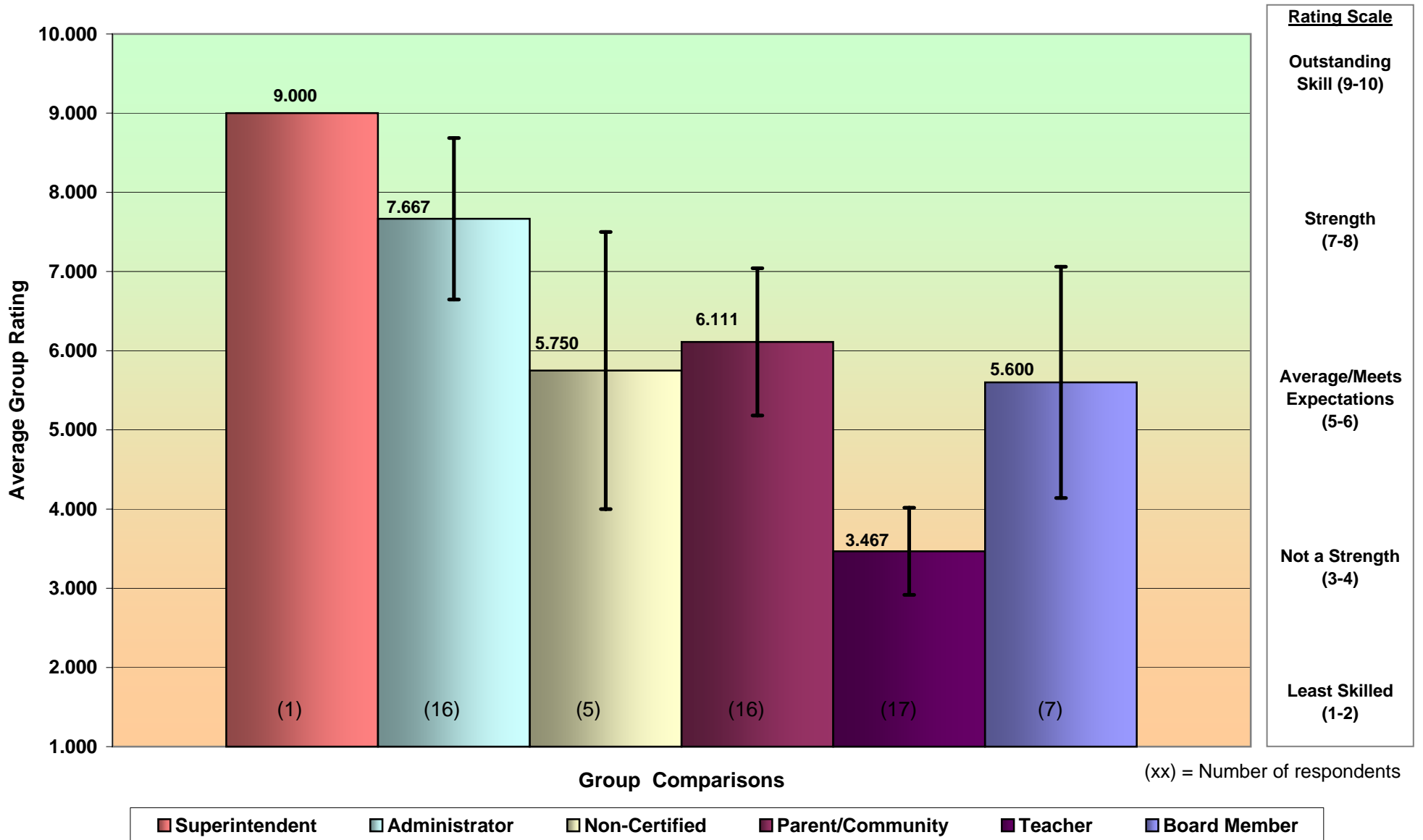
Question 15: The Superintendent promotes adequate and effective programming. Ensures programs and services are available to meet the diverse needs of all learners.



Question 16: The Superintendent informs Board. Keeps the Board informed on issues impacting the district operation.

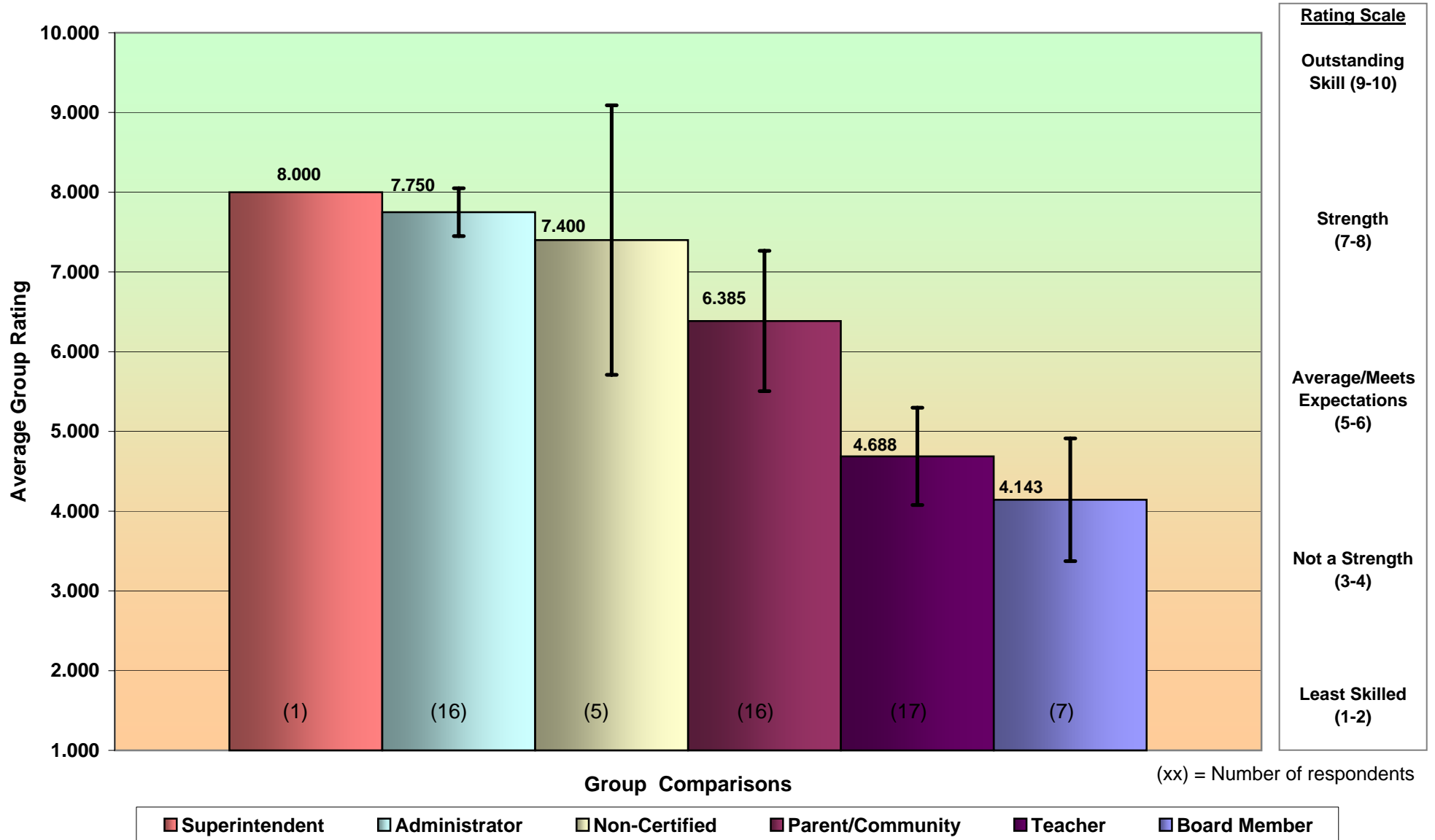


Question 17: The Superintendent ensures effective collective bargaining process. Negotiates employee contracts that are affordable, sustainable, and ensures a highly qualified and effective staff.

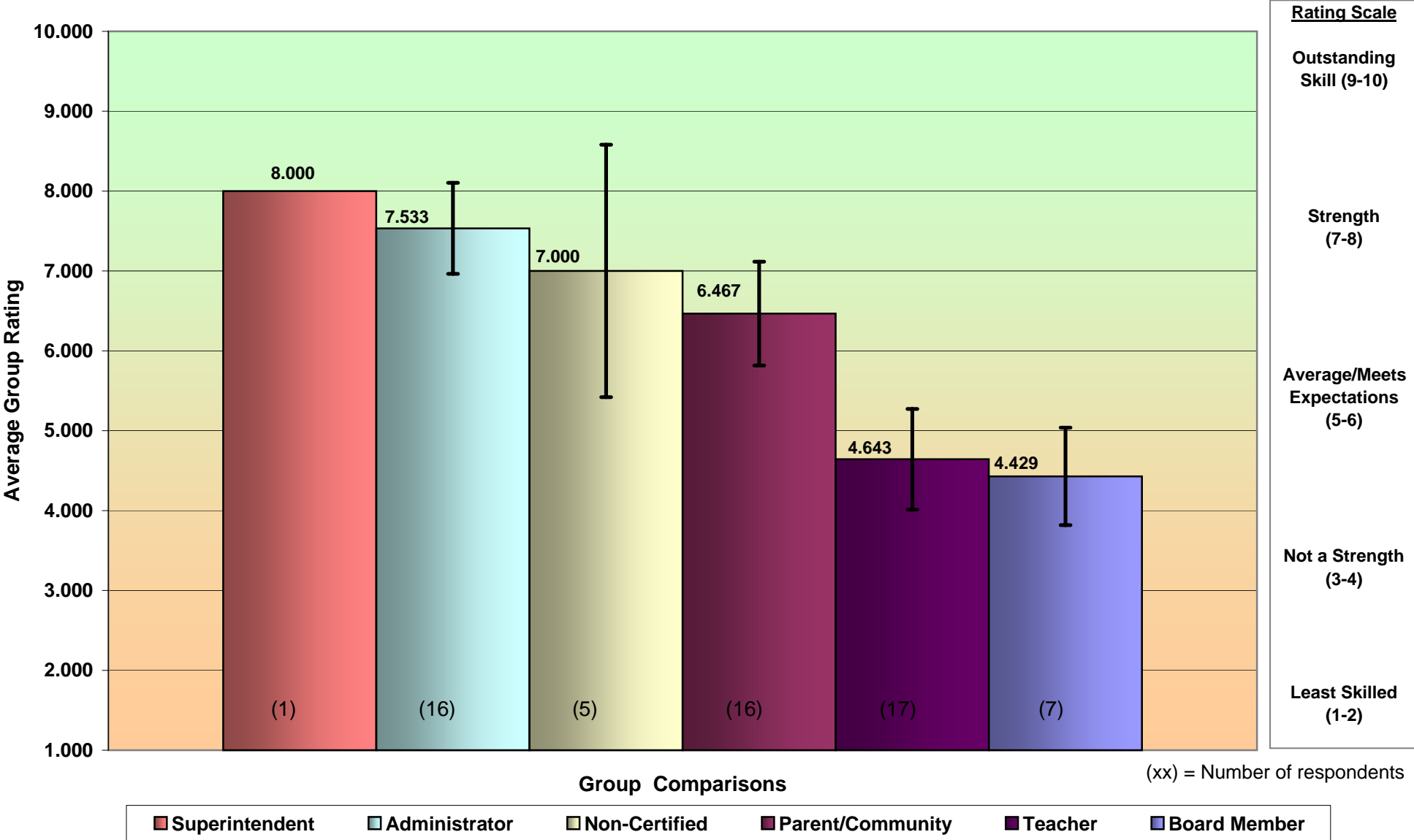


Organizational Management Questions

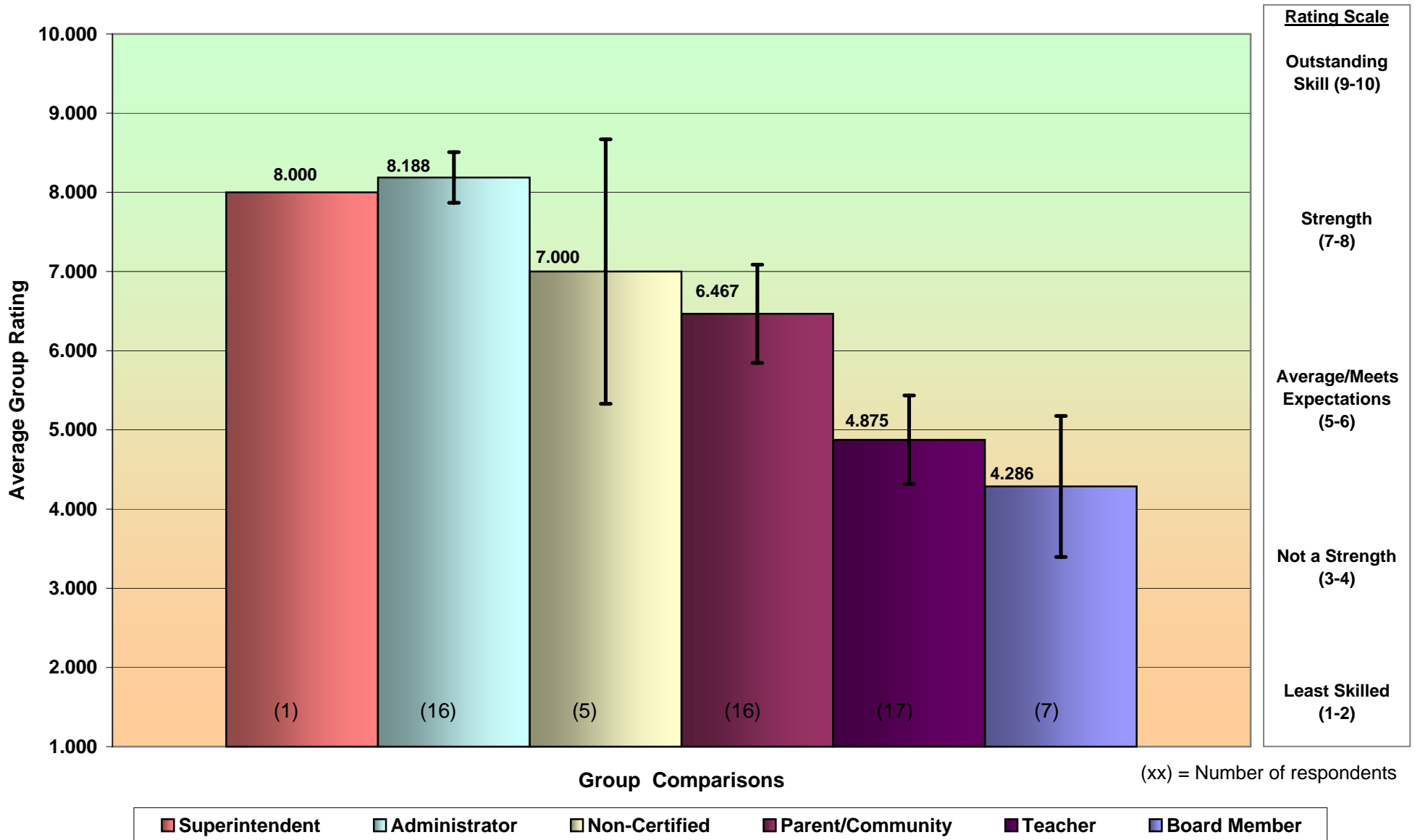
Question 19: The Superintendent works collaboratively. Fosters a participatory management process. Develops and maintains smooth and effective working relationships by promoting fair and consistent practices with members of the school community.



Question 20: The Superintendent plans, organizes, and follows through effectively. Prioritizes tasks, foresees problem areas, and seeks strategies to address the problems.

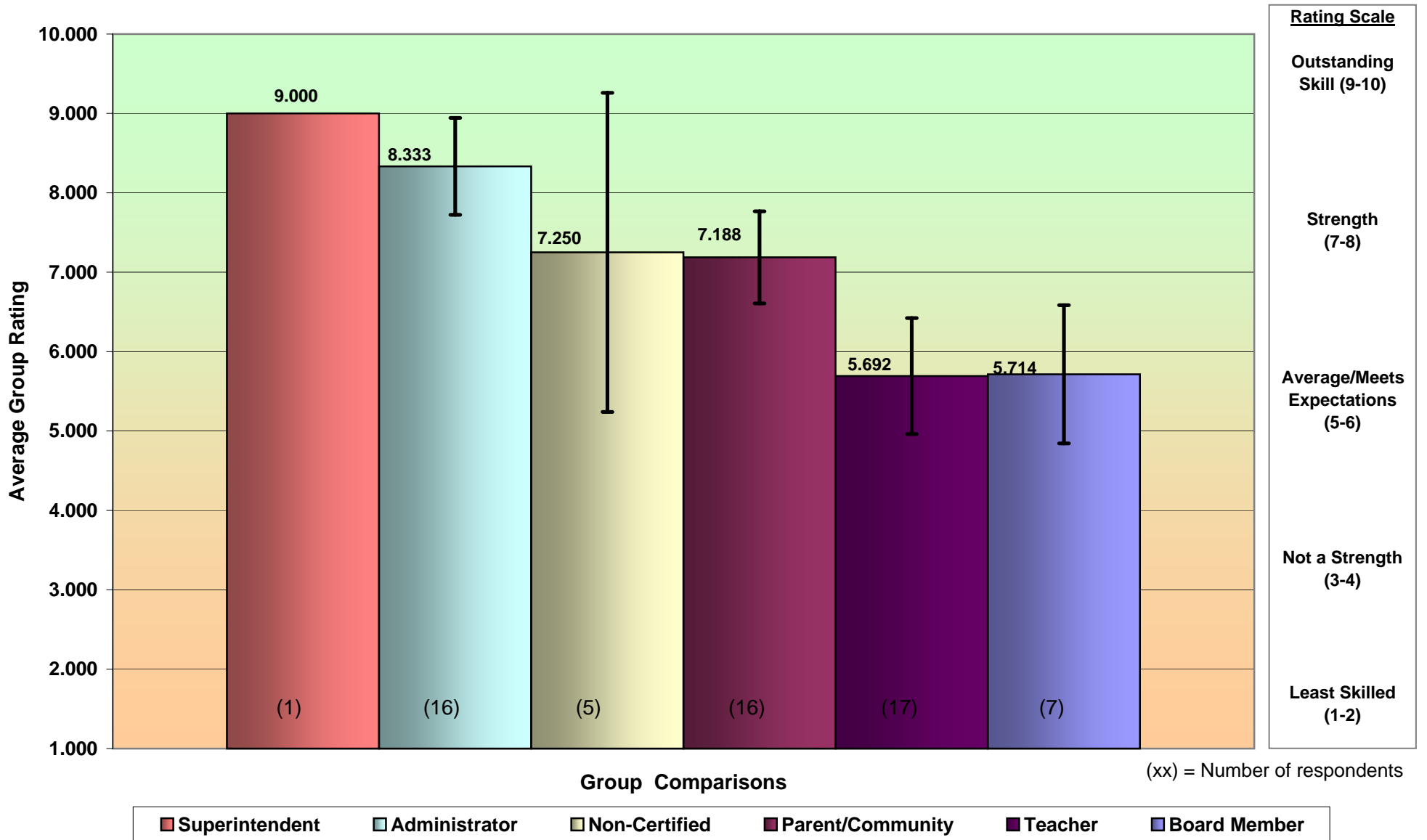


Question 21: The Superintendent applies problem solving processes. Seeks appropriate input from all involved and takes into account all relevant information as part of the problem solving process.

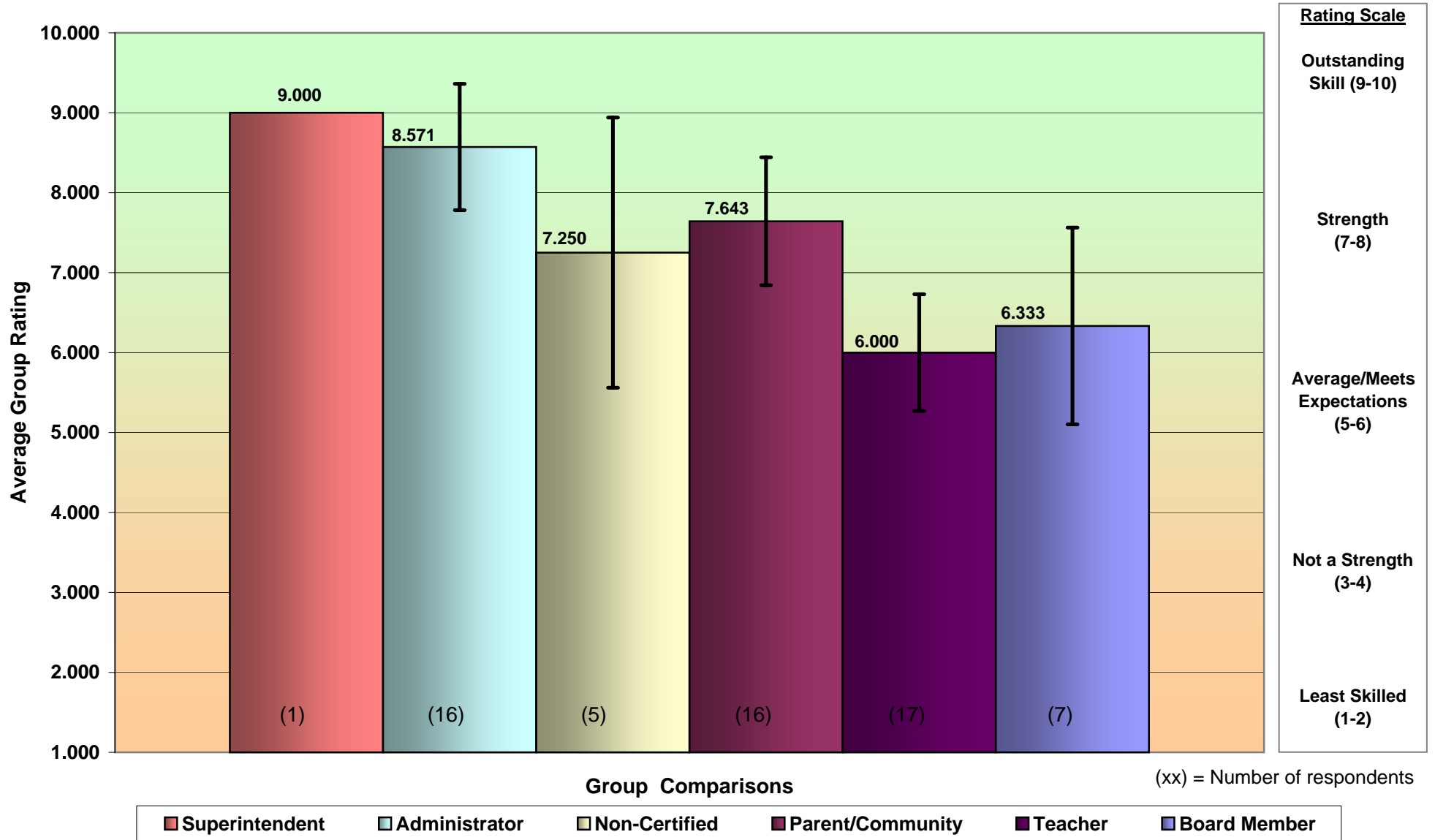


Goal #1 – Student Achievement Questions

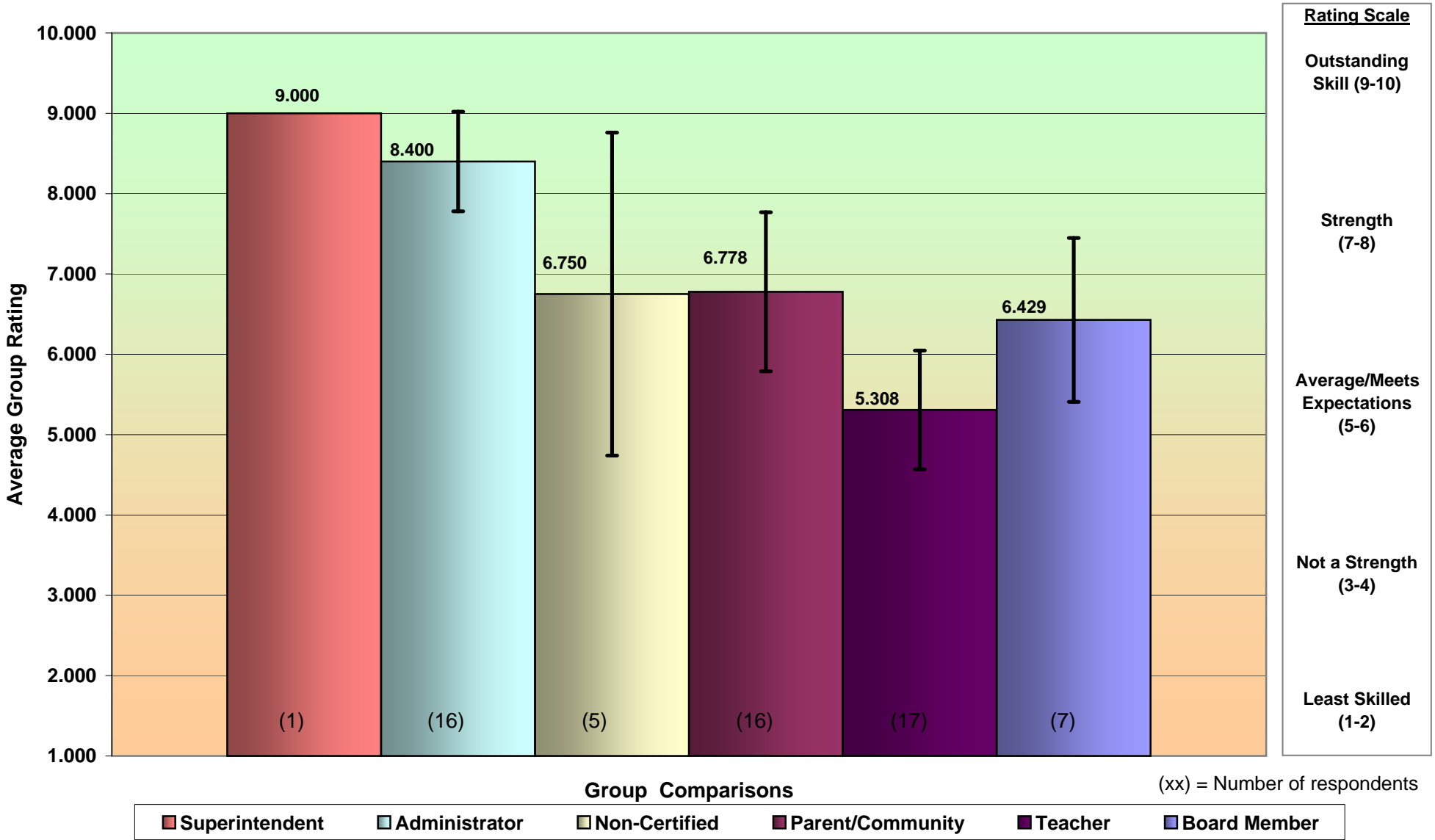
Question 23: The Superintendent supports curriculum development, implementation. Demonstrates awareness and implements current research and best practices for curriculum development.



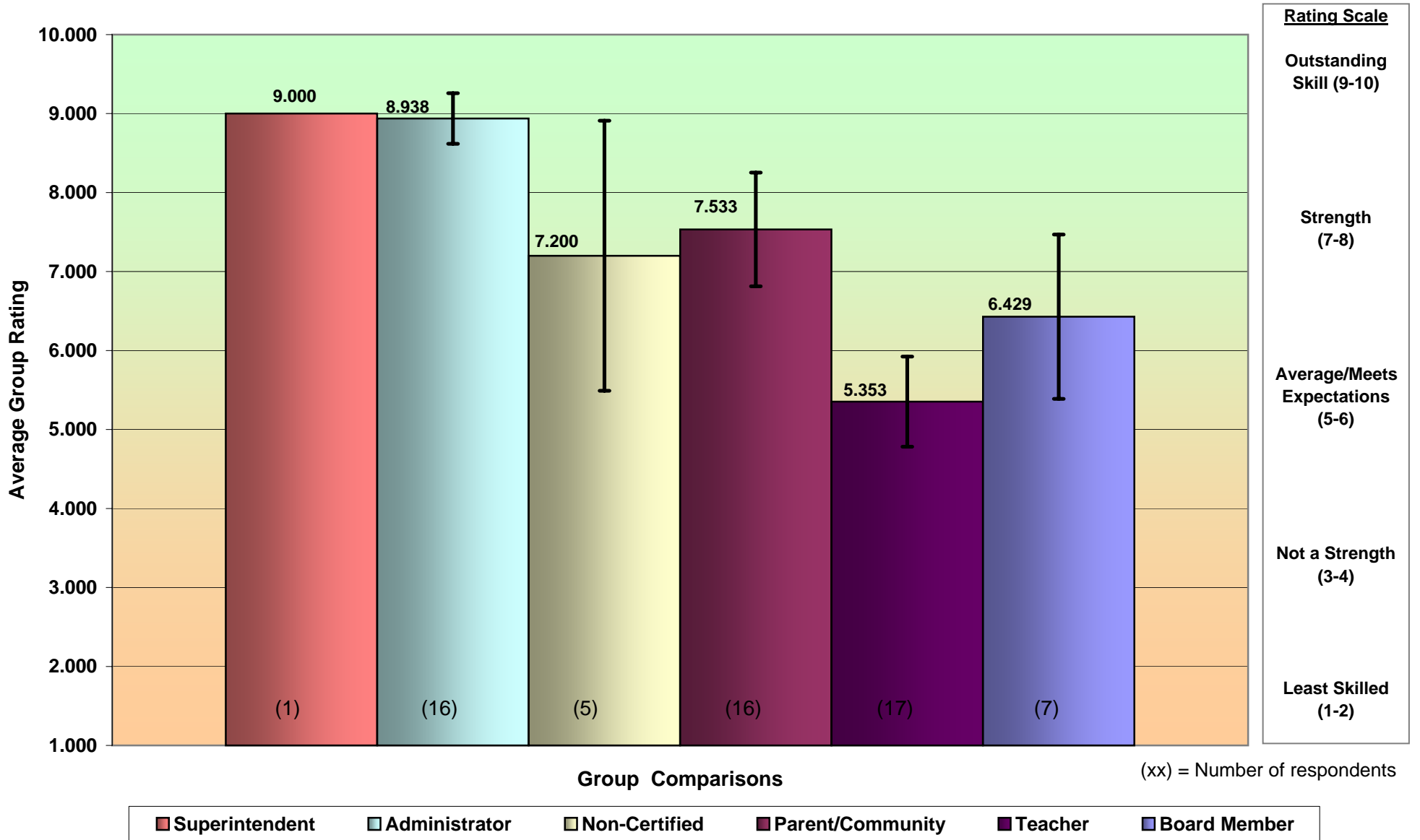
Question 24: The Superintendent monitors student achievement. Uses data on a regular basis to monitor individual, cohort group, and grade level/content area progress as well as District Goals. Encourages others to monitor data to inform instruction.



Question 25: The Superintendent supports training. Monitors staff training needs and supports training programs and materials to improve curricular and assessment needs. Establishes the proper use of learning and information technologies.

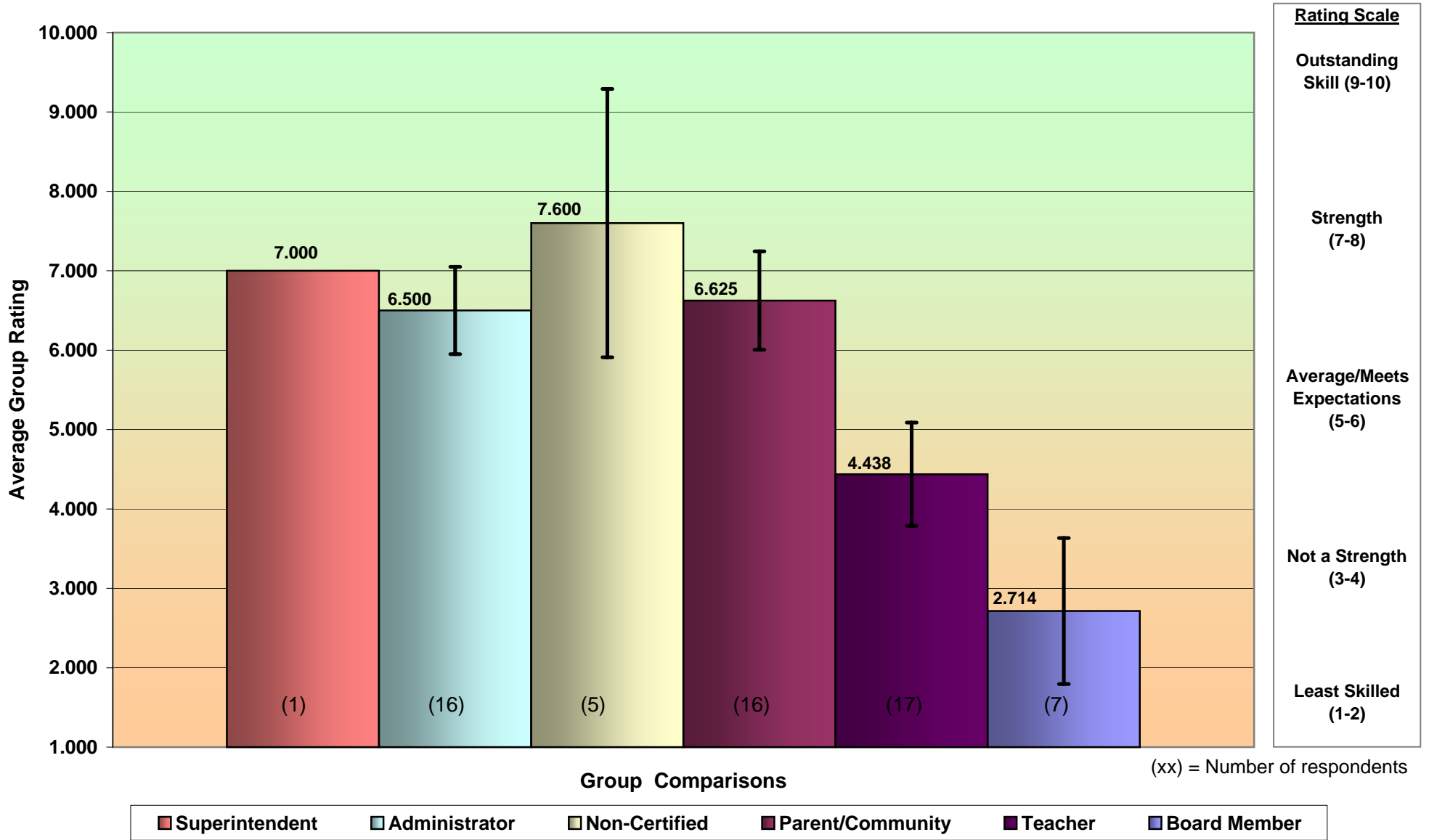


Question 26: The Superintendent maintains clarity of purpose. Keeps focus on student achievement and development as the District's top priority.

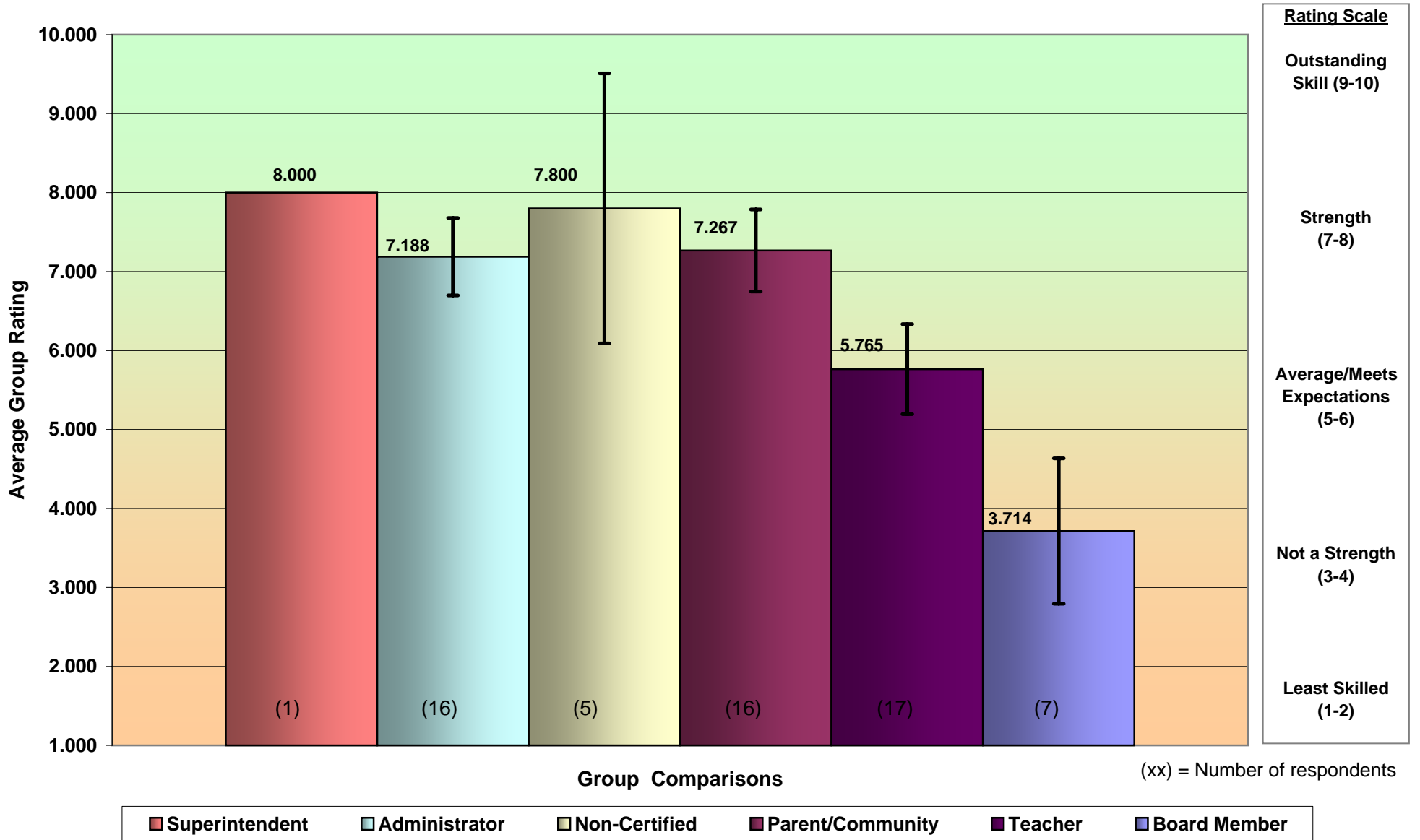


Goal #2 – Communication & Community Relations Questions

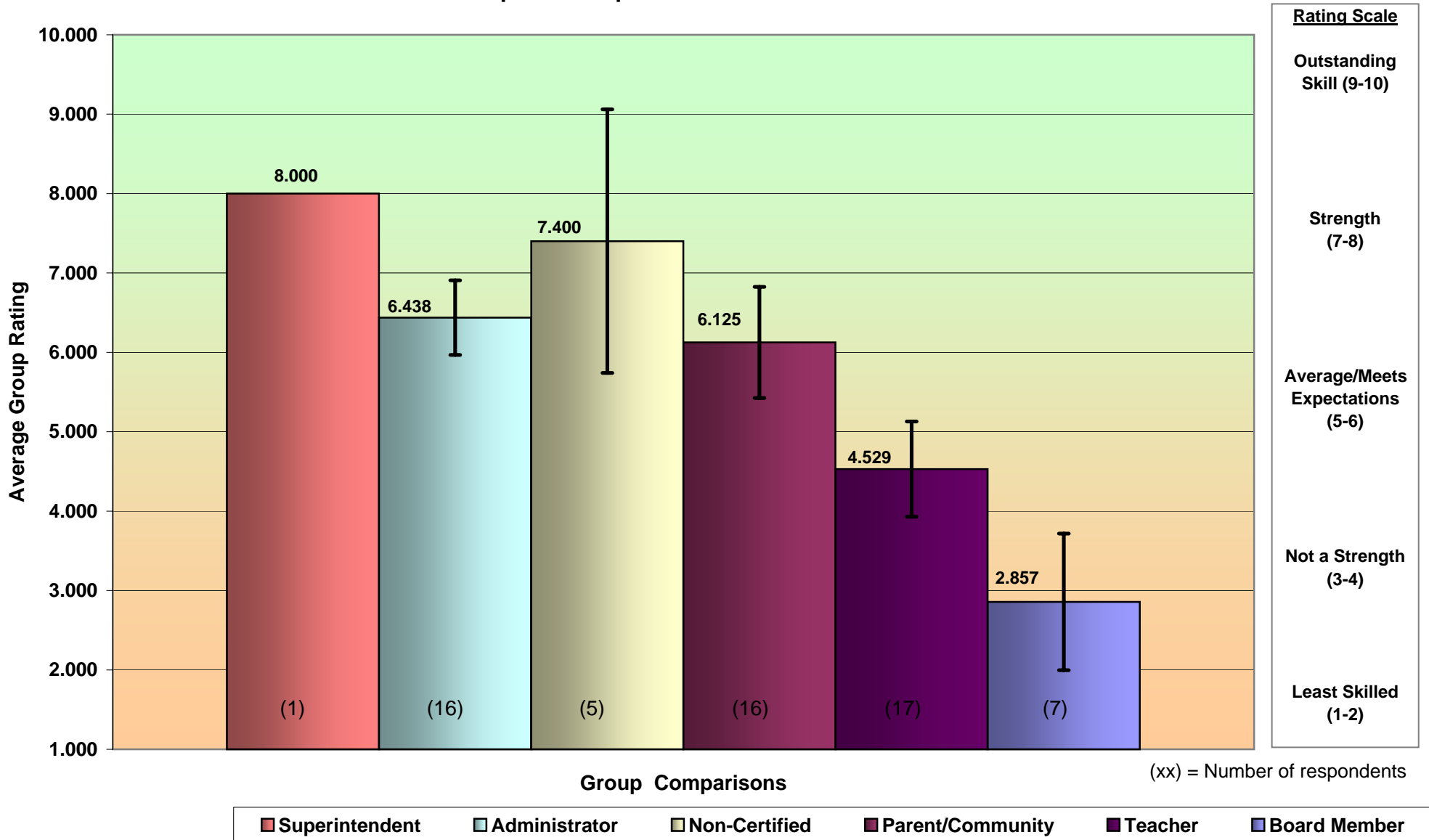
Question 28: Superintendent communicates effectively with constituencies: administrators, teachers, school board, parents & community. Seeks input and feedback, provides information in a timely fashion, and expresses ideas in a clear and effective manner.



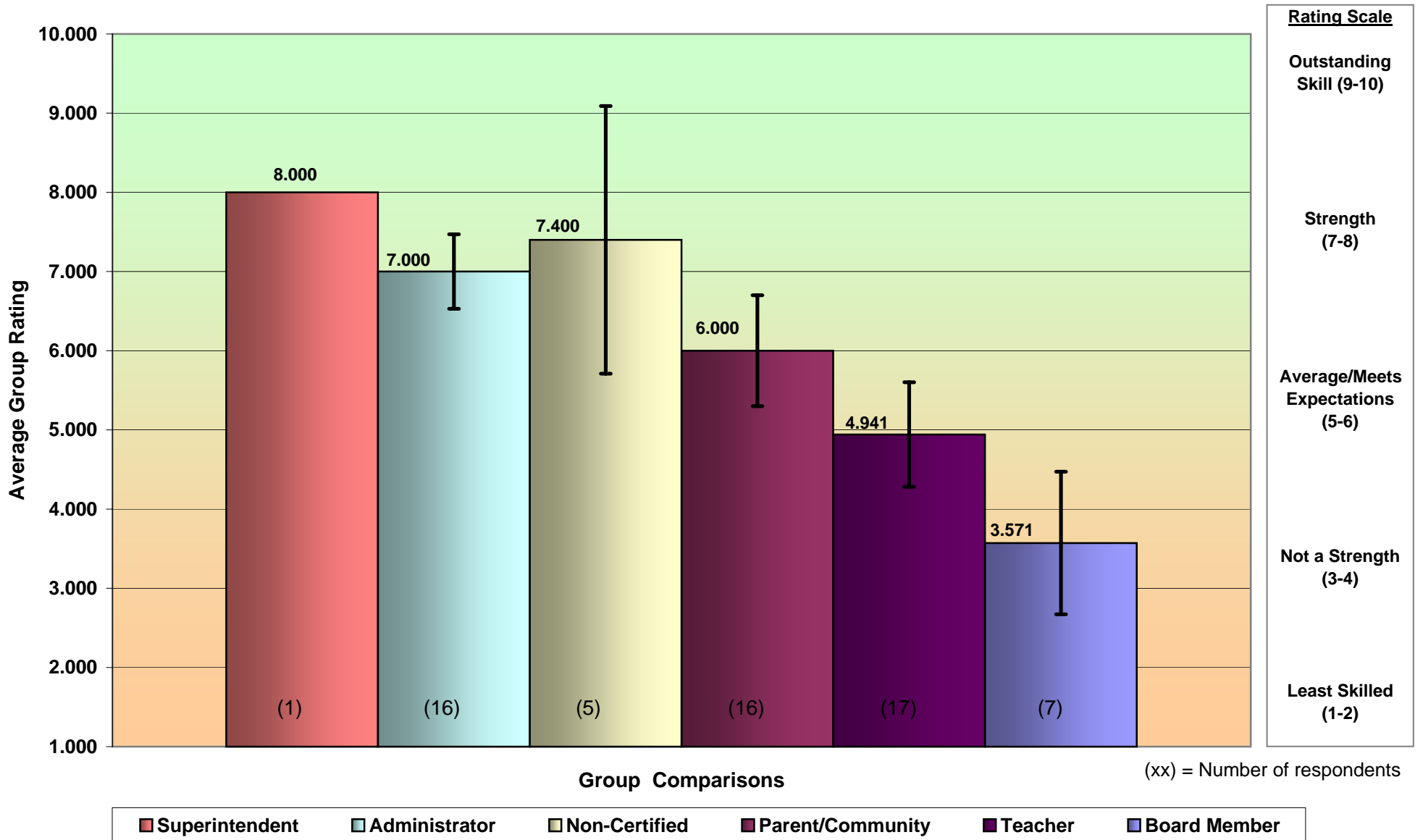
Question 29: The Superintendent articulates needs of the school system. Communicates clearly and forcefully the needs of the school system.



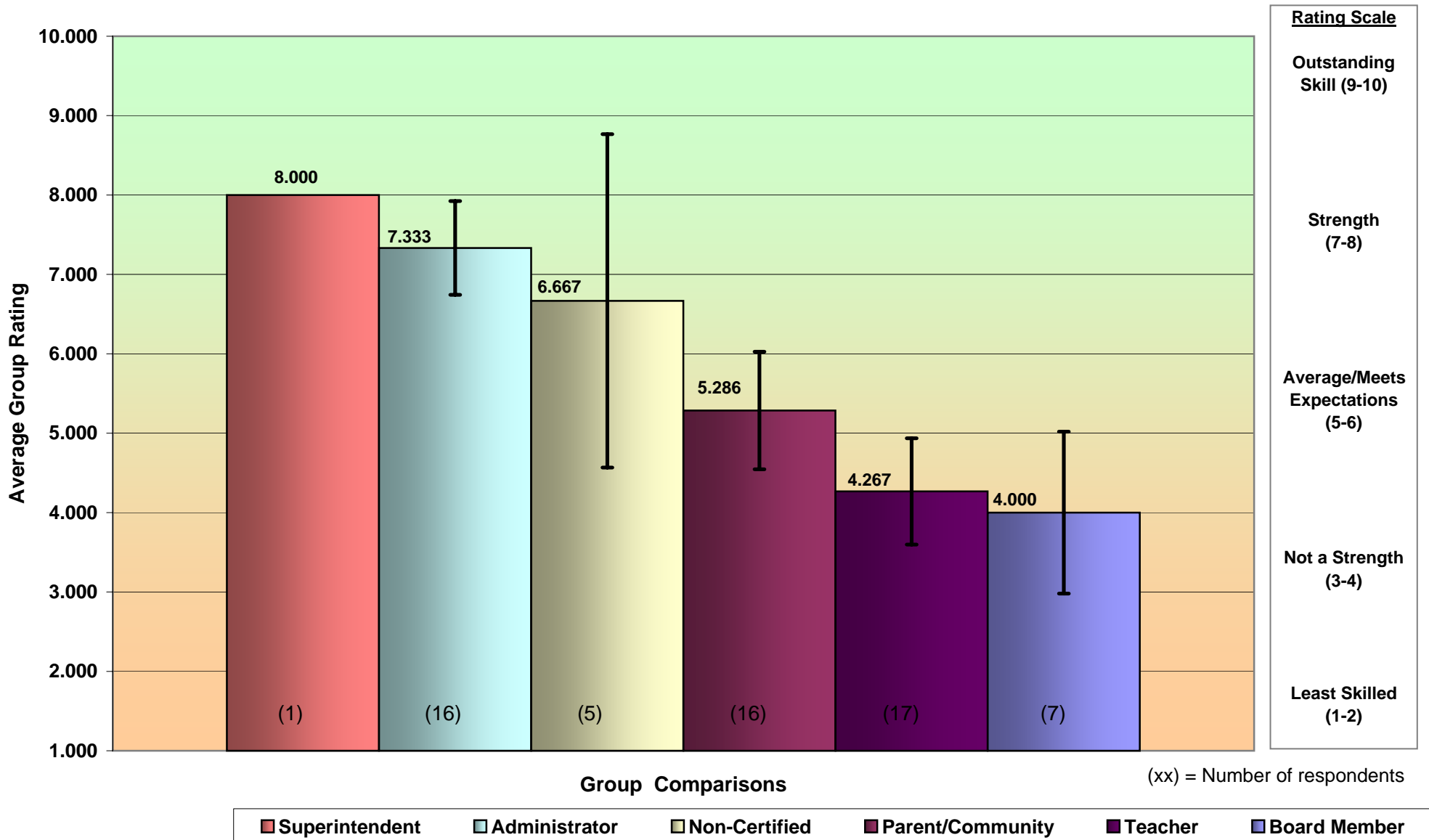
Question 30: The Superintendent actively listens and provides appropriate feedback. Provides supportive environment for expressing and clarifying ideas and suggestions and for clearly articulating perceived problems and/or solutions.



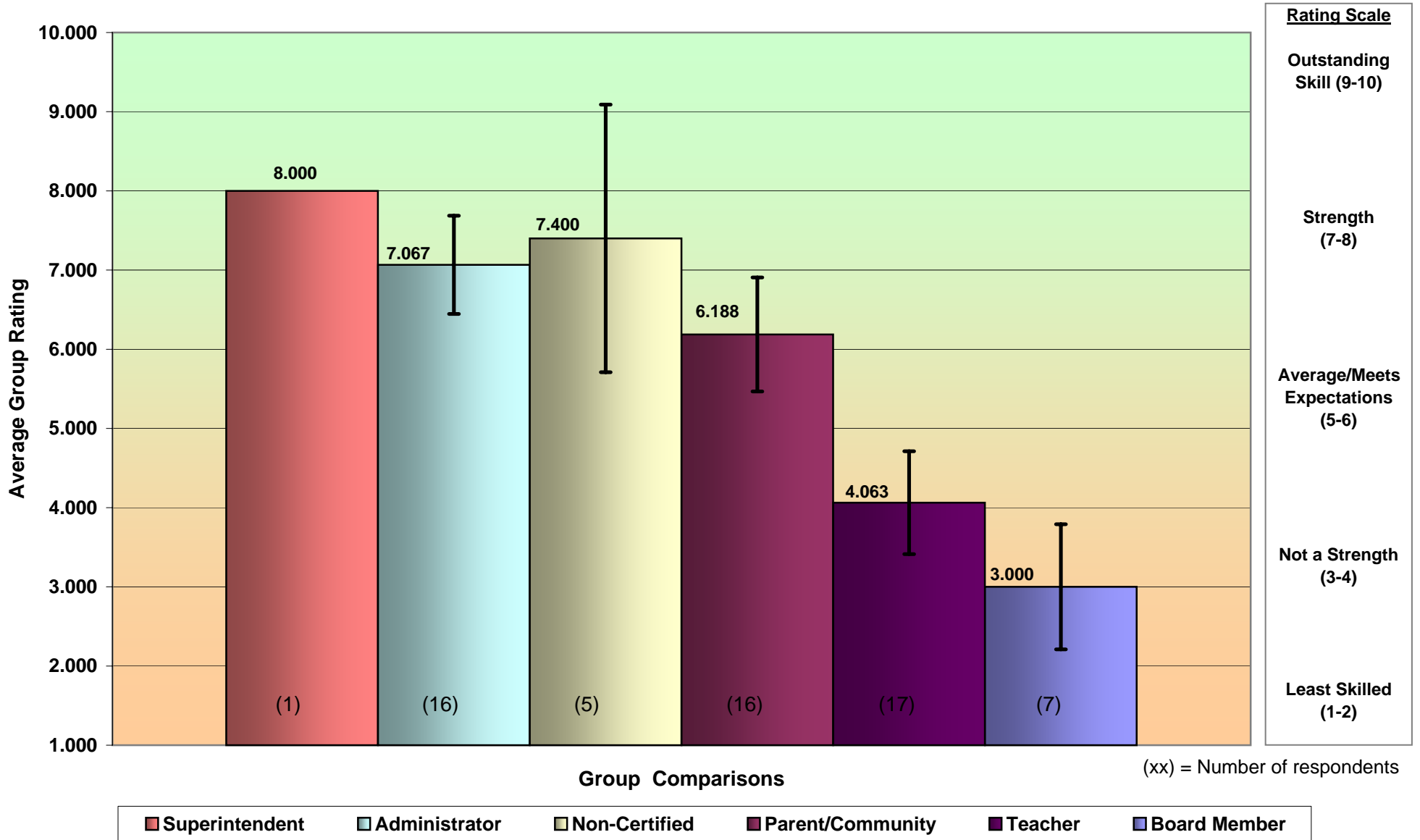
Q31: Develops positive public relations. Articulates district purpose/practices to the community & media. Requests & responds to community feedback. Applies communications skills to strengthen community support. Maintains effective relations w/news media.



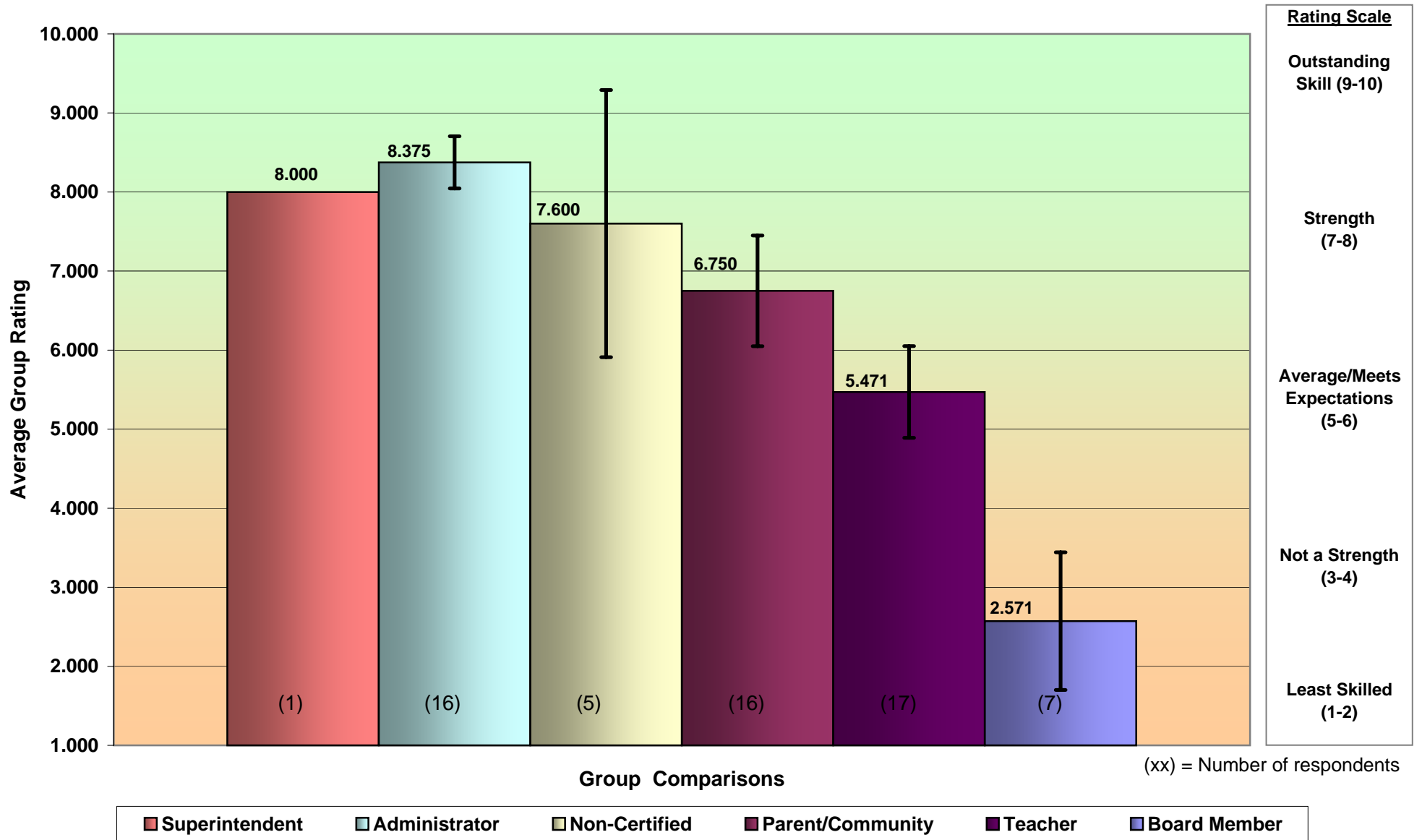
Question 32: Builds coalitions/consensus. Builds coalitions with government bodies and community boards to gain financial & programmatic support. Demonstrates consensus building and conflict mediation. Balances community demands in the best interest of children.



Question 33: The Superintendent develops trust and respect. Elicits respect in the community, school, and among peers.

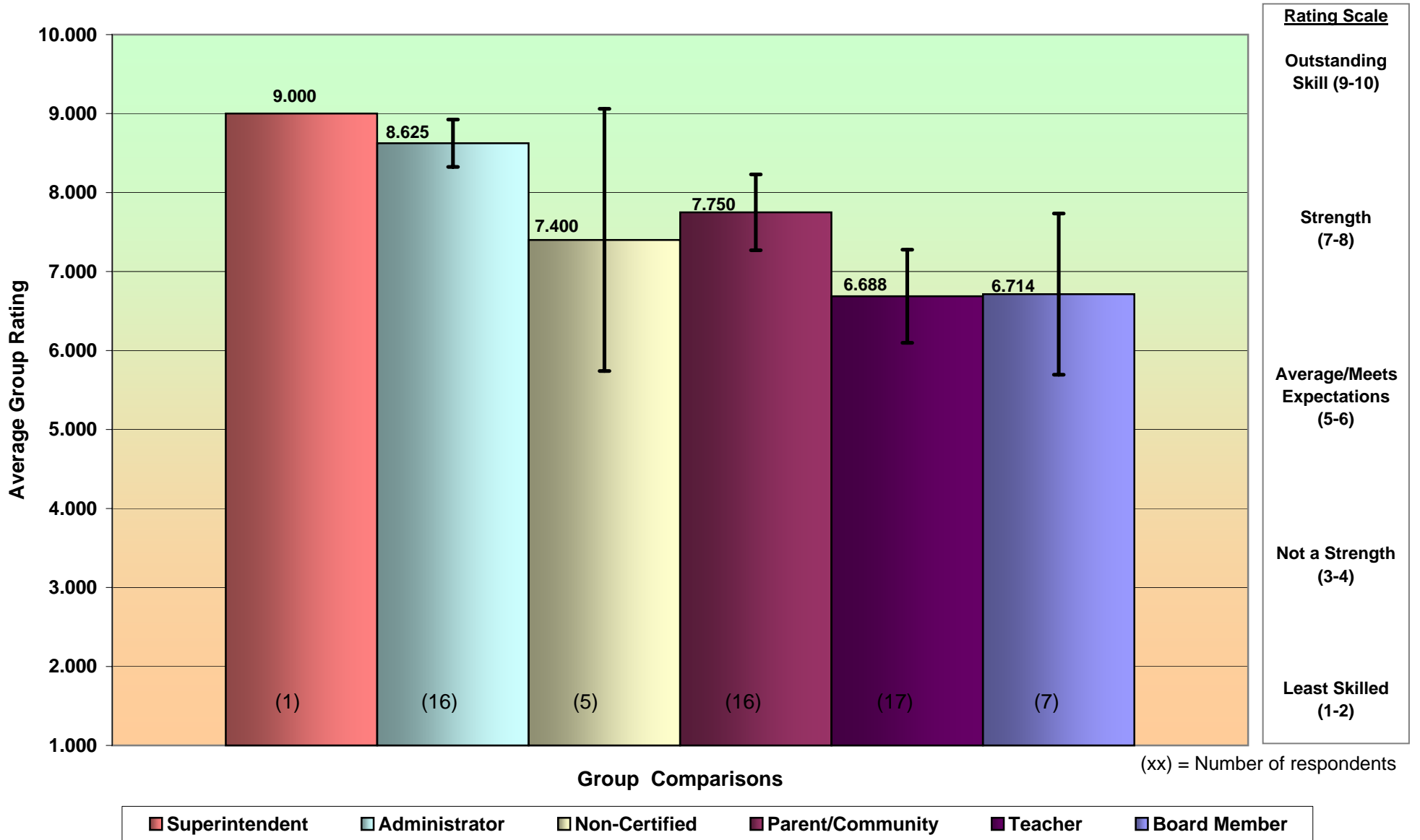


Question 34: The Superintendent maintains composure. Maintains poise and composure in the face of crisis/criticism.

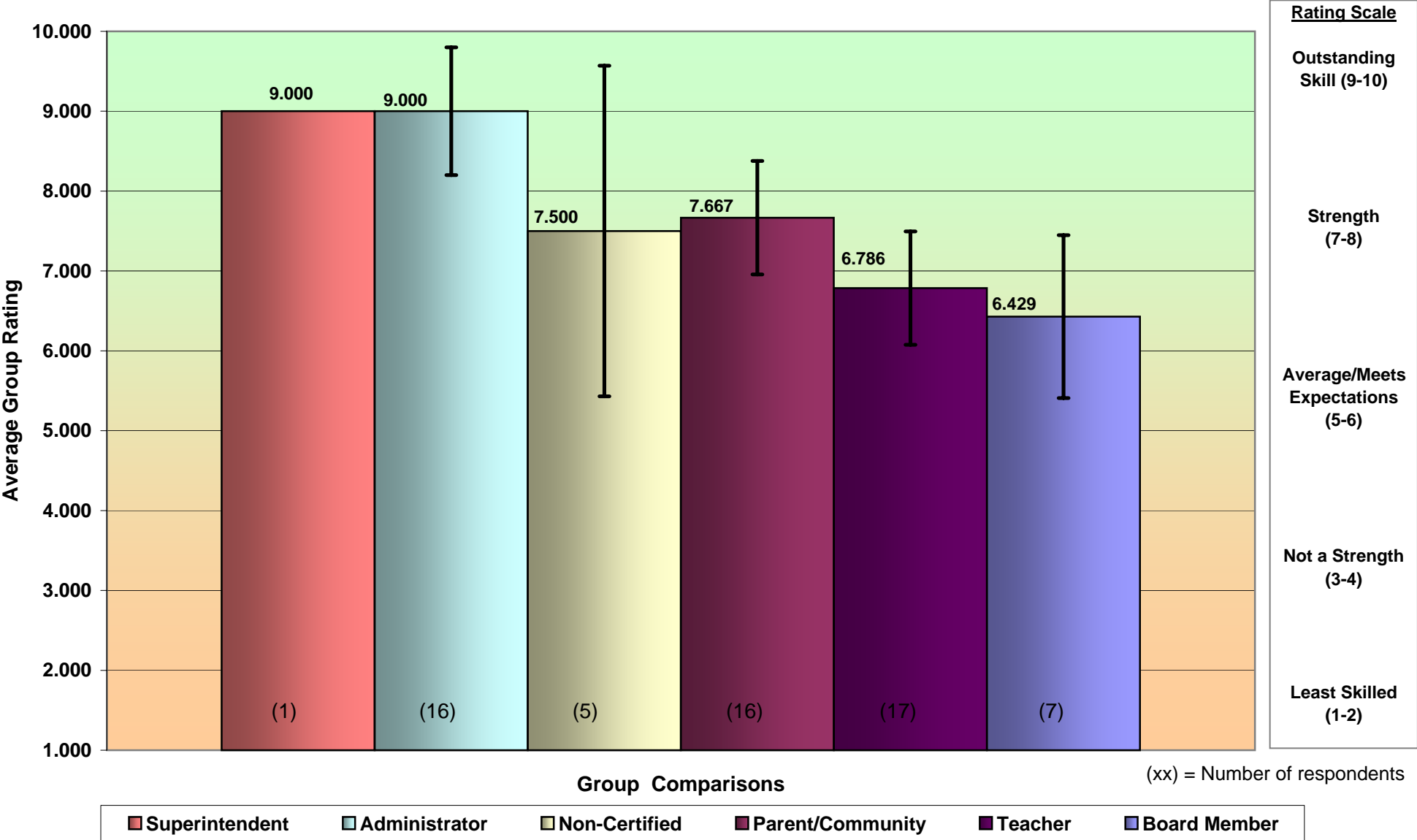


Goal #3 – Resource Management Questions

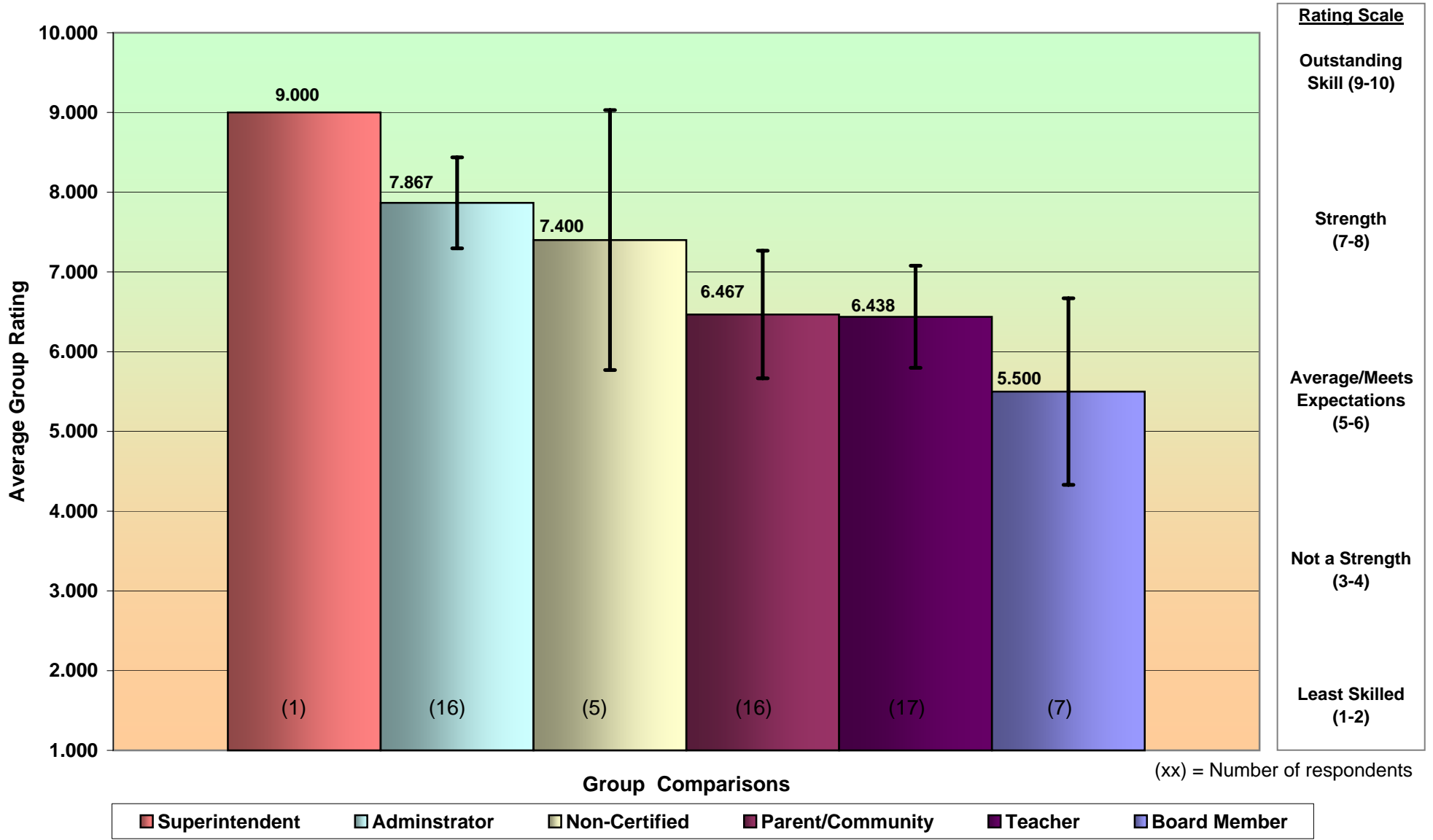
Question 36: The Superintendent promotes fiscal responsibility. Works to align limited resources and fulfillment of district goals.



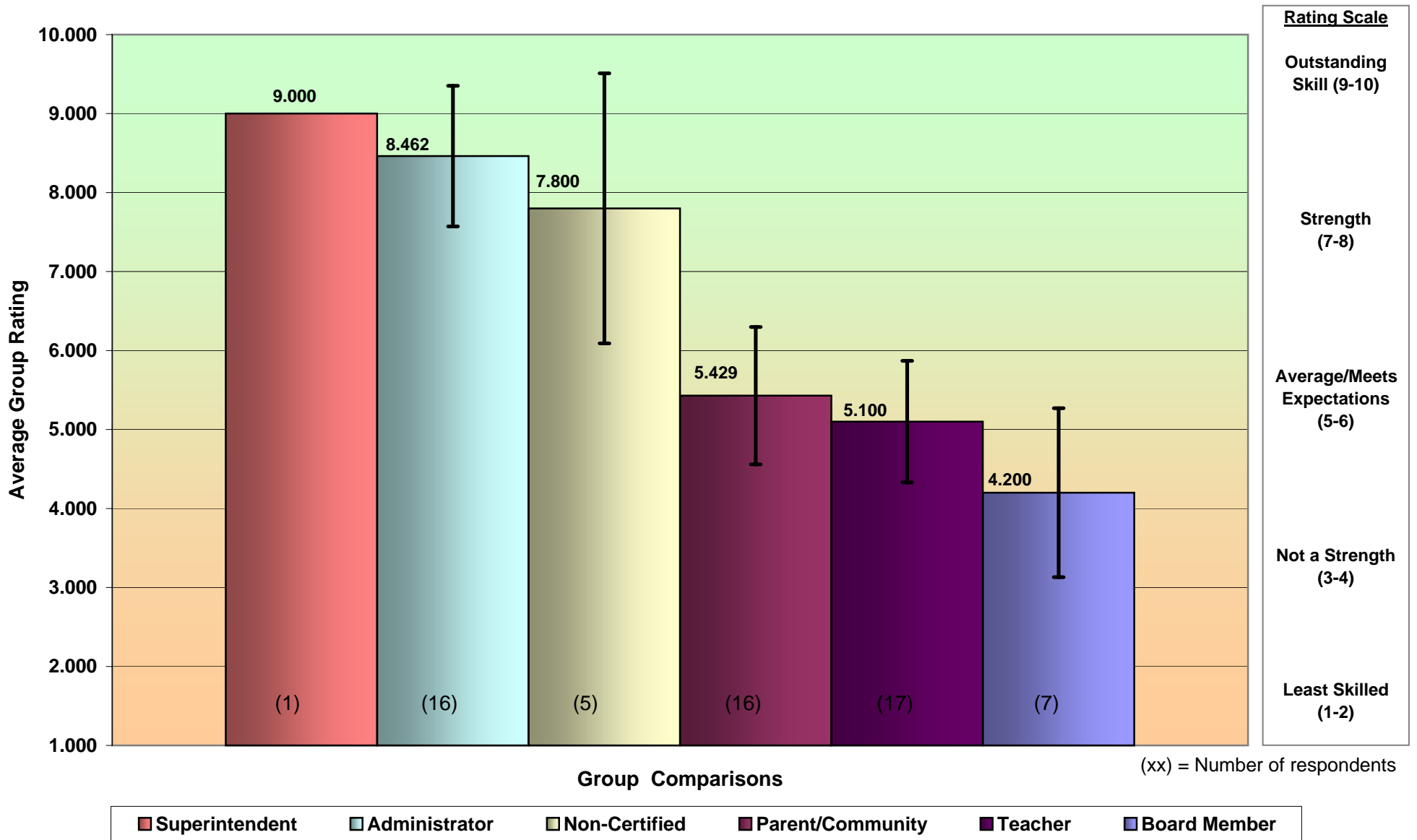
Question 37: The Superintendent directs budget. Prepares and recommends appropriate budgets and necessary revisions to the Board in a timely manner.



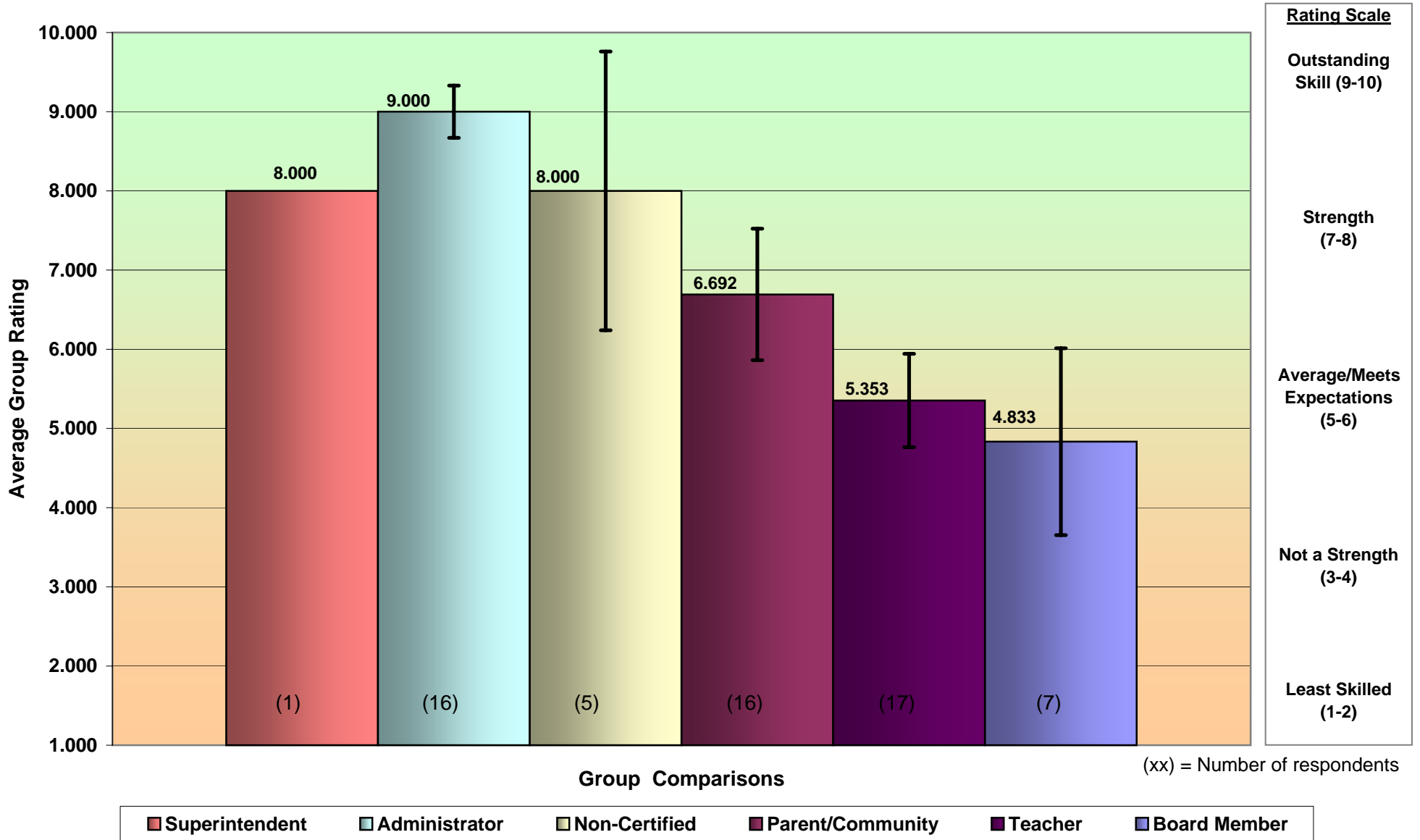
Question 38: The Superintendent seeks new sources of revenues. Actively seeks new sources of revenues.



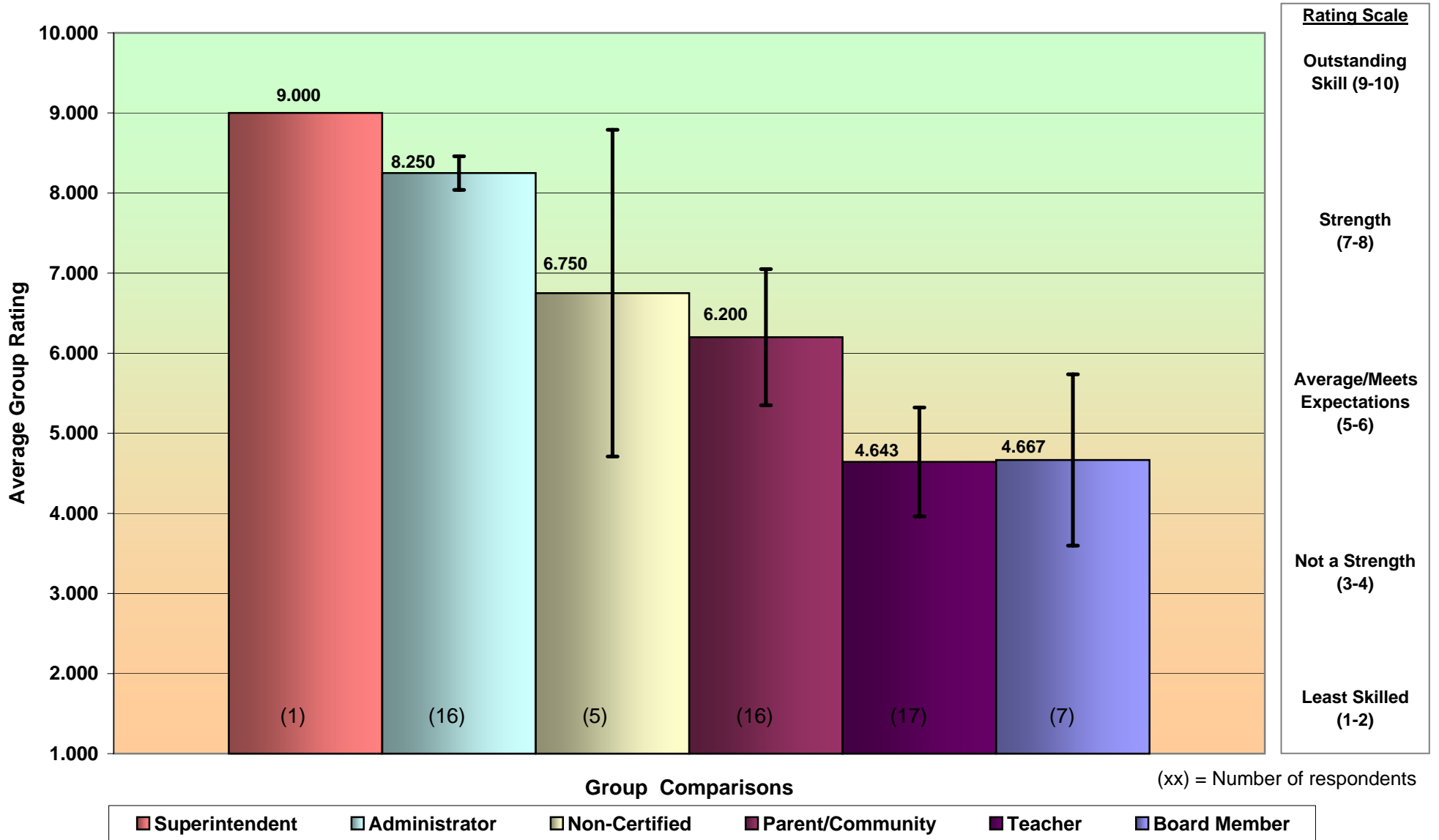
Question 39: Hiring practices. Develops & implements approaches to attract highly qualified professionals to the district. Provides candidates/new hires, with information relative to the mission, beliefs/philosophy, vision, expectations, and goals of the school district.



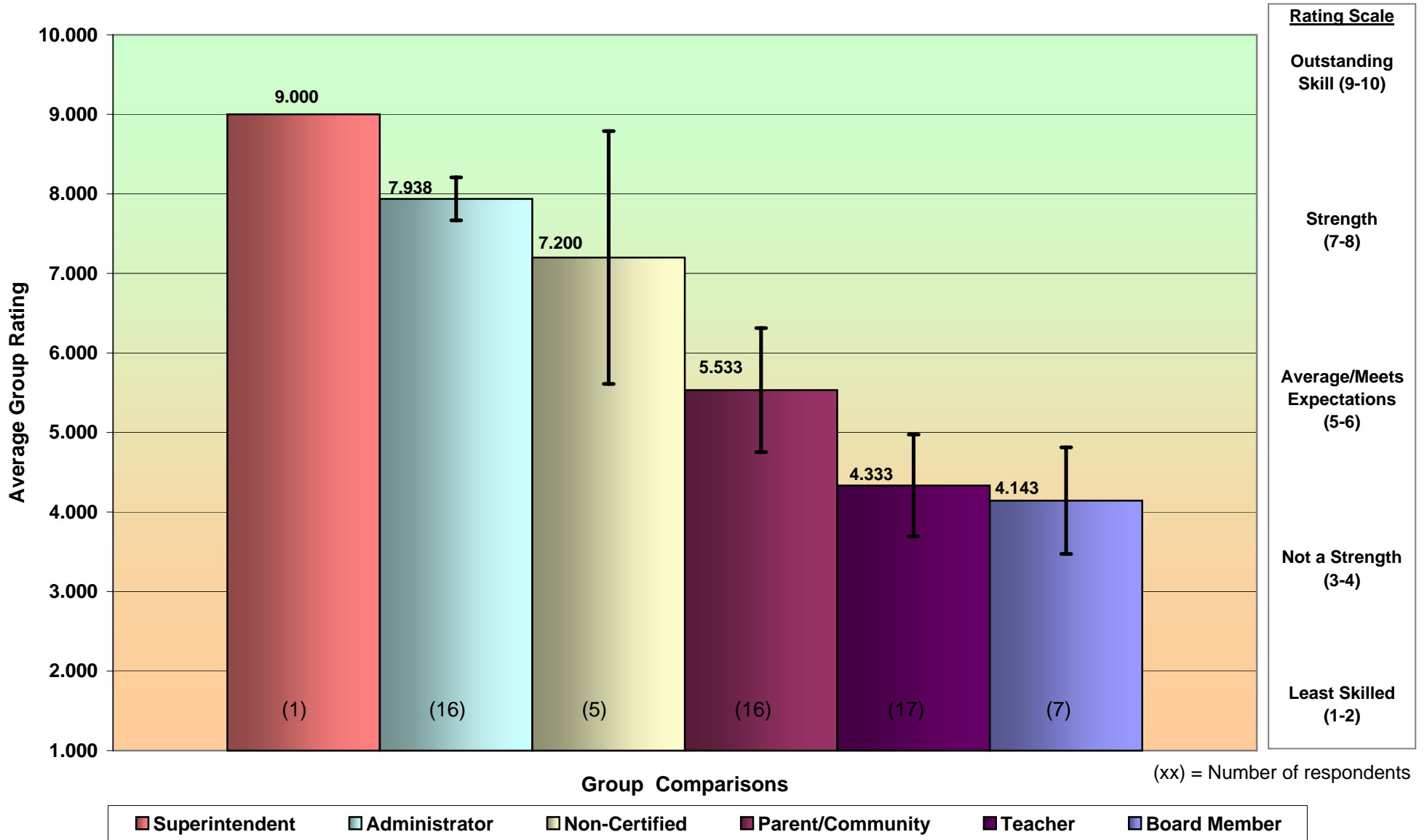
Question 40: The Superintendent motivates others. Provides recognition, encouragement, and constructive criticism.



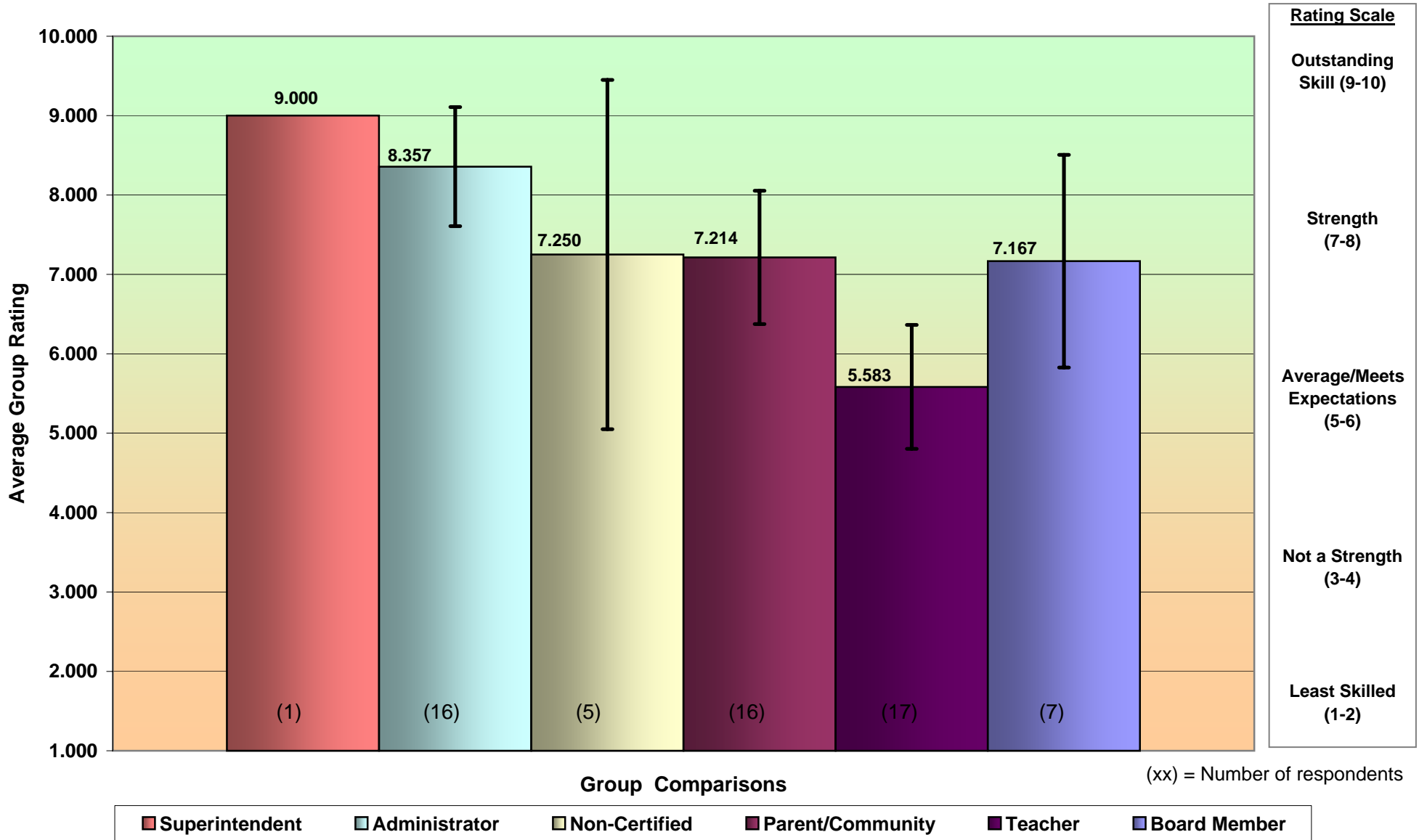
Question 41: The Superintendent fosters team-building. Stretches the abilities of team members, encourages educated risk taking and supports team objectives.



Question 42: The Superintendent is creative and innovative. Consistently looks for better ways of doing things - is willing to take risks and encourage positive change.



Question 43: The Superintendent promotes responsible facility management. Directs construction and maintenance of facilities in support of teaching and learning.



Survey Comments

- 124 individual comments were documented by survey respondents
- 37 (30%) of the comments were generally positive. 56 (45%) comments were generally negative. The remaining 31 comments (25%) were neutral or had both positive and negative components.

	Leadership Skills	Policy & Governance	Organizational Management	Goal #1 – Student Achievement	Goal #2 – Communication & Community Relations	Goal #3 – Resource Management
Positive Comments	10 (33%)	3 (14%)	4 (21%)	7 (41%)	6 (29%)	7 (44%)
Negative Comments	14 (47%)	13 (62%)	8 (42%)	4 (24%)	10 (47%)	7 (44%)
Neutral or Both Positive & Negative	6 (20%)	5 (24%)	7 (37%)	6 (35%)	5 (24%)	2 (12%)

Sample Responses to Leadership Opinion Question

- “From my view, Mr. Feil exhibits strength, compassion, high standards, knowledge and open communication in his role as superintendent. He truly wants the students to be successful by providing the best education possible while at the same time being fiscally responsible. He always strives to find out how he can be a better communicator so that he has the trust and confidence of parents, teachers and community members.”
- “Mr. Feil has always responded promptly to my questions or requests for information. At DAC he has shown genuine interest in the comments/opinions of parent representatives.”
- “I do know that you have a difficult job. Please take this as constructive criticism. This is how I feel. It is nice to have all these committees for public input, however, the impression I have gotten in far too many of these is that you want and desire the input, but it seems as though after it is said and over, that is all that is done with it. I have left many meetings at times very frustrated. I also feel that there is too much emphasis on pleasing everyone with special interests. With all of the additional programming that is offered that affect a select few, it would seem that providing programming for more of a majority of students would be a better choice given our financial status. I know you are busy, it would be nice to see you in more of our buildings.”
- “It seems like many others are in leadership roles, which Feil does well with delegating. However it seems like there are too many things to do and not enough time for discussion. The top delivers the message but doesn't give time for processing on how this will be integrated. Communication that is two way about programs and their impact on students is missing. No time for real dialogue. Some may say there's no money for that time, but it seems like it really needs to be a priority. I'm not sure dialogue is possible if there is concern for your job or how you will be treated. That does have to come from the top down.
Mr. Feil seems like a good man, who cares about this district, but I don't know if he gets what we are suppose to be doing. The mission statement is fine, but the passion for translating it into everyday work seems to be missing.”

Sample Responses to Policy and Governance Opinion Question

- “Superintendent has championed efforts to bring attention to Michigan's school funding inequity. Observe some challenges that Superintendent has faced with Board of Education regarding Board Policy and roles of Board and Superintendent. Superintendent empowers administrative team to lead program development, negotiations, and policy implementation (may need to stay a bit closer and visibly involved in implementation of programs, policy, negotiations, and strategic initiatives to affirm various groups that Superintendent is guiding and participating in initiatives).”
- “Emphasis on the third district goal, dealing with budget, and this often over shadows other important issues impacting our district. I know it is important but a more positive tone from the top down could go a long way in building stronger relationships with staff.”

Sample Responses to Organizational Management Opinion Question

- “The superintendent definitely seeks input from all areas before making a decision. Always, having the best interest of children first.”
- “Mr. Feil is excellent at "distributive leadership" empowering those on the Executive Team to take on a great deal of leadership. However, he should promote more of this within the rest of TCAPS. The teachers are often an underused resource, and their expertise should be routinely solicited.”
- “The input that is gathered is often applied to problem solving and dealing with personal in a selective manner. Defensive mannerisms and remarks are often made at board meetings and when speaking to large groups of staff, which in turn makes people think their input is really not wanted. I understand that the problems we face in this district are bigger than most people know. However, by stepping into someone else's shoes and understanding what is important to them can bring a different perspective and possibly open your thinking.”

Sample Responses to Goal #1 – Student Achievement Opinion Question

- “Mr. Feil has continued to strongly support student achievement through academic programs offered in TCAPS despite the budget shortfalls, showing his commitment.”
- “My only concern is that we continue to narrowly define student achievement as standardized test scores.”

Sample Responses to Goal #2 – Communication & Community Relations Opinion Question

- “Jim is open to hearing people's ideas. I think there are times when Jim's responses area bit lengthy and at times stray from the original question. I know he makes a good-faith effort to have two-way communication with parents and staff.”

Sample Responses to Goal #3 – Resource Management Opinion Question

- “I believe Jim continually enforces that all decisions/efforts relate back to our goals for student learning.”
- “Much more emphasis should be placed on revenue enhancement and the development of new innovative programs. We are losing students which results in budget cuts. The vicious cycle will continue until TCAPS supports new program development with the resources they need to succeed (e.g. Montessori, TAG, SciMaTech). Way too much emphasis on cutting costs and programs. Necessary but should not be the driving force of every meeting and every communication. This sets a negative tone that is difficult for the community to overcome.”