

Flagler County School Superintendent's Rubric 2015-2016 Superintendent: Jacob Oliva School Board Members AVERAGE Indicator	Highly Effective (4)	Effective (3)	Improvement Necessary (2)	Ineffective (1)	Score
<b>1.0 Instructional Leadership (FCPS Goal 1: Improve student achievement) – The superintendent acutely focuses on effective teaching and learning, possesses a deep and comprehensive understanding of best instructional practices, and continuously promotes activities that contribute to the academic success of all students.</b>					
1.1 The superintendent demonstrates the use of student achievement data to make instructional leadership decisions.					3.8
1.2 The superintendent demonstrates evidence of student improvement through student achievement results.					3.8
1.3 The superintendent actively solicits and uses feedback and help from all key stakeholders in order to drive student achievement.					3.6
<b>2.0 Human Capital Manager (FCPS Goal 2: Provide opportunities for professional growth that will positively impact student achievement) - The superintendent uses the role of human capital manager to drive improvements in building leader effectiveness and student achievement.</b>					
2.1 The superintendent effectively recruits, hires, assigns, and retains school leaders.					3.8
2.2 The superintendent creates a professional development system for school leaders based on proficiencies and needs.					3.8
2.3 The superintendent identifies and mentors emerging leaders to assume key leadership responsibilities.					3.8
2.4 The superintendent provides evidence of delegation and trust in subordinate leaders.					4
2.5 The superintendent provides formal and informal feedback to the administrative team with the exclusive purpose of improving individual and organizational performance.					3.6
<b>3.0 Personal Behavior – The superintendent models personal behaviors that set the tone for all student and adult relationships in the school corporation.</b>					
3.1 The superintendent models professional, ethical, and respectful behavior at all times and expects the same behavior from others.					3.8
3.2 The superintendent organizes time and projects for effective leadership.					3.6
<b>4.0 Building Relationships (FCPS Goal 3: Improve communication by efficiently exchanging meaningful information with internal and external stakeholders) - The superintendent builds relationships to ensure that all key stakeholders work effectively with each other to achieve transformative results.</b>					
4.1 The superintendent demonstrates effective communication with parents and community.					3.5

4.2 The superintendent forges consensus for change and improvement throughout the school corporation.					3.8
4.3 The superintendent understands the role of the superintendent in engaging the public in controversial issues.					4
4.4 The superintendent keeps the school board informed on issues, needs, and the overall operations of the school corporation.					3.6
4.5 The superintendent encourages open communication and dialogue with school board members.					3.7
4.6 The superintendent provides the school board with a written agenda and background material before each board meeting.					3.6
<b>5.0 Culture of Achievement (FCPS Goal 5: Develop innovative solutions to optimize operations, communications, and academic results) – The superintendent develops a corporation-wide culture of achievement aligned to the school corporation's vision of success for every student.</b>					
5.1 The superintendent empowers building leaders to set high and demanding academic and behavior expectations for every student and ensures that students are consistently learning.					4
5.2 The superintendent establishes rigorous academic goals and priorities that are systematically monitored for continuous improvement					3.5
5.3 The superintendent ensures that all students have full and equitable access to educational programs, curricula, and available supports.					3.7
5.4 The superintendent guides building-level staff to build productive and respectful relationships with parents/guardians and engage them in their children's learning.					4
<b>6.0 Organizational, Operational, and Resource Management (FCPS Goal 4: Provide a safe, sustainable and clean environment for all staff and students) – The superintendent leverages organizational, operational, and resource management skills to support school corporation improvement and achieve desired educational outcomes.</b>					
6.1 The superintendent employs factual basis for decisions, including specific reference to internal and external data on student achievement and objective data on curriculum, teaching practices, and leadership practices.					3.9
6.2 The superintendent demonstrates personal proficiency in technology implementation and utilization.					4

6.3 The superintendent oversees the use of practices for the safe, efficient, and effective operation of the school corporation's physical plant, equipment, and auxiliary services (e.g., food services, student transportation).					4
6.4 The superintendent provides responsible fiscal stewardship.					3.72
6.5 The superintendent demonstrates compliance with legal requirements.					3.8
<b>Total</b>					<b>94.42</b>