

Youngstown City School District

Superintendent's Evaluation

Name: Jacqueline Taylor

Date: 09.23.2008

A. Relationships with the Board

Responsibility		Unsatisfactory			Satisfactory			Commendable			Average Rank
		1	2	3	4	5	6	7	8	9	
1.	Keeps the Board informed on issues, needs, and operation of the school system.							✓			
2.	Offers professional advice to the Board on items requiring Board action, with appropriate recommendations based on thorough study and analysis.									✓	
3.	Interprets and executes the intent of Board Policy.									✓	
4.	Seeks and accepts constructive criticism of his/her work.									X	
5.	Supports Board policy and actions to the public and staff.									X	
6.	Has a harmonious working relationship with the Board.									X	
7.	Makes recommendations for employment or promotion of personnel with supporting data, and accepts responsibility for his/her recommendations. If the recommendation is rejected by the Board, he/she finds another person or alternative to recommend.									X	
8.	Accepts responsibility for maintaining liaison between the Board and personnel, working toward a high degree of understanding and respect between staff and Board.									X	
9.	Remains impartial toward Board members and treats them all equally.									X	
10.	Refrains from criticizing members of the Board.									X	
11.	Goes immediately and directly to the Board when he/she feels an honest, objective difference of opinion exists between him/her and any or all members of the Board, in an earnest effort to resolve such differences immediately.									X	
12.	Feels free to maintain his/her opposition to matters under discussion by the Board until an official decision has been reached, after which time he/she subordinates his/her own views to those of the Board.									X	
SUMMARY OF CATEGORY A											

COMMENTS:

Dr. Webb is respectful of Board Members while diligently seeking Board approval

106/12 = 8.8

Superintendent's Evaluation

B. Community Relationships

Responsibility		Unsatisfactory			Satisfactory			Commendable			Average Rank
		1	2	3	4	5	6	7	8	9	
13.	Gains respect and support of the community on the conduct of the school operation.							✓			
14.	Gives attention to problems and opinions of community groups and individuals.							✓			
15.	Solicits the opinions of community groups.							✓			
16.	Develops friendly and cooperative relationships with the news media.							✓			
17.	Participates actively in community life and affairs.							✓			
18.	Achieves status as a community leader in public education.							✓			
19.	Works effectively with public and private agencies.									✓	
SUMMARY OF CATEGORY B											

44/60 = 7.3

COMMENTS:

19 Dr. Webb established ^{successful} partnership with JFC, Raymond J. Wan ^{foundations} and Family Services, Mahon ^{of} Congress, the Mayor's Office, ^{and} increased the ^{level} of philanthropic ^{activities}. Need more web page upgrades. I personally like the Y-SD Y-Facts report.

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Superintendent's Evaluation

C. Staff and Personnel Relationships

Responsibility		Unsatisfactory			Satisfactory			Commendable			Average Rank
		1	2	3	4	5	6	7	8	9	
20.	Develops and executes sound personnel procedures and practices.							X			
21.	Develops good staff morale.							X			
22.	Develops support of public education and Youngstown City Schools.							X			
23.	Treats personnel fairly without favoritism or discrimination.										
24.	Insists on performance of duties.						X				
25.	Delegates authority to staff members appropriate to position each holds.								X		
26.	Recruits and assigns the best available personnel in terms of competencies.									X	
27.	Encourages participation of appropriate staff members and groups in planning, procedures, and policy interpretation.								X		
28.	Evaluates performance of staff members, giving commendation for good work as well as constructive suggestions for improvement.									X	
29.	Takes an active role in development of salary schedules for all personnel, and recommends to the Board the levels which within budgetary limitations will best serve the interest of the school system.								X		
30.	With the approval of the board, meets and confers with representatives of employee groups, upholding to the best of his/her ability and understanding the interest and will of the Board.							X			
SUMMARY OF CATEGORY C											

75/10 = 7.5

COMMENTS:

districtwide
 Dr Webb must ensure ~~fully~~ compliance with policy ~~included~~ but limited to dress code.
 Dr Webb met Board and Ohio Commission staff reduction approval.

Superintendent's Evaluation

D. Educational Leadership

Responsibility		Unsatisfactory			Satisfactory			Commendable			Average Rank
		1	2	3	4	5	6	7	8	9	
31.	Understands and keeps informed regarding all aspects of the instructional program.							X			
32.	Implements the District's philosophy of education.						X				
33.	Sets goals of achievements.						X				
34.	Participates with staff, Board, and community in studying and developing curriculum improvement.							X			
35.	Organizes a planned program of staff evaluation and improvement.							X			
36.	Provides democratic procedures in curriculum work, utilizing the abilities and talents of the entire professional staff and lay people of the community.						X				
37.	Inspires others to highest professional standards.						X				
38.	Keeps informed on needs of the school program, recommends and seeks adequate financing, and insists on efficient and economical implementation and operation.						X				
SUMMARY OF CATEGORY D											

51/8 = 6.4

COMMENTS:

Scantron, Governor initiative, Training Program
 After school, OGT intervention, math coaches
 Professional development, Nava Net, excellent examples
 of educational leadership.
 District wide need to raise learning expectations
 to achieve excellent ratings.

Superintendent's Evaluation

E. Personal Qualities

Responsibility		Unsatis- factory			Satis- factory			Commend- able			Average Rank
		1	2	3	4	5	6	7	8	9	
39.	Defends principle and conviction in the face of pressure and partisan influence.								X		
40.	Maintains high standards of ethics, honesty, and integrity in all personal and professional matters.							X			
41.	Earns respect and good standing among his/her professional colleagues.								X		
42.	Devotes his/her time and energy effectively to his/her job.							X		X	
43.	Demonstrates his/her ability to work well with individuals and groups.							X			
44.	Exercises good judgment and democratic processes in arriving at decisions.							X			
45.	Possesses and maintains the health and energy necessary to meet the responsibilities of his/her job.							X			
46.	Maintains poise and emotional stability in the full range of his/her professional activities.							X			
47.	Is suitably attired and groomed.						X				
48.	Writes clearly and concisely.							X			
49.	Uses language effectively in dealing with staff members, the Board, and the public.							X			
50.	Speaks well in front of large and small groups, expressing his/her ideas in a logical and forthright manner.							X			
51.	Thinks well on his/her feet when faced with an unexpected or disturbing turn of events in a large group meeting.								X		
52.	Maintains his/her professional development by reading, course work, conference attendance, works on professional committees, visiting other districts, and meeting with other superintendents.								X		
SUMMARY OF CATEGORY E											

44 / 13 = 7.2

COMMENTS:

Dr Webb personal qualities continues to be commendable

Superintendent's Evaluation

F. Business and Finance

Responsibility	Unsatisfactory			Satisfactory			Commendable			Average Rank
	1	2	3	4	5	6	7	8	9	
53. Keeps informed on needs of the school program -- plant, facilities, equipment, and supplies.							X			
54. Supervises operations, insisting on competent and efficient performance.							X			
55. Determines that funds are spent wisely, and adequate control and accounting are maintained.							X			
56. Evaluates financial needs and makes recommendations for adequate financing.							X			
SUMMARY OF CATEGORY F										

24/6 = 6

COMMENTS:

The Superintendent ^{successfully} negotiated 3 yrs pay freeze and to pay health care insurance. Also build of indoor garage, and downsized central air, classing and certified employees.

Superintendent's Evaluation

Specific Questions:

General Concerns:

Overall:
