

**MOON AREA SCHOOL DISTRICT
DISTRICT SUPERINTENDENT'S CONTRACT**

THIS AGREEMENT entered into this 14th day of NOVEMBER, 2011 by and between the **BOARD OF SCHOOL DIRECTORS OF THE MOON AREA SCHOOL DISTRICT**, (hereinafter referred to as "School District")

A
N
D

DONNA K. MILANOVICH, Ed.D., (hereinafter referred to as "Superintendent").

W I T N E S S E T H:

WHEREAS, on July 9, 2007 the Board of School Directors of the School District appointed Superintendent to a five (5) year Contract to end on June 30, 2012; and

WHEREAS, Article I, Section 1.1 of the aforesaid Agreement required the Board of School Directors to decide whether or not to renew the Contract of the Superintendent for another term no later than July 1 of the final year of the Agreement and if no notification not to reappoint the Superintendent was given by July 1 of the final year of the Agreement (July 1, 2011) the Superintendent would be reappointed for a term of years not less than the length of the expiring term, and the terms and conditions of the original Agreement would be incorporated into a successor Agreement unless mutually agreed otherwise by the Board and Superintendent; and

WHEREAS, the Moon Area School District, Board of Directors, at a meeting duly and properly called on the 14th day of November, 2011, did ratify the appointment of Donna K. Milanovich, Ed. D. to the Office of District Superintendent and Chief Executive Officer in accordance with the provisions of Sections 508, 1071 and 1073 of the Pennsylvania Public

School Code of 1949, as amended (24 P.S. § 1-101 et seq.); and

WHEREAS, the parties have agreed upon certain terms and conditions of employment and desire to reduce said terms and conditions to writing.

NOW THEREFORE, the parties intending to be legally bound and in consideration of the mutual covenants contained herein do hereby agree as follows:

ARTICLE 1. TERM

1.0 Term. The School District does hereby elect and appoint Donna K. Milanovich, Ed., D. to the position of Superintendent of Schools of the Moon Area School District for a term of five (5) years commencing July 1, 2012, and terminating June 30, 2017.

1.1 Renewal or Extension. If, at any time, the Board of School Directors decides that it does not desire to renew the contract of the Superintendent for another term the Board shall notify the Superintendent in writing by certified mail, no later than July 1 of the final year of this Agreement, of the Board's intent not to reappoint her. Should Superintendent not be so notified, she shall be reappointed at the next regular business Board Meeting following July 1 of the final year of the Agreement for a term of years not less than the length of the expiring term, and the terms and conditions of this Agreement shall be incorporated into a successor Agreement unless mutually agreed otherwise by the Board and Superintendent.

1.2 Termination by Superintendent. This Agreement may be terminated by the Superintendent prior to its effective termination date by the Superintendent submitting a written resignation to the School Board at least ninety (90) days prior to the effective date of the resignation.

1.3 Termination for Cause. The School District shall have the right to terminate this Agreement and dismiss the Superintendent for any of the causes set forth in Section 1080 of the

Public School Code of 1949, as amended (24 P.S. § 10-1080).

1.4 Contract Year. All references to this Agreement to “contract year” shall mean the period of time from July 1 to the following June 30th.

ARTICLE II. DUTIES

2.0 Legal Qualifications. The Superintendent covenants that she possesses all of the qualifications that are required by law to serve as a District Superintendent. The Superintendent agrees to maintain throughout the term of this Agreement a valid and current commission or other legal credentials as may be required by law and to present the same to the Board of School Directors. She further agrees to subscribe to and take the proper oath of office before entering upon her duties.

2.1 Chief School Administrator. Superintendent shall have charge of the administration of the schools under the direction of the Board. She shall be the chief executive officer of the District; shall direct and assign teachers and other employees of the schools under her supervision; shall organize, reorganize and arrange the administrative and supervisory staff, including instruction and business affairs, as best serves the District; shall select all personnel subject to the approval of the Board; shall from time to time suggest regulations, rules, policies, and procedures deemed necessary for the well ordering of the school district; and in general perform all duties incident to the office of the Superintendent and such other duties as may be prescribed by the Board from time to time. The Board, individually and collectively, shall promptly refer all criticisms, complaints, and suggestions called to its attention to the Superintendent for study and recommendation.

2.2 Duties. The Superintendent shall, subject to the supervision and authority of the School Board and its successors, perform those duties as set forth in the Public School

Code of 1949, as amended, the District's Board Policy as the same may be amended from time to time, and such other duties and responsibilities as may be assigned to the Superintendent from time to time by the Board of School Directors, all in accordance with the laws of the Commonwealth of Pennsylvania. No policy or bylaw of the Board shall diminish the Superintendent's legitimate power or authority. Moreover, all duties assigned to the Superintendent by the Board should be appropriate to and consistent with the professional role and responsibility of the Superintendent.

2.3 Consultant Services. Superintendent shall devote her time, attention, and energy to the business of the school district. However, she may, with prior knowledge and approval of the Board, serve as a consultant to other districts or educational agencies, lecture, engage in writing activities and speaking engagements, teach university courses, and engage in other activities that are of a short-term duration. Superintendent may, with the prior approval of the Board, serve on paid Boards where the service does not conflict with the interest of the District.

ARTICLE III. PERFORMANCE ASSESSMENTS

3.0 Performance-based Evaluation. The Board shall evaluate, in writing, the performance of the Superintendent at least once a year during the term of this contract, no later than August 31 of each year, using the attached instrument which is marked as Exhibits "A", "B" or "C", attached hereto and incorporated herein or another mutually agreed upon instrument as the basis for said evaluations, provided that any assessment system selected shall require the Board of School Directors to "average" the feedback of each member regarding each aspect of the evaluation. In the event the Board consensus determines that the performance of Superintendent is unsatisfactory in any respect, it shall describe in writing, in reasonable detail, the specific instances of unsatisfactory performance. A copy of the written evaluation shall be

delivered to the Superintendent. Superintendent shall have the right to make a written response to the evaluation. The Board's evaluations and Superintendent's response(s) shall be totally private and in no manner become public knowledge or conversation. The parties shall have the right to mutually waive a formal performance assessment in any year of the Agreement.

3.1 Purpose of Performance Assessment. The purposes of this performance assessment shall be as follows:

- A. To strengthen the working relationship between the District and the Superintendent and to clarify for the Superintendent and individual members of the Board of School Directors the responsibilities the Board relies on the Superintendent to fulfill;
- B. To discuss and establish goals for the ensuing year; and
- C. To establish the basis for salary adjustments.

3.2 Confidentiality. The parties agree that the Superintendent's annual performance review shall be considered privileged and confidential and not disclosed to the public; and both parties further agree that they shall respect the confidentiality of the evaluation discussions. Nothing herein, however, shall prevent the District from using such evaluations in a dismissal hearing properly brought under Section 1080 of the Public School Code of 1949, as amended.

3.3 Complaints/Criticisms. Board Members, individually and collectively, shall promptly inform the Superintendent of all criticisms, complaints and suggestions called to the attention of the Board as a whole or individually.

ARTICLE IV. COMPENSATION

4.0 Salary. The Superintendent's salary shall be One Hundred Sixty Thousand Six Hundred Thirty-Four (\$160,634.00) Dollars as established on November 14, 2011 and shall be

increased each year of this Agreement as per the terms of this Agreement. The established annual salary shall be paid in equal installments in accordance with the policy governing payment of salary for other twelve (12) month central administrative employees of the School District.

4.1 Salary Adjustments. Any adjustments in the Superintendent's salary during the term of this Contract shall be deemed an amendment to this Contract. Provided, however, that such adjustments shall not be construed as either creating a new contract between the School District and the Superintendent, or in any manner extending the anticipated termination date of this Contract. Additional compensation or increases in the Superintendent's annual salary shall be determined pursuant to a performance scoring rubric as attached hereto as Attachment "D". Upon completion of the Annual Performance Review by the Board of School Directors, the salary of the Superintendent, depending on the Annual Performance Review, shall be adjusted as follows:

- A. If the Annual Performance Review rating is within the 0 to 30 point range there shall be a 0% increase;
- B. If the Annual Performance Review rating is within the 31 to 50 point range there shall be a 3.0% increase; within the 51 to 70 point range there shall be a 3.5% increase; within the 71 to 80 point range there shall be a 4.0% increase; within the 81 to 90 point range there shall be a 4.5% increase; and within the 91 to 100 point range there shall be a 5.0% increase as determined by the Board; and
- C. The Board reserves the right to provide Superintendent with a bonus payment which shall be in addition to any salary adjustment as set forth in this paragraph 4.1, based on such criteria as it determines in its sole discretion. Any such bonus shall not become part of the Superintendent's base salary for any purpose. A separate evaluation instrument or format will be used and shall delineate the criteria and/or evaluation rating which the Superintendent must accomplish or obtain for purposes of receiving any

such bonus. The bonus evaluation instrument is attached hereto as Attachment "E".

ARTICLE V. FRINGE BENEFITS

5.0 General. The Superintendent shall not be considered a part nor shall she receive the benefit of the Act 93 program. The Superintendent shall receive only those benefits set forth in this Contract including the following fringe benefits:

5.1 Vacation. Superintendent has accumulated seventeen and one-half (17.5) vacation days as of November 14, 2011. Superintendent shall receive twenty (20) days of paid vacation for the contract year commencing July 1, 2012, and each year thereafter. Vacation days not utilized during the contract year may not be carried over. In the event the Superintendent does not utilize all vacation days during any one contract year, the Superintendent shall be compensated for same at seventy-five (75%) percent of then applicable daily rate of compensation. In the event the Superintendent's employment with the District should terminate prior to the expiration of this Agreement, vacation day entitlement and payment for unused vacation days shall be prorated based upon the number of days worked compared to the number of work days in the contract year.

5.2 Professional Association Memberships. The District encourages the continuing professional growth of the Superintendent through her participation in professional organizations and education opportunities. The School District shall pay the annual dues for the Superintendent's membership in at least two (2) professional associations of her choosing, such as but not limited to, the American Association of School Administrators (AASA); the Pennsylvania Association of School Administrators (PASA) and the Association for Supervision and Curriculum Development (ASCD). The School District shall also pay the annual dues for

the Superintendent's membership in local community organizations, wherein the Superintendent acts as a representative or liaison of the School District.

5.3 Term Life Insurance. The School District will provide the Superintendent with Term Life Insurance in any amount equal to her salary or the amount provided other twelve month administrative employees, whichever is the greater. Term Life Insurance shall include accidental death or dismemberment. The Superintendent shall have the right to purchase additional Term Life Insurance at the same rate paid by the School District.

5.4 Disability Insurance. The School District shall provide the Superintendent with a Disability Insurance Policy containing a benefit equal to Sixty-Six (66.0%) percent of the Superintendent's annual salary. The Disability Insurance Policy shall entitle the Superintendent disability payments after thirty (30) days of disability and until age sixty-five (65).

5.5 Conventions/Travel. The School District will reimburse the Superintendent for all reasonable expenses incurred in the performance of her duties upon presentation of an itemized account of such expenditures. The Superintendent shall be entitled to attend one (1) national and one (1) state professional convention/conference per school year of her personal choosing at the expense of the School District and which is outside of the Greater Pittsburgh Area. Any additional local, state or national level professional meetings can be requested by Superintendent for Board approval on a case-by-case basis, said approval at the sole discretion of the Board. The School District shall reimburse the Superintendent for full tuition and related costs for courses/seminars at said conventions and professional meetings.

5.6 Sick Leave. The Superintendent shall be recognized as having accumulated one hundred forty-three and 1/2 (143.5) paid sick leave days as of November 14, 2011. The Superintendent shall be entitled to twelve (12) additional days of sick leave each school year

commencing July 1, 2012. The unused portion of such leave shall accumulate from year to year without limitation. Should the Superintendent's employment with the School District terminate for any reason whatsoever prior to the end of a school year, she shall only receive a pro-rated portion of sick leave days for that school year. Upon termination of the Superintendent's employment with the District for purposes of retirement only, the Superintendent shall be entitled to the total unused sick leave at the rate of Two Hundred Fifty (\$250.00) Dollars for each unused sick day, up to a maximum of one hundred (100) days. Unless mutually agreed to by the parties, payment for any such unused sick days shall be made in a lump sum, with payment being made on the last day of employment. To be eligible for payment the Superintendent must retire under the PSERS at the time of separation from employment from the District.

5.7 Bereavement Leave. If the Superintendent is absent from duty because of death in her immediate family, there shall be no deduction in salary for an absence not in excess of five (5) consecutive calendar days beginning with the calendar date of death; provided, however, if the Superintendent has performed all or part of her regularly scheduled duties on the date of death, the next calendar day after the date of death shall be considered the first calendar day for bereavement leave. The Board of School Directors may extend the period of absence with pay in its discretion as the exigencies of the case may warrant. Members of the immediate family shall be defined as parent, brother, sister, child, wife, parent-in-law, son or daughter-in-law, a relative who resides in the same household, or any person with whom the Superintendent has made her home.

5.8 Personal Leave. The Superintendent shall be entitled to five (5) paid days of absence for personal reason per school year. Unused personal days shall not accumulate from year to year, nor shall the Superintendent be compensated for unused personal days.

5.9 Jury Duty. If the Superintendent is called for jury duty, she shall be permitted to be absent and paid his regular rate of pay.

5.10 Sabbatical Leave. Superintendent shall be entitled to sabbatical leave(s) of absence as provided for in the Public School Code of 1949, as from time to time amended, including the salary provisions for sabbatical leave as contained therein; provided, however, that a sabbatical leave granted to the Superintendent shall be for one full school year or one-half school year.

5.11 Health Insurance. The Superintendent shall be entitled to such medical, dental, vision, and health benefits through the insurance carriers and under such health care plans as may be determined by the District, and as is provided to other employees under a group plan. Superintendent shall pay a monthly contribution toward the cost of the premium for such benefits elected in an amount equal to the monthly contribution paid by the Moon Education Association bargaining unit members plus One Hundred (\$100.00) Dollars.

5.12 Travel Insurance. Board agrees to provide Superintendent with travel accident insurance in the maximum amount of coverage afforded by the Pennsylvania School Boards Association.

5.13 Vehicle Expense. Board shall reimburse the Superintendent for motor vehicle expenses at the mileage rate approved by the IRS.

5.14 Electronic Device. Board shall provide the Superintendent with an “i-Phone” type cellular device, and shall pay Superintendent One Hundred Fifty (\$150.00) Dollars per month to cover the cost of the cellular service, as well as voice, data service and broadband internet service to her home.

5.15 Computer Service. Board shall provide the Superintendent with a laptop or

notebook personal computer for use at the office and home.

5.16 Leaves of Absence. Board shall provide the Superintendent with such leaves of absence as are provided for professional employees in the Public School Code and the policies and regulations of the Moon Area School District.

5.17 AYP Bonus. Board shall pay the Superintendent a bonus of Five Thousand (\$5,000.00) Dollars by October 15 whenever all schools in the District meet Annual Yearly Progress (AYP) under the No Child Left Behind (NCLB) requirements or similar requirements that may change from time to time.

5.18 Medical Examination. In light of the unique nature of the professional duties of Superintendent of Schools, District shall, at its expense, provide for the Superintendent a complete medical examination of Superintendent not less than once every two years and no more often than once each year. Any report of the medical examination shall be given directly and exclusively by the examining physician to Superintendent. The District shall be advised in writing by the physician of the continued physical fitness of the Superintendent to perform her duties, and such report shall be confidential.

5.19 Other Expenses. District agrees to reimburse Superintendent for reasonable expenses incurred in the performance of her duties upon submission of receipts in accordance with established school district policy.

5.20 Post-Retirement Medical Insurance. Upon the retirement of the Superintendent the District agrees to provide medical, dental and vision insurance until the Superintendent reaches the applicable age of Medicare eligibility. The Superintendent shall be entitled to receive the same kind and level of coverage post-retirement as she received at the time of retirement. The monthly contribution toward the cost of the premium for post-retirement coverage shall be

One Hundred (\$100.00) Dollars per month, or the PSER's insurance subsidy level in effect. At the time the Superintendent reaches Medicare eligibility, coverage for covered dependents or spouse of the Superintendent shall cease, subject to COBRA for continuation coverage paid for by the dependent or spouse as to the medical insurance only. The vision and dental insurance will cease for the Superintendent and any covered dependents or spouse when the Superintendent reaches Medicare eligibility.

ARTICLE VI - ADMINISTRATION

6.0 Administration of Schools. The administration of school policy, the operation and management of the schools, and the direction of employees shall be through the Superintendent, but under the direction of the Board of School Directors. The parties hereby agree that the Superintendent's duties and privileges shall be those placed upon her by operation of law and by action of the Board of School Directors. The Superintendent shall be responsible for the following:

- A. Recommending the employment of all employees and directing and assigning teachers and other employees of the schools under her supervision;
- B. Organizing, supervising, and arranging the administrative and supervisory staff;
- C. Suggesting regulations, rules and procedures deemed necessary for the efficient and proper operation of the District;
- D. Setting yearly objectives for the District consistent with the direction and priorities established by the Board;
- E. Establishing and maintaining effective procedures and controls for expenditures of all school funds in accordance with the annual school budget, subject to the direction and approval of the Board;
- F. Providing the Board with information pertinent to their

legislative roles;

- G. Preparing and submitting to the Board all matters requiring legal action;
- H. Informing the Board as to the operation of the school system and making recommendations for more efficient operation thereof;
- I. Performing all duties incident to the office of the District Superintendent as set forth in the Public School Code and such other duties as may be legally prescribed by the Board of School Directors.

Nothing in this section shall preclude or be deemed to limit the right of the Board to exercise its responsibilities in the areas of monitoring school district operations, conducting oversight activities, visiting schools, or any other activities as set forth in Board policy for the Pennsylvania School Code of 1949, as amended.

ARTICLE VII – PROFESSIONAL LIABILITY

7.0 Hold Harmless. District agrees that it shall defend, hold harmless and indemnify Superintendent from any and all demands, claims, suits, actions and legal proceedings brought against Superintendent for which the Board can defend and indemnify Superintendent in accordance with the Pennsylvania Tort Claims Act 42 Pa.C.S. §8541, et seq.

ARTICLE VIII – BOARD/SUPERINTENDENT RELATIONSHIP

8.0 Relationship. The relationship between the Board and the Superintendent shall include the following:

- A. Board will involve itself in planning, policy making, and public relations, and Superintendent will be involved in managing the district and schools;
- B. Board will set clear and reasonable goals for the Superintendent;

- C. Board and individual members will bring concerns expressed from the public, employees, or other interested parties to Superintendent for investigation and a timely response and avoid answering and investigating the concern individually;
- D. Board will support the Superintendent and help her be as effective as possible as long as she is the Superintendent;
- E. Board will be open and honest in its communications with Superintendent about issues of concern while listening and reflecting on the reply of Superintendent;
- F. Board/Superintendent will jointly develop guidelines for when and what kind of information Superintendent should contact the Board; and
- G. Board/Superintendent will jointly develop a consistent process for responding to individual Board member requests.

ARTICLE IX - MISCELLANEOUS

9.0 Severability Clause. Should any term, condition, clause or provision of this Agreement be declared illegal by a court of competent jurisdiction, or otherwise be determined or declared to be void or invalid as a matter of law, then only that term, condition, clause or provision shall be stricken from this Agreement and in all other respects this Agreement shall be valid and continue in full force, effect and operation. The remaining terms, conditions, clauses and provisions shall remain in full force, effect and operation. The remaining terms, conditions, clauses and provisions shall remain in full force and effect for the duration of the agreement if not affected by the deleted term, condition, clause or provision.

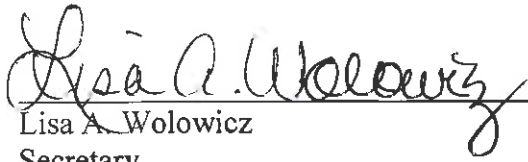
9.1 Statutory Reference. All references to the Public School Code of 1949, as amended, contained herein shall also refer to any amendment or recodification of such Law.

9.2 Choice of Law. This Agreement shall be construed in accordance with the laws of the Commonwealth of Pennsylvania.

9.3 **Inurement.** This Agreement shall be binding and inure to the benefit of the parties hereto, their respective heirs, executors, administrators, successors and assigns.

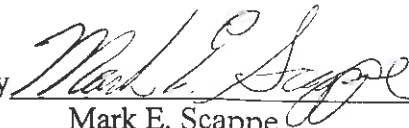
IN WITNESS WHEREOF, the parties hereto have set their hands and seals the day and year first above written.

ATTEST:




Lisa A. Wolowicz
Secretary


MOON AREA SCHOOL DISTRICT

By 

Mark E. Scappe
President of Board

WITNESS:





Donna K. Milanovich, Ed.D.

Moon Area School District
Administration Building

Moon Twp, PA

Superintendent Evaluation System
June 2007

Donna K. Milanovich, Ed.D.
2007-2008

DiPaola and Stronge (2003) developed a superintendent evaluation model anchored in the professional standards for the superintendency established by American Association of School Administrators, the National School Boards Association's Key Work of School Boards, the Interstate School Leaders Licensure Consortium's standards, and the International Society for Technology in Education's National Educational Technology Standards.

The evaluation model consists of the following six **Superintendent Domains**:

- ✓ Policy and Governance
- ✓ Planning and Assessment
- ✓ Instructional Leadership
- ✓ Organizational Management
- ✓ Communications and Community Relations
- ✓ Professionalism

A copy of the performance standards for each domain (Attachment A), a sample evaluation summative form (Attachment B), and a suggested evaluation timeline (Attachment C) are included in this document.

Attachment A

Recommended Superintendent Domains, Performance Standards, and Performance Indicators

Superintendent Domains

Domain G: Policy and Governance

Domain A: Planning and Assessment

Domain L: Instructional Leadership

Domain M: Organizational Management

Domain C: Communications and Community Relations

Domain P: Professionalism

Superintendent Evaluation Criteria: Domains, Performance Standards, and Performance Indicators

Domain G: Policy and Governance

Performance Standard G-1

The superintendent works with the school board to develop and implement policies that define organizational expectations. The superintendent...

- supports and enforces all school board policies and informs all constituents of changes to the school board policies.
- recommends changes to the school board when school board policies conflict with the school board's vision for education.
- develops administrative regulations that support the application of school board policies.
- recommends policies and procedures that protect the security and integrity of the district infrastructure and the data it contains.
- recommends policies and procedures that protect the rights and confidentiality of staff and students.
- maintains/improves relations between the superintendent and school board through periodic joint seminars, workshops, and training sessions.

Performance Standard G-2

The superintendent functions as the primary instructional leader for the school district, relying on support from staff as necessary when advising the school board. The superintendent...

- involves staff as necessary when planning/providing recommendations to the school board.
- demonstrates professional and personal skills, which facilitate staff involvement.
- responds directly and factually to the school board.
- demonstrates tact when offering recommendations.

Performance Standard G-3

The superintendent oversees the administration of the school district's day-to-day operations. The superintendent...

- explores/applies operational methods, which enable the school district to apply resources in an efficient manner.
- keeps the school board informed on needs and issues confronting school district employees.
- informs the school board of actions that require school board involvement.
- delegates authority and responsibility to other employees as needs/opportunities arise.

Performance Standard G-4

The superintendent works with all individuals, groups, agencies, committees, and organizations to provide and maintain schools that are safe and productive. The superintendent...

- ensures safe, secure schools for all students and employees.
- proposes improvements to school facilities, increasing public confidence and trust that schools are safe and effective learning environments.
- uses technology to enhance professional practices and increase productivity.

Domain A: Planning and Assessment

Performance Standard A-1

The superintendent effectively employs various processes for gathering, analyzing, and using data for decision-making. The superintendent...

- applies current research related to effective techniques for gathering data from individuals, groups, programs, and the community.
- uses reliable data in making decision.

- reviews analyses of student academic achievement through standardized test results and other academic sources.
- provides staff with data in a collaborative effort to determine needs for improvement.
- applies and communicates statistical findings to identify strengths and weaknesses in programs and practices in order to ensure continuous improvement.
- plans and implements changes in programs and/or curricula based on data.
- reviews annual analyses of district's test and subtest scores by school and discipline in order to assess school improvement and monitor improvement plans.
- develops, monitors, and assesses district and school improvement plans.

Performance Standard A-2

The superintendent organizes the collaborative development and implementation of a district strategic plan based on analysis of data from a variety of sources. The superintendent...

- provides leadership in the development of a shared vision for educational improvement and of a strategic plan to attain that vision.
- implements strategies for the inclusion of staff and various stakeholders in the planning process.
- supports the district's mission by identifying, articulating, and planning to meet the educational needs of students, staff, and other stakeholders.
- works collaboratively to develop long- and short-range goals and objectives consistent with the strategic plan and monitors progress in achieving long- and short-range goals and objectives.
- provides feedback to principals on goal achievement and needs for improvement
- supports staff through the stages of the change process.
- maintains stakeholders' focus on long-range mission and goals throughout the implementation process.

Performance Standard A-3

The superintendent plans, implements, supports, and assesses instructional programs that enhance teaching and student achievement of the state educational standards. The superintendent...

- demonstrates a working knowledge and understanding of the state educational standards and district curricular requirements.
- supports the development of a comprehensive curriculum utilizing goals and objectives in alignment with the state educational standards.
- oversees the planning, implementation, evaluation, and revision of the curriculum on a systematic and ongoing basis.
- provides resources and materials to accomplish instructional goals for all students.
- facilitates programs/curricular changes to meet state or federal requirements.
- monitors and assesses the effect of the programs and/or curricula on student achievement.

Performance Standard A-4

The superintendent develops plans for effective allocation of fiscal and other resources. The superintendent...

- acquires, allocates, and manages district resources in compliance with all laws to ensure the effective and equitable support of all of the district's students, schools, and programs.
- allocates resources consistent with the mission and strategic plan of the district.
- meets and works collaboratively with the board and appropriate staff to determine priorities for budgeting and for the effective allocation of space and human resources.
- utilizes human and material resources outside the district that may support and/or enhance the achievement of goals and objectives.
- provides adequate staffing and other resources to support technology infrastructure and integration across the school district.
- monitors/assesses resource allocation and revises allocation plans based on implementation data.
- oversees budget development and prepares it for school board approval.
- implements the annual school operating budget and capital improvement plan.
- applies financial forecasting and planning procedures that support efficient use of all school district resources.
- maintains appropriate and accurate financial records.

Domain L: Instructional Leadership

Performance Standard L-1

The superintendent communicates a clear vision of excellence and continuous improvement consistent with the goals of the school district. The superintendent...

- demonstrates personal commitment to achieving the mission of the school district.
- articulates a shared vision to all constituencies and ensures that staff members are working in concert with the district's strategic plan.
- informs members of the board and community of current research related to best practices in curriculum and instruction.
- explores, disseminates, and applies knowledge and information about new or improved methods of instruction or related issues.
- shares evaluation data and subsequent plans for continuous improvement with staff, students, and other stakeholders.
- recognizes, encourages, and celebrates excellence among staff and students.
- demonstrates strong motivation and high standards and models self-evaluation.
- fosters positive morale and team spirit.

Performance Standard L-2

The superintendent oversees the alignment, coordination, and delivery of assigned programs and /or curricular areas. The superintendent...

- articulates curricular goals, objectives, and frameworks to staff and other stakeholders.
- works with staff to develop a written plan for the coordination and articulation of curricular goals.
- works with the board, staff, and community representatives to identify needs and determine priorities regarding program delivery.
- provides direction and support in planning and implementing activities and programs consistent with continuous improvement efforts and attainment of instructional goals.
- monitors coordination of instructional programs with state and local standards.
- facilitates the effective coordination and integration of district curricular and co-curricular programs.
- demonstrates an understanding of occupational trends and their educational implications.

Performance Standard L-3

The superintendent selects, inducts, supports, evaluates, and retains quality instructional and support personnel. The superintendent...

- maintains and disseminates a current handbook of personnel policies and procedures.
- establishes and uses selection procedures that ensure fairness and equity in selecting the best candidates.
- makes recommendations regarding personnel decisions consistent with established policies and procedures.
- oversees the recruitment, appointment, induction, and assignment of the most qualified personnel available.
- establishes and implements formal and informal induction procedures to promote assistance for and acceptance of new employees.
- sets high standards for staff performance.
- evaluates performance of personnel consistent with district policies, provides formal and informal feedback, and maintains accurate evaluation records.
- recommends the reappointment and/or promotion of competent, effective personnel.
- provides support and resources for staff to improve job performance and recognizes and supports the achievements of highly effective staff members.

Performance Standard L-4

The superintendent provides staff development programs consistent with program evaluation results and school instructional improvement plans. The superintendent...

- leads the development and implementation of a systematic professional development plan for individuals, including members of the board, and for the district.
- works collaboratively with members of the staff in using student achievement data to determine relevant professional development opportunities.
- meets with principals regularly to assess ongoing school improvement efforts.
- evaluates the effectiveness of the professional development plan in relation to district goals.
- encourages participation in relevant conferences, course work, and activities of professional organizations.
- shares program evaluation results and demonstrates connection of results to ongoing staff development efforts.
- supports staff participation in internal and external professional development opportunities as appropriate.

Performance Standard L-5

The superintendent identifies, analyzes, and resolves problems using effective problem-solving techniques. The superintendent...

- identifies and addresses problems in a timely and effective manner.
- demonstrates fairness in identifying multiple points of view around problem situations.
- involves stakeholders in analyzing problems and developing solutions.
- monitors implementation of problem resolutions.
- provides shared leadership and decision-making opportunities for staff that promote a climate of collaboration and collegiality.
- delegates responsibility appropriately to staff members.
- maintains focus on school and district mission and goals.
- promotes an atmosphere of mutual respect and courtesy.

Performance Standard L-6

The superintendent assesses factors affecting student achievement and serves as an agent of change for needed improvements. The superintendent...

- makes appropriate changes in the curriculum and scheduling.
- optimizes available physical resources.
- adjusts placement of students.
- adjusts personnel assignments.
- provides appropriate training for instructional personnel.

Performance Standard L-7

The superintendent ensures that curricular design, instructional strategies, and learning environments integrate appropriate technologies to maximize student learning. The superintendent...

- provides equitable access for students and staff to technologies that facilitate productivity and enhance learning.
- communicates expectations that technology will be used to increase student achievement.
- ensures that budget priorities reflect a focus on technology as it relates to enhanced learning.
- provides technology-rich learning experiences for all students.

Domain M: Organizational Management

Performance Standard M-1

The superintendent actively supports a safe and positive environment for students and staff. The superintendent...

- facilitates the implementation of sound, research-based theories and techniques of classroom management, student discipline, and school safety to ensure a safe, orderly environment conducive to teaching and learning.
- clearly communicates expectations regarding behavior to students, staff, parents, and other members of the community.
- clearly communicates procedures for handling disciplinary problems.
- implements and enforces school district code of conduct and appropriate disciplinary policies and procedures in a timely and consistent manner.
- supports effective programs through which students develop self-discipline and conflict resolution skills.
- calmly and effectively manages emergency situations as they occur.
- is proactive in addressing potential problem situations.
- consistently conveys mutual respect, concern, and high expectations to students, staff, parents, and community members.
- recognizes students and staff for their academic, co-curricular, personal, and professional achievements.

Performance Standard M-2

The superintendent develops procedures for working with the board of education that define mutual expectations, working relationships, and strategies for formulating district policies. The superintendent...

- respects the policymaking authority and responsibility of the board.

- develops and uses a systematic means of keeping members of the board informed with complete, accurate information.
- facilitates the delineation of superintendent and board roles and the articulation of mutual expectations.
- recommends policy additions and/or modifications to improve student learning and district effectiveness.
- anticipates future needs and demonstrates a bias for action.
- values group interaction and problem solving.
- expresses opinions on policy issues directly to the board.
- supports and implements policy established by the board.

Performance Standard M-3

The superintendent effectively manages human, material, and financial resources to ensure student learning and to comply with the legal mandates. The superintendent...

- complies with federal, state, and local statutes, regulations, policies, and procedures.
- collaboratively plans and prepares a fiscally responsible budget to support the organization's mission and goals.
- demonstrates effectiveness in obtaining necessary resources.
- establishes and uses accepted procedures for receiving and disbursing funds.
- ensures that expenditures are within limits approved by the board.
- implements appropriate management techniques and group processes to define roles, delegate activities and responsibilities, and determine accountability for goal attainment.
- prepares and implements short- and long-range plans for facilities and sites.
- ensures proper maintenance and repair of district property and equipment.
- monitors any construction, renovation, or demolition of district buildings.
- regularly reports to the board on the financial condition of the district.
- monitors the efficient use of resources.
- works with staff to establish an effective schedule for use of shared resources.
- ensures the maintenance of accurate personnel records.

Performance Standard M-4

The superintendent demonstrates effective organizational skills to achieve school, community, and district goals. The superintendent...

- demonstrates and communicates a working knowledge and understanding of school district policies and procedures.
- ensures compliance and follow-through regarding policies and procedures.
- uses time to the best advantage, manages scheduling effectively, and follows tasks to completion.
- employs appropriate technologies to communicate, manage schedules and resources, assess performance, and enhance learning.

- performs duties in an accurate and timely manner.
- maintains appropriate and accurate records.
- efficiently and appropriately prioritizes and addresses multiple issues and projects.
- systematically evaluates progress on achieving established goals.
- keeps the board, staff, and community apprised of progress in achieving the district's goals.

Performance Standard M-5

The superintendent implements sound personnel procedures in recruiting, employing, and retaining the best qualified and most competent teachers, administrators, and other personnel. The superintendent...

- knows and follows proper procedures for staffing.
- recruits and assigns the best available personnel in terms of personal and professional competence.
- establishes and uses selection procedures that ensure fairness and equity in selecting the best candidates for employment and promotions.
- establishes and implements formal and informal induction procedures for new employees.
- assigns and transfers employees as the needs of the school district dictate and reports such information to the school board.

Performance Standard M-6

The superintendent provides staff development for all categories of personnel consistent with individual needs, program evaluation results, and instructional improvement plans. The superintendent...

- oversees the planning and evaluation of the staff development program.
- works collaboratively with members of the staff in using student achievement data to identify relevant professional development needs.
- encourages and supports employee participation in appropriate internal and external development opportunities.
- maintains an emphasis on technological fluency and provides staff development opportunities to support high expectations.

Performance Standard M-7

The superintendent plans and implements a systematic employee performance evaluation system. The superintendent...

- establishes a fair and meaningful employee evaluation system that promotes high expectations of all staff.

- establishes evaluation procedures that assess demonstrated growth in achieving technology standards.
- provides training for all administrative and supervisory personnel in the evaluation and documentation of teacher and administrative performance that includes student achievement as a criterion.
- provides for positive recognition of identified strengths and accomplishments.
- provides assistance to employees requiring remediation.
- provides oversight in the identification of strengths and weaknesses of employees, formal and informal feedback, and dismissal of ineffective employees.
- provides an annual report to the school board summarizing the results of employee evaluations.

Domain C: Communications and Community Relations

Performance Standard C-1

The superintendent promotes effective communication and interpersonal relations within the school district. The superintendent...

- promotes a climate of trust and teamwork within the district.
- facilitates constructive and timely communication.
- initiates communication and facilitates cooperation among staff regarding curriculum or program initiatives.
- establishes a culture that encourages responsible risk taking while requiring accountability for results.
- models professionally appropriate communication skills, interpersonal relations, and conflict mediation.
- maintains visibility and accessibility to staff.
- solicits staff input to discuss issues and goals and to promote effective decision-making.
- establishes and maintains a collaborative relationship with staff members in promoting the district's mission and in communication expectations.

Performance Standard C-2

The superintendent establishes and maintains effective channels of communication with board members and between the schools and community, strengthening support of constituencies and building coalitions. The superintendent...

- accepts responsibility for maintaining communication between the board and district personnel.
- anticipates, analyzes, and discusses emerging educational/district issues with the board on a regular basis.

- systematically provides accurate, relevant information to the board to facilitate decision-making.
- establishes, maintains, and evaluates a planned, two-way system of communication with community constituencies.
- communicates school and district goals, objectives, and expectations to stakeholders.
- is politically astute and demonstrates the skills necessary to build community support for district goals and priorities.
- works cooperatively with representatives of the news media.
- establishes partnerships with public and private agencies to enhance the district's ability to serve students and other constituents.
- uses acceptable written and oral language.

Performance Standard C-3

The superintendent works collaboratively with staff, families, and community members to secure resources and to support the success of a diverse student population. The superintendent...

- is responsive to the conditions and dynamics of the diversity within the school community.
- treats people with respect.
- models and promotes multicultural awareness, gender sensitivity, and the appreciation of diversity in the community.
- is knowledgeable about laws regarding individual and group rights and responsibilities and scrupulously avoids actions that might violate them.
- collaborates with staff, families, and community leaders and responds to identified needs of individual students and groups of students.
- promotes the value of understanding and celebrating school/community cultures.

Performance Standard C-4

The superintendent creates an atmosphere of trust and mutual respect with staff and community. The superintendent...

- unites people toward a common goal.
- fosters an environment conducive to the teaching and learning process.
- promotes collaboration and collegiality among the staff.
- treats all personnel fairly without favoritism or discrimination while demanding high-performance standards.

Domain P: Professionalism

Performance Standard P-1

The superintendent models professional, moral, and ethical standards as well as personal integrity in all interactions. The superintendent...

- understands and models appropriate value systems, ethics, and moral leadership.
- promotes the establishment and application of moral and ethical practices in each school and classroom.
- relates to board members, staff, and others in an ethical and professional manner.
- maintains the physical and emotional wellness necessary to meet the responsibilities of the position.
- serves as an articulate spokesperson for the school district and represents the district favorably at the local, state, and national levels.
- resolves concerns and problems in an appropriate manner.
- respects and maintains confidentiality and assumes responsibility for personal actions and those of subordinates.
- maintains a professional demeanor and appearance appropriate to responsibilities.
- demonstrates good character and integrity.

Performance Standard P-2

The superintendent works in a collegial and collaborative manner with school personnel and the community to promote and support the mission and goals of the school district. The superintendent...

- demonstrates flexibility and a collaborative attitude in supporting professionals/other staff/work teams.
- supports the district and advances its mission/goals.
- establishes and supports a district culture that encourages collaboration and teamwork in achieving goals.
- maintains effective working relationships with other administrators and staff.
- shares ideas and information and considers the interests and needs of staff members and community stakeholders in promoting and supporting district goals and services.

Performance Standard P-3

The superintendent takes responsibility for and participates in a meaningful and continuous process of professional development that results in the enhancement of student learning. The superintendent...

- participates in professional growth activities, including conferences, workshops, course work, and/or membership in professional organizations at the district, state, and/or national levels.

- evaluates and identifies areas of personal strength and weakness related to providing district leadership.
- sets goals for improvement of skills and professional performance.
- maintains a high level of personal knowledge regarding new developments and techniques, including technology, and shares the information with appropriate staff.
- comprehends and applies current research on educational issues, trends, and practices.
- networks with colleagues to share knowledge about effective educational practices and to improve and enhance administrative knowledge, skill, and organizational success.
- maintains proper licensure and certification.

Performance Standard P-4

The superintendent provides service to the profession, the district, and the community. The superintendent...

- serves on district, state, and/or national committees and maintains an active role in professional organizations.
- contributes to and supports the development of the profession by serving as an instructor, mentor, coach, presenter, researcher, or supervisor.
- organizes, facilitates, and presents at local, state, and/or national conferences.
- supports and participates in efforts to align district goals and activities with community endeavors.

Attachment B

Superintendent Summative Evaluation

Superintendent's Name: Donna K. Milanovich, Ed.D.

Evaluator:

Academic/Fiscal Year:

Directions: To be completed by the School Board as documentation of the superintendent's evaluation.

Rating	Definition
Exceeds Expectations	The superintendent surpasses required standards, consistently producing exemplary work that optimizes district goals and priorities.
Meets Expectations	The performance of the superintendent consistently fulfills standards resulting in quality work that affects district goals and priorities in a positive manner. This rating is a high-performance standard and is expected of all superintendents.
Needs Improvement	The superintendent inconsistently meets standards resulting in less than quality work performance where district goals and priorities need improvement.
Unsatisfactory	The superintendent does not adequately fulfill responsibilities, resulting in inferior work performance and negatively influencing district goals and priorities.

Domain G: Policy and Governance Performance Standards		Exceeds Expectations	Meets Expectations	Needs Improvement	Unsatisfactory
G-1	The superintendent works with the school board to develop and implement policies that define organizational expectations.				
G-2	The superintendent functions as the primary instructional leader for the school district, relying on support from staff as necessary when advising the school board.				
G-3	The superintendent oversees the administration of the school district's day-to-day operations.				
G-4	The superintendent works with all individuals, groups, agencies, committees, and organizations to provide and maintain schools that are safe and productive.				
Domain A: Planning and Assessment Performance Standards		Exceeds Expectations	Meets Expectations	Needs Improvement	Unsatisfactory
A-1	The superintendent effectively employs various processes for gathering, analyzing, and using data for decision-making.				
A-2	The superintendent organizes the collaborative development and implementation of a district strategic plan based on analysis of data from a variety of sources.				
A-3	The superintendent plans, implements, supports, and assesses instructional programs that enhance teaching and student achievement of the state educational standards.				
A-4	The superintendent develops plans for effective allocation of fiscal and other resources.				

Domain L: Instructional Leadership Performance Standards		Exceeds Expectations	Meets Expectations	Needs Improvement	Unsatisfactory
L-1	The superintendent communicates a clear vision of excellence and continuous improvement consistent with the goals of the school district.				
L-2	The superintendent oversees the alignment, coordination, and delivery of assigned programs and/or curricular areas.				
L-3	The superintendent selects, inducts, supports, evaluates, and retains quality instructional and support personnel.				
L-4	The superintendent provides staff development programs consistent with the program evaluation results and school instructional improvement plans.				
L-5	The superintendent identifies, analyzes, and resolves problems using effective problem-solving techniques.				
L-6	The superintendent assesses factors affecting student achievement and serves as an agent of change for needed improvements.				
Domain M: Organizational Management Performance Standards		Exceeds Expectations	Meets Expectations	Needs Improvement	Unsatisfactory
M-1	The superintendent actively supports a safe and positive environment for students and staff.				
M-2	The superintendent develops procedures for working with the board of education that define mutual expectations, working relationships, and strategies for formulating district policies.				
M-3	The superintendent effectively manages human, material, and financial resources to ensure student learning and to comply with legal mandates.				
M-4	The superintendent demonstrates effective organizational skills to achieve school, community, and district goals.				
M-5	The superintendent implements sound personnel procedures in recruiting, employing, and retaining the best-qualified and most competent teachers, administrators, and other personnel.				
M-6	The superintendent provides staff development for all categories of personnel consistent with individual needs, program evaluation results, and instructional improvement plans.				
M-7	The superintendent plans and implements a systematic employee performance evaluation system.				

Domain C: Communications & Community Relations Performance Standards		Exceeds Expectations	Meets Expectations	Needs Improvement	Unsatisfactory
C-1	The superintendent promotes effective communication and interpersonal relations within the school district.				
C-2	The superintendent establishes and maintains effective channels of communication with board members and between the schools and community, strengthening support of constituencies and building coalitions.				
C-3	The superintendent works collaboratively with staff, families, and community members to secure resources and to support the success of a diverse student population.				
C-4	The superintendent creates an atmosphere of trust and mutual respect with staff and community.				
Domain P: Professionalism Performance Standards		Exceeds Expectations	Meets Expectations	Needs Improvement	Unsatisfactory
P-1	The superintendent models professional, moral, and ethical standards as well as personal integrity in all interactions.				
P-2	The superintendent works in a collegial and collaborative manner with school personnel and the community to promote and support the mission and goals of the school district.				
P-3	The superintendent takes responsibility for and participates in a meaningful and continuous process of professional development that results in the enhancement of student learning.				
P-4	The superintendent provides service to the profession, the district, and the community.				

Comments:

Strengths:

Areas for Improvement:

Signatures:

Superintendent

School Board Member

Date

Date

SUPERINTENDENT'S SIGNATURE ACKNOWLEDGES RECEIPT OF THIS FORM.
WRITTEN COMMENTS MAY BE ATTACHED
COMMENTS ATTACHED: YES NO

Attachment C

Suggested Timelines for the Evaluation of the Superintendent

Members of the Board of Education and superintendent will implement the following procedures:

1. The Board of Education and the superintendent shall jointly identify, in May of each school year, goals and priorities of the district for the coming year.
2. The Board of Education and the superintendent shall jointly identify, in June of each school year, the superintendent's personal goals, including student achievement goals, for the coming year.
3. The superintendent will develop an action plan for goal achievement. Each action plan will describe the major activities involved in achieving the objective, a timeline, and indicators of success.
4. By the end of July, the Board will review each plan and, after discussion, each plan will be approved, modified, or dropped. Upon approval, the superintendent will be required to implement the plans.
5. By the end of August, the Board and the superintendent will review the performance standards and evaluative instruments, the format for reviewing progress toward district goals, and the calendar of events that will lead to the completion of the evaluation.
6. By October 15, the superintendent is expected to provide the Board with a report on the progress being made on each goal at a scheduled closed-session meeting.
7. By January 1, the superintendent is expected to provide the board with a report on the progress being made on each goal at a scheduled closed-session meeting. At this time, the Board will provide feedback to the superintendent in *an interim review of progress*.
8. By March 15, the superintendent is expected to provide the Board with a report on the progress being made on each goal at a scheduled closed-session meeting.
9. By April 30, the superintendent's performance, including goal achievement, will be assessed by the Board via the *summative evaluation* instrument hereto attached as Appendix B. A discussion between the superintendent and Board will provide an opportunity for the superintendent to provide an explanation for lack of goal achievement and for the Board to provide commendations if appropriate and suggestions for improvement.
10. Board members shall annually conduct a self-evaluation to determine the degree to which they are meeting their responsibilities as board members and the educational needs of the school community.

Attachment D

Superintendent's Performance Scoring Rubric

Evaluator: Moon Area School Board

Date:

Directions: Complete the following rubric by placing a check mark in the appropriate box for each of the six domains. The data collected from this form should be calculated using the Calc Tool provided in the Excel spreadsheet referred to as Performance Summative Evaluation Form.

Domains		Outstanding (5)	Above Average (4)	Average (3)	Below Average (2)	Unsatisfactory (1)
G.	Policy and Governance					
A.	Planning and Assessment					
L.	Instructional Leadership					
M.	Organizational Management					
C.	Communications/Community Relations					
P.	Professionalism					

Superintendent's Rating Table

- 91-100 points = 5.0% recommended salary adjustment
- 81-90 points = 4.5% recommended salary adjustment
- 71-80 points = 4.0% recommended salary adjustment
- 51-70 points = 3.5% recommended salary adjustment
- 31-50 points = 3.0% recommended salary adjustment
- 0-30 points = 0% recommended salary adjustment

Comments:

Strengths:

Areas For Improvement:

Signature

Superintendent: Donna K. Milanovich

School Board President

Date

Date

SUPERINTENDENT'S SIGNATURE ACKNOWLEDGES RECEIPT OF THIS FORM

WRITTEN COMMENTS MAY BE ATTACHED

COMMENTS ATTACHED: YES NO

**ATTACHMENT E
BONUS EVALUATION**

Evaluator Name: _____ **Date:** _____

SCHOOL YEAR: _____

GOAL _____

Totally achieved _____

Partially achieved _____

Failed to achieve _____

GOAL _____

Totally achieved _____

Partially achieved _____

Failed to achieve _____

GOAL _____

Totally achieved _____

Partially achieved _____

Failed to achieve _____