

Dover School District

Superintendent Evaluation Process

Introduction

This document was developed collaboratively between the Dover School Board and the Superintendent of Schools as a foundation and framework for supporting the annual Superintendent evaluation process. Much of the material contained within has been derived from online resources provided by various states including the State of New Hampshire, the State of Massachusetts, the State of New York and with additional materials provided by the Council of School Superintendents.

The Dover School Board recognizes that we have a legal obligation to evaluate our superintendent annually. More importantly, we realize that it is one of the most important responsibilities of the school board. The evaluation is the instrument through which the board provides feedback to the superintendent, how (s)he is performing, whether its goals for the district are being achieved and what needs to be done if they are not. This evaluation format has been designed to reflect the current practice in education to use a rubric style evaluation to determine levels of performance for the superintendent. Each section contains particular indicators with specific criteria to rate the performance level. The levels are scored on a scale of highly effective, effective, developing, and ineffective.

A strong evaluation process will:

- Drive student achievement and school improvement
- Enhance the performance of the superintendent
- Focus the district on goals and priorities
- Lead to transparent measures of performance and reasonable targets to meet
- Clarify areas where the board-superintendent relationship can be improved
- Help foster a positive relationship between the school board and superintendent
- Demonstrates accomplishments of the district

The superintendent evaluation process is not a means to an end, but rather an ongoing and dynamic process.

How Do We Evaluate Objectively and Fairly?

Every evaluation process will include some level of subjectivity, but using effective tools and procedures will make the process more objective.

- Documentation.** Our evaluation is more than a checklist – it requires the careful consideration of supporting documentation, or evidence, to decide whether expectations have been met.
- Standards and Ratings.** Our evaluation requires board members to rate performance relative to agreed-upon standards. Completing

Recommendation

It is the responsibility of the school board to evaluate the performance of the superintendent.

No process or instrument is completely objective. There will always be some subjectivity, but every evaluation process should foster a fair analysis of the superintendent's performance.

Dover School District

Superintendent Evaluation Process

the evaluation is easier because each standard is linked to understandable performance indicators that can be considered when determining overall ratings.

- C. **Written Comments.** Written comments clarify the evaluation, providing the board an opportunity to deliver specific constructive criticism and praise. Written comments also provide the superintendent with useful information that (s)he can use to continually improve.
- D. **Evaluation Conferences.** Face-to-face meetings between the board and superintendent are essential. Meetings will occur to discuss evaluation standards, establish goals, determine modifications to the evaluation instruments and process, present supporting evidence, and to discuss the results collectively and collaboratively.

The Timeline

The superintendent evaluation is an ongoing process with a repeating cycle

TIMELINE FOR SUPERINTENDENT EVALUATION	
<i>Timeline</i>	<i>Action</i>
Summer	1. The board develops or confirms the vision, mission, annual goals and core values of the district.
Summer/Early Fall	2. The board and superintendent collectively define the superintendent's annual priority objectives in measurable targets to be completed in 12 months based on district goals/long-range plans. 3. The superintendent's professional development plan is reviewed with the board to support his/her goals for the coming year.
Fall	4. The board and superintendent review the superintendent's contract, job description, confirm the evaluation process (including a request for a superintendent self-evaluation), instrument, rating method and possible supporting documents/information/data to be used to measure performance. 5. The board chair and superintendent review the evaluation process and instrument with new board members.
Quarterly	6. The superintendent makes interim progress reports to the board on district goals and superintendent annual objectives, and/or the board conducts an informal mid-year formative performance assessment.
Spring	7. The superintendent conducts a self-assessment and gathers supporting evidence and provides it to board members. (Certain data may not be available at the time of the evaluation, therefore, the prior year's data may be used.) 8. Individual board members complete the evaluation instrument considering the superintendent's self-evaluation and submit their completed instrument to the board chair or designee to be compiled, according to district's procedures. 9. Shortly thereafter, board members meet in executive session to discuss their evaluation of the superintendent and determine the board's official evaluation rating and commentary. 10. The board's official evaluation document(s) is/are shared, clarified and discussed with the superintendent in executive session. Changes to the evaluation may be made as a result of the discussions. Professional development objectives will be included as a part of the final evaluation comment(s). 11. A copy of the evaluation final performance summary sheet is placed in the superintendent's personnel file.
Summer	12. Repeat cycle.

Dover School District

Superintendent Evaluation Process

Standards and Professional Practices Overview

This framework divides the standards into 4 categories with additional Professional Practices including:

- **Standard 1: Instructional Leadership.** The education leader promotes the learning and growth of all students and the success of all staff by cultivating a shared vision that makes powerful teaching and learning the central focus of schooling.
 - **Professional Practice 1-A. Curriculum:** Ensures that all instructional staff design effective and rigorous standards-based units of instruction consisting of well-structured lessons with measurable outcomes.
 - **Professional Practice 1-B. Instruction:** Ensures that practices in all settings reflect high expectations regarding content and quality of effort and work, engage all students, and are personalized to accommodate diverse learning styles, needs, interests, and levels of readiness.
 - **Professional Practice 1-C. Assessment:** Ensures that all principals and administrators facilitate practices that propel personnel to use a variety of formal and informal methods and assessments to measure student learning, growth, and understanding and make necessary adjustments to their practice when students are not learning.
 - **Professional Practice 1-D. Evaluation:** Provides effective and timely supervision and evaluation of all staff in alignment with state regulations and contract provisions.
 - **Professional Practice 1-E. Data-Informed Decision Making:** Uses multiple sources of evidence related to student learning, including state, district, and school assessment results and growth data, to inform school and district goals and improve organizational performance, educator effectiveness, and student learning.
- **Standard 2: Management and Operations.** Promotes the learning and growth of all students and the success of all staff by ensuring a safe, efficient, and effective learning environment, using resources to implement appropriate curriculum, staffing, and scheduling.
 - **Professional Practice 2-A. Environment:** Develops and executes effective plans, procedures, routines, and operational systems to address a full range of safety, health, and emotional and social needs.
 - **Professional Practice 2-B. Human Resources Management and Development:** Implements a cohesive approach to recruitment, hiring, induction, development, and career growth that promotes high-quality and effective practice.
 - **Professional Practice 2-C. Scheduling and Management Information Systems:** Uses systems to ensure optimal use of data and time for teaching, learning, and collaboration, minimizing disruptions and distractions for school-level staff.
 - **Professional Practice 2-D. Laws, Ethics, and Policies:** Understands and complies with state and federal laws and mandates, school committee policies, collective bargaining agreements, and ethical guidelines.
 - **Professional Practice 2-E. Fiscal Systems:** Develops a budget that supports the district's vision, mission, and goals; allocates and manages expenditures consistent with district- and school-level goals and available resources.

Dover School District

Superintendent Evaluation Process

- **Standard 3: Family and Community Engagement.** Promotes the learning and growth of all students and the success of all staff through effective partnerships with families, community organizations, and other stakeholders that support the mission of the school and district.
 - **Professional Practice 3-A. Engagement:** Actively ensures that all families are welcome members of the classroom and school community and can contribute to the effectiveness of the classroom, school, district and community.
 - **Professional Practice 3-B. Sharing Responsibility:** Continuously collaborates with families and community stakeholders to support student learning and development at home, school, and in the community.
 - **Professional Practice 3-C. Communication:** Engages in regular, two-way, culturally proficient communication with families and community stakeholders about student learning and performance.
 - **Professional Practice 3-D. Family Concerns:** Addresses family and community concerns in an equitable, effective, and efficient manner.
- **Standard 4: Professional Culture.** Promotes success for all students by nurturing and sustaining a school culture of reflective practice, high expectations, and continuous learning for staff.
 - **Professional Practice 4-A. Commitment to High Standards:** Fosters a shared commitment to high standards of service, teaching and learning with high expectations for achievement for all.
 - **Professional Practice 4-B. Cultural Proficiency:** Ensures that policies and practices enable staff members and students to interact effectively in a culturally diverse environment in which students' backgrounds, identities, strengths, and challenges are respected.
 - **Professional Practice 4-C. Communications:** Demonstrates strong interpersonal, written and verbal communication skills
 - **Professional Practice 4-D. Continuous Learning:** Develops and nurtures a culture in which staff members are reflective about their practice and use student data, current research, best practices and theory to continuously adapt practice and achieve improved results. Models these behaviors in the administrator's own practice.
 - **Professional Practice 4-E. Shared Vision:** Continuously engages all stakeholders in the creation of a shared educational vision in which every student is prepared to succeed in postsecondary education and become a responsible citizen and global contributor.
 - **Professional Practice 4-F. Managing Conflict:** Employs strategies for responding to disagreement and dissent, constructively resolving conflict and building consensus throughout a district or school community.

Dover School District

Superintendent Evaluation Process

Standards, Professional Practices, Elements and Ratings

Standard 1: Instructional Leadership. The education leader promotes the learning and growth of all students and the success of all staff by cultivating a shared vision that makes powerful teaching and learning the central focus of schooling.

Professional Practice 1-A. Curriculum: Ensures that all instructional staff design effective and rigorous standards-based units of instruction consisting of well-structured lessons with measurable outcomes.				
ELEMENTS	UNSATISFACTORY	NEEDS IMPROVEMENT	PROFICIENT	EXEMPLARY
1-A-1. Standards-Based Unit Design	Does not set the expectation that administrators use effective strategies for ensuring development of well-designed standards-based units, provide adequate resources or support for this activity, and/or monitor or assess progress.	Provides limited training and/or support to administrators to employ effective strategies for ensuring well-designed standards-based units. May sometimes monitor and assess progress and provide feedback.	Provides support and assistance for administrators to learn and employ effective strategies for ensuring that educators and educator teams design standards-based units with measurable outcomes and challenging tasks requiring higher-order thinking. Frequently monitors and assesses progress, providing feedback as necessary.	Empowers administrators to employ strategies that empower staff to create rigorous standards-based units of instruction that are aligned across grade levels and content areas. Continually monitors and assesses progress, provides feedback, and connects administrators to additional supports as needed. Is able to model this element.
1-A-2. Lesson Development Support	Does not state expectations for administrators that they establish effective strategies to ensure development of well-structured lessons, does not provide training or support, and/or does not discriminate between strong and weak strategies for ensuring effective lesson-planning practices.	Provides limited training to administrators on how to establish effective strategies for ensuring that educators develop well-structured lessons and/or does not consistently identify and/or address patterns when there is evidence of a weak strategy being employed.	Supports administrators to learn and establish effective strategies for ensuring that educators develop well-structured lessons with challenging, measurable objectives and appropriate student engagement strategies, pacing, sequence, activities, materials, technologies, and grouping.	Supports administrators to collaborate on developing strategies that enable educators to consistently develop series of interconnected, well-structured lessons with challenging objectives and appropriate student engagement strategies, pacing, sequence, materials, and grouping and identifies specific exemplars and resources in each area. Is able to model this element.

Dover School District

Superintendent Evaluation Process

Professional Practice 1-B. Instruction: Ensures that practices in all settings reflect high expectations regarding content and quality of effort and work, engage all students, and are personalized to accommodate diverse learning styles, needs, interests, and levels of readiness.				
ELEMENTS	UNSATISFACTORY	NEEDS IMPROVEMENT	PROFICIENT	EXEMPLARY
1-B-1. Instructional Practices	Does not look for evidence of and/or cannot accurately identify ways that principals identify effective teaching strategies when the principals observe practice and review unit plans.	While the superintendent may observe principal practice and artifacts, s/he only occasionally looks for evidence that principals are identifying effective teaching strategies and practices when they observe practice and review unit plans.	While observing principal practice and artifacts, ensures that principals identify a variety of effective teaching strategies and practices when they observe practice and review unit plans.	While observing principal practice and artifacts, ensures that principals know and employ effective strategies and practices for helping educators improve instructional practice. Is able to model this element.
1-B-2. Quality of Effort and Work	Does not set high expectations for the quality of content, student effort, and/or student work district-wide, or expectations are inappropriate.	May set high expectations for the quality of content, student effort, and student work district-wide, but allows expectations to be inconsistently applied across the district.	Sets and models high expectations for the quality of content, student effort, and student work districtwide and supports administrators to uphold these expectations consistently.	Sets and models high expectations for the quality of content, student effort, and student work district-wide and empowers administrators, educators and students to uphold these expectations consistently. Is able to model this element.
1-B-3. Diverse Learners' Needs	Does not look for evidence of and/or cannot accurately identify ways that principals identify effective teaching strategies and practices that are appropriate for diverse learners.	While the superintendent may observe principal practice, s/he only occasionally looks for evidence that principals are identifying effective teaching strategies and practices that are appropriate for diverse learners when they observe practices and review unit plans.	While observing principal practice, ensures that principals look for and identify a variety of teaching strategies and practices that are effective with diverse learners when they observe practices and review unit plans.	Employs strategies that ensure that principals know and consistently identify teaching strategies and practices that are meeting the needs of diverse learners while teaching their content. Is able to model this element.

Dover School District

Superintendent Evaluation Process

Professional Practice 1-C. Assessment: Ensures that all principals and administrators facilitate practices that propel personnel to use a variety of formal and informal methods and assessments to measure student learning, growth, and understanding and make necessary adjustments to their practice when students are not learning.

ELEMENTS	UNSATISFACTORY	NEEDS IMPROVEMENT	PROFICIENT	EXEMPLARY
1-C-1. Variety of Assessments	Does not communicate or monitor a strategy for assessments, leaving it up to administrators to design and implement their own strategies.	Provides administrators with some formal assessment options and suggests that they coordinate their assessment practices within their teams and include a variety of assessments but does not monitor this practice.	Supports administrator teams to use a variety of formal and informal methods and assessments, including common interim assessments that are aligned across grade levels and subject areas.	Leads administrator teams to develop and implement a comprehensive assessment strategy that includes ongoing informal assessment and common interim assessments that are aligned across grade levels and subject areas. Is able to model this element.
1-C-2. Adjustment to Practice	Does not encourage or facilitate administrator teams to review assessment data.	Suggests that administrator teams meet to review data and plan for adjustments and interventions but inconsistently monitors this practice.	Provides the resources for planning time and effective support for administrator teams to review assessment data and identify appropriate interventions and adjustments to practice. Monitors administrators' efforts and successes in this area.	Leads, plans, facilitates, and supports administrator team review meetings after each round of assessments. Monitors teams' plans, adjustments to instruction, and outcomes and shares lessons learned with others. Is able to model this element.

Dover School District

Superintendent Evaluation Process

Professional Practice 1-D. Evaluation: Provides effective and timely supervision and evaluation of all staff in alignment with state regulations and contract provisions.				
ELEMENTS	UNSATISFACTORY	NEEDS IMPROVEMENT	PROFICIENT	EXEMPLARY
1-D-1. Educator Goals	Does not support administrators to develop professional practice, student learning and/or district/school improvement goals, review the goals for quality, and/or support administrators in attaining goals.	Supports administrators and administrator teams to develop professional practice, student learning and, where appropriate, district/school improvement goals but does not consistently review them for quality and/or monitor progress.	Supports administrators and administrator teams to develop and attain meaningful, actionable, and measurable professional practice, student learning, and where appropriate, district/school improvement goals.	Supports administrators and administrator teams to develop and attain meaningful, actionable, and measurable professional practice, student learning and district/school improvement goals and models this process through the superintendent's own evaluation process and goals. Is able to model this element.
1-D-2. Observations and Feedback	Rarely conducts visits to observe principal practice and/or does not provide honest feedback to administrators who are not performing proficiently.	Makes infrequent unannounced visits to schools to observe principal practice, rarely provides feedback that is specific and constructive for administrators, and/or critiques struggling administrators without providing support to improve their performance.	Typically makes at least three unannounced visits to each school to observe principal practice every year and provides targeted constructive feedback to all administrators. Acknowledges effective practice and provides redirection and support for those whose practice is less than <i>Proficient</i> .	Makes unannounced visits to schools throughout the year to observe administrator practice and provides targeted constructive feedback to all administrators. Engages with all in conversations with all administrators about improvement, celebrates effective practice, and provides targeted support to administrators whose practice is less than <i>Proficient</i> . Is able to model this element.
1-D-3. Ratings	Assigns ratings for performance, goal attainment, and impact on student learning without collecting and analyzing sufficient and/or appropriate data or does not assign ratings for some administrators.	Assigns ratings for performance, goal attainment, and impact on student learning in a way that is not consistently transparent to administrators.	Exercises sound and reliable judgment in assigning ratings for performance, goal attainment, and impact on student learning and ensures that administrators understand why they received their ratings.	Exercises sound and reliable judgment in assigning ratings for performance, goal attainment, and impact on student learning. Ensures that administrators understand in detail why they received their ratings and provides effective support around this practice. Is able to model this element.

Dover School District

Superintendent Evaluation Process

Professional Practice 1-D. Evaluation: Provides effective and timely supervision and evaluation of all staff in alignment with state regulations and contract provisions.				
ELEMENTS	UNSATISFACTORY	NEEDS IMPROVEMENT	PROFICIENT	EXEMPLARY
1-D-4. Alignment Review	Does not review alignment between judgment about practice and data about student learning when evaluating and rating administrators.	Occasionally reviews alignment between judgment about practice and student learning data.	Consistently reviews alignment between judgment about practice and student learning data and provides guidance to administrators to make informed decisions about educator support and evaluation based upon this review.	Studies alignment between judgment about practice and data about student learning when evaluating and rating administrators and provides effective support around this practice. Is able to model this element.

Professional Practice 1-E. Data-Informed Decision Making: Uses multiple sources of evidence related to student learning, including state, district, and school assessment results and growth data, to inform school and district goals and improve organizational performance, educator effectiveness, and student learning.				
ELEMENTS	UNSATISFACTORY	NEEDS IMPROVEMENT	PROFICIENT	EXEMPLARY
1-E-1. Knowledge and Use of Data	Relies on too few data sources to represent the full picture of school or district performance, and/or does not analyze the data accurately.	May work with administrators to identify multiple sources of student learning data, but these data do not provide multiple perspectives on performance, and/or analysis of the data is sometimes inaccurate.	Guides administrators and supports them in identifying a range of appropriate data sources and effectively analyze the data for decision-making purposes.	Leads administrator teams to identify a range of appropriate data sources, including non-traditional information that offers a unique perspective on school and district performance, and models effective data analysis for staff. Is able to model this element.
1-E-2. School and District Goals	Gathers limited information on school and district strengths and weaknesses and/or does not use these data to inform district plans or actions.	Assesses school and district strengths and weaknesses using data that are not carefully analyzed and/or writes an unfocused strategic plan.	Uses data to accurately assess school and district strengths and areas for improvement to inform the creation of focused, measurable district goals. Provides support to principals in their efforts to create focused, measurable school goals.	Involves stakeholders in a comprehensive diagnosis of school and district strengths and weaknesses using appropriate data, and leads a collaborative process to develop a focused, results-oriented strategic plan with annual goals. Is able to model this element.

Dover School District

Superintendent Evaluation Process

Professional Practice 1-E. Data-Informed Decision Making: Uses multiple sources of evidence related to student learning, including state, district, and school assessment results and growth data, to inform school and district goals and improve organizational performance, educator effectiveness, and student learning.

ELEMENTS	UNSATISFACTORY	NEEDS IMPROVEMENT	PROFICIENT	EXEMPLARY
1-E-3. Improvement of Performance, Effectiveness, and Learning	Does not share assessment data with administrators or provide them with resources and support to use data to make adjustments to school or district plans, and/or model appropriate data analysis strategies.	Shares limited data with administrators to identify student and/or educator subgroups that need support; provides limited assistance to administrator teams in using data to improve performance.	Uses multiple data sources to evaluate administrator and district performance. Provides administrators and administrator teams with the resources and support to disaggregate assessment data and assists them in identifying students who need additional support.	Uses multiple data sources to evaluate administrator and district performance. Provides administrators and administrator teams with the resources and support to disaggregate assessment data and assists them in identifying students who need additional support. Empowers educators to use a range of data sources to pinpoint areas for their own and schoolwide improvement. Is able to model this element.

Possible Data Sources & Documents:

- Sample Lesson Plans
- District strategic plan
- School improvement plan
- Professional development plans based on data (e.g., student performance, teacher working conditions survey)
- Leadership team agenda
- Student performance goals
- Student performance data
- Use of formative assessment to impact instruction
- Number of principal and teacher improvement plans (PIP, TIP)
- Graduation rates, % of students going to college

Dover School District

Superintendent Evaluation Process

Standard 2: Management and Operations. Promotes the learning and growth of all students and the success of all staff by ensuring a safe, efficient, and effective learning environment, using resources to implement appropriate curriculum, staffing, and scheduling.

Professional Practice 2-A. Environment: Develops and executes effective plans, procedures, routines, and operational systems to address a full range of safety, health, and emotional and social needs.				
ELEMENTS	UNSATISFACTORY	NEEDS IMPROVEMENT	PROFICIENT	EXEMPLARY
2-A-1. Plans, Procedures, and Routines	Does not organize the district effectively for orderly and efficient movement of students.	May establish plans, procedures, and routines to guide administrators, but student entry, dismissal, meals, class transitions, assemblies, and recess are not consistently orderly and/or efficient.	Develops systems, plans, procedures, and routines for administrators to implement that generally ensure orderly and efficient student entry, dismissal, meals, class transitions, assemblies, and recess.	Establishes systems, plans, procedures, and routines that empower administrators, students and staff to implement orderly and efficient student entry, dismissal, meals, class transitions, assemblies, and recess. Is able to model this element.
2-A-2. Operational Systems	Fails to establish systems and procedures to support custodial and/or other staff, so that the campus is not generally clean, attractive, welcoming, and/or safe.	Develops systems and procedures that result in inconsistent supervision and/or support of custodial and other staff, resulting in a campus that is not consistently clean, attractive, welcoming, or safe.	Develops systems and procedures for the effective supervision and support of custodial, clerical, food services, and other staff effectively so that the campus is clean, attractive, welcoming, and safe.	Creates and maintains a district environment in which custodial and other staff take personal responsibility for keeping the campus clean, attractive, welcoming, and safe. Is able to model this element.
2-A-3. Student Safety, Health, and Social and Emotional Needs	Does not develop consistent procedures for student discipline; district disciplinary practice varies from school to school; often tolerates discipline violations and/or enforces district policies or procedures inconsistently.	May urge administrators to demand good student behavior but allows varying standards to exist in different schools. Supervises and supports administrators in addressing student discipline and bullying matters on a case-by-case basis in the absence of a system of procedures and consequences.	Supports administrator teams in developing systems and procedures for positive student behavior; models high expectations for student behavior and provides appropriate training for administrators to uphold these expectations. Establishes district-wide routines and consequences, including policies and systems to prevent and address bullying and other behaviors that threaten students' social and emotional well-being.	Guides administrators and teams to develop practices that consistently showcase high expectations for student behavior and invest staff and students in upholding these expectations. Successfully implements district-wide routines and consequences such that students take ownership over addressing bullying and other behaviors that threaten students' social and emotional well-being. Is able to model this element.

Dover School District

Superintendent Evaluation Process

Professional Practice 2-B. Human Resources Management and Development: Implements a cohesive approach to recruitment, hiring, induction, development, and career growth that promotes high-quality and effective practice.				
ELEMENTS	UNSATISFACTORY	NEEDS IMPROVEMENT	PROFICIENT	EXEMPLARY
2-B-1. Recruitment and Hiring Strategies	Does not successfully lead the recruitment and hiring process.	Leads the recruitment and hiring process but does not consistently identify effective administrators and educators.	Leads the district's recruitment and hiring process and, through it, consistently identifies effective administrators and educators who share the district's mission.	Consistently identifies effective administrators and educators who share the district's mission. Empowers administrators and faculty members to share in a structured, consistent interview process. Is able to model this element.
2-B-2. Induction, Professional Development, and Career Growth Strategies	Does not support new administrators, provide guidance to them to support educators, organize high-quality job-embedded professional development, and/or support the career growth of effective educators.	Develops only a limited district-wide induction program for new administrators and teachers and/or inconsistently implements the district's induction strategy; organizes job-embedded professional development that is not consistently high quality or aligned with goals; and/or does not consistently support effective administrators' and educators' career growth. Does not establish criteria for the awarding of professional status.	Develops district-wide induction support for new administrators and teachers and/or faithfully implements the district's induction strategy; organizes high-quality job-embedded professional development aligned with district goals; and supports the career growth of effective professional personnel by distributing leadership tasks, developing criteria for the awarding of professional status, and monitoring progress and development.	Facilitates the administrator-led design and implementation of induction support, job-embedded professional development, and career growth support all of which are aligned with district goals; are consistently viewed by professional personnel as effective and helpful, and provide multiple opportunities for administrator and educator growth and learning. Leads the administrator team in developing district criteria for the awarding of professional status. Is able to model this element.

Dover School District

Superintendent Evaluation Process

Professional Practice 2-C. Scheduling and Management Information Systems: Uses systems to ensure optimal use of data and time for teaching, learning, and collaboration, minimizing disruptions and distractions for school-level staff.				
ELEMENTS	UNSATISFACTORY	NEEDS IMPROVEMENT	PROFICIENT	EXEMPLARY
2-C-1. Time for Teaching and Learning	Does little to minimize disruptions to instructional time and minimize disruptions and distractions for school-level staff, including principals.	Generally acts to minimize disruptions to instructional time and minimize disruptions and distractions for school-level staff, including principals.	Creates schedules, procedures and related systems that maximize instructional time and minimize school day disruptions and distractions for school-level staff, including principals; and consistently monitors the extent to which these systems are effective.	Empowers administrators and teams to contribute to the design and monitoring of district systems that maximize instructional time and minimize disruptions and distractions for all school-level staff. Is able to model this element.
2-C-2. Time for Collaboration	Sets unrealistic expectations for administrator team meetings if at all and/or does not create a schedule that provides adequate meeting time for teams. Does not work to prevent or deflect time-wasting activities. Does not establish norms for the administrator team meetings.	Sets inconsistent expectations for administrator team meetings and/or creates a schedule that only provides adequate meeting time for some team meetings. Works to prevent or deflect activities with limited success. Norms for team behavior are unclear and/or not consistently practiced.	Sets expectations for administrator team meetings and creates a schedule that provides sufficient meeting time for all team meetings. Prevents or deflects activities that interfere with administrators' ability to focus on the agenda during team time. Establishes norms for effective team behavior.	Is transparent and forthcoming about expectations for all administrator team meetings; creates and implements a schedule that maximizes meeting time for all team members. Collaborates with team members to develop team norms. Is able to model this element.

Professional Practice 2-D. Laws, Ethics, and Policies: Understands and complies with state and federal laws and mandates, school committee policies, collective bargaining agreements, and ethical guidelines.				
ELEMENTS	UNSATISFACTORY	NEEDS IMPROVEMENT	PROFICIENT	EXEMPLARY
2-D-1. Laws and Policies	Demonstrates lack of awareness or consistent non-compliance with some or all state and federal laws and mandates, school committee policies, or collective bargaining agreements.	May know state and federal laws and mandates, school committee policies, and collective bargaining agreements, but inconsistently complies with some laws or policies.	Understands and complies with state and federal laws and mandates, school committee policies, and collective bargaining agreements. Provides the resources and support to ensure district-wide compliance.	Provides the resources and support for all school personnel to understand and comply with state and federal laws and mandates, school committee policies, and collective bargaining agreements. Is able to model this element.

Dover School District

Superintendent Evaluation Process

Professional Practice 2-D. Laws, Ethics, and Policies: Understands and complies with state and federal laws and mandates, school committee policies, collective bargaining agreements, and ethical guidelines.

ELEMENTS	UNSATISFACTORY	NEEDS IMPROVEMENT	PROFICIENT	EXEMPLARY
2-D-2. Ethical Behavior	Demonstrates lack of sound judgment reflecting integrity and fairness and/or does not adequately protect administrator, student, family, and/or staff confidentiality.	Generally demonstrates sound judgment reflecting integrity and fairness with occasional lapses in judgment and/or does not always protect administrator, student, family, and staff confidentiality appropriately.	Reliably demonstrates sound judgment reflecting integrity and fairness; protects administrator, student, family, and staff confidentiality appropriately; and expects all district personnel to reflect this practice.	Reliably demonstrates sound judgment reflecting integrity and fairness; protects administrator, student, family, and staff confidentiality appropriately. Effectively supports all staff to do both as well. Is able to model this element.

Professional Practice 2-E. Fiscal Systems: Develops a budget that supports the district's vision, mission, and goals; allocates and manages expenditures consistent with district- and school-level goals and available resources.

ELEMENTS	UNSATISFACTORY	NEEDS IMPROVEMENT	PROFICIENT	EXEMPLARY
2-E-1. Fiscal Systems	Builds a budget that does not align with the district's goals or mismanages available resources.	Develops a budget that loosely aligns with the district's vision, mission, and goals or inconsistently manages expenditures and available resources.	Develops a budget that aligns with the district's vision, mission, and goals. Allocates and manages expenditures consistent with district/school-level goals and available resources.	Leads the administrator team to develop a district budget that aligns with the district's vision, mission, and goals with supporting rationale; uses budget limitations to create new opportunities for improvement, when possible; allocates and manages expenditures consistent with district/school-level goals; and seeks alternate funding sources as needed. Is able to model this element.

Dover School District

Superintendent Evaluation Process

Possible Data Sources & Documents:

- District strategic plan
- Number of teachers with National Board Certification and graduate/advanced level licensure
- Teacher, school executive, and staff diversity
- Recruitment and retention data
- Assessment of professional development on the impact of student learning
- Technology plan
- 3-5 year financial plan
- External audit
- 3-5 year capital plan
- End of year budget status report
- Staff attendance rates and turnover
- Construction projects timelines and budgets
- District leadership development and succession plan
- Parent, community, and staff survey data
- Teacher, school executive, and staff retention data
- Ability to confront conflict and build consensus
- Shared decision making
- Outreach efforts
- School board policies
- Minutes and reports
- Office of Civil Rights data on discipline
- Superintendent's performance goals

Dover School District

Superintendent Evaluation Process

Standard 3: Family and Community Engagement. Promotes the learning and growth of all students and the success of all staff through effective partnerships with families, community organizations, and other stakeholders that support the mission of the school and district.

Professional Practice 3-A. Engagement: Actively ensures that all families are welcome members of the classroom and school community and can contribute to the effectiveness of the classroom, school, district and community.

ELEMENTS	UNSATISFACTORY	NEEDS IMPROVEMENT	PROFICIENT	EXEMPLARY
3-A-1. Family Engagement	Does little to welcome families as members of the district, classroom or school community or tolerates an environment that is unwelcoming to some families.	May provide some resources and support and make some attempts to welcome families as members of the district, classroom and school community but does not consistently use culturally sensitive practices and/or work to identify and remove barriers to family involvement.	Provides resources and support for all personnel to use culturally sensitive practices to ensure that all families are welcome and can contribute to the district, classroom, school and community's effectiveness. Works with administrators to identify and remove barriers to families' involvement, including families whose home language is not English.	Provides resources and support for all personnel to use culturally sensitive practices and successfully engages most families, ensuring that all families are welcome and can contribute to district, classroom, school, and community effectiveness. Works with administrators, families, and organizations to identify and remove barriers to family involvement, including families whose home language is not English. Is able to model this element.
3-A-2. Community and Business Engagement	Limits work to the immediate context of the schools. Does not make efforts to reach out to community organizations, community members, or businesses that could otherwise contribute to district effectiveness.	Engages some community organizations, community members, and/or businesses in annual district events but does not make efforts to increase their involvement to maximize community contributions for district effectiveness.	Establishes ongoing relationships with community organizations, community members, and businesses. Engages them to increase their involvement to maximize community contributions for district effectiveness.	Establishes strategic partnerships with community organizations, community members, and businesses that improve district effectiveness. Works to increase the types and number of organizations with whom the district partners in order to deepen relationships and increase partner contribution. Is able to model this element.

Dover School District

Superintendent Evaluation Process

Professional Practice 3-B. Sharing Responsibility: Continuously collaborates with families and community stakeholders to support student learning and development at home, school, and in the community.				
ELEMENTS	UNSATISFACTORY	NEEDS IMPROVEMENT	PROFICIENT	EXEMPLARY
3-B-1. Student Support	Does not work with administrators to support educators to identify student needs, does not work with administrators to support families to address student needs, and/or does not draw upon internal or external resources.	Asks administrators to identify students struggling academically or behaviorally and/or work with a limited number of families to address student needs, utilizing a limited set of resources.	Provides resources and support to enable administrators and educators to identify each student's academic, social, emotional, and behavioral needs, including students with disabilities and English learners. Collaborates with administrators to support families to address student needs, utilizing resources within and outside of the district.	Provides resources and support to enable administrators and educators to identify each student's academic, social, emotional, and behavioral needs, including students with disabilities and English learners. Collaborates with administrators to support families to effectively address student needs and prevent further challenges, connecting students with a network of resources within and outside the district. Is able to model this element.
3-B-2. Family Collaboration	Does not set clear expectations or provide support for administrators to regularly communicate with families on ways to support their children's learning at home and at school.	Sets general expectations and provides occasional support for administrators to engage families in supporting their children's learning at school and at home and/or supporting their children with disabilities or limited English proficiency.	Sets clear expectations for and supports administrators to regularly engage families in supporting learning at school and home, including appropriate adaptation for students with disabilities or limited English proficiency.	Sets clear expectations and provides differentiated resources to support administrators to consistently and regularly engage all families in supporting their children's learning at school and home, including families and children with limited English proficiency and/or children with disabilities. Is able to model this element.

Dover School District

Superintendent Evaluation Process

Professional Practice 3-C. Communication: Engages in regular, two-way, culturally proficient communication with families and community stakeholders about student learning and performance.				
ELEMENTS	UNSATISFACTORY	NEEDS IMPROVEMENT	PROFICIENT	EXEMPLARY
3-C-1. Two-Way Communication	Does not set clear expectations for or provide support to administrators to communicate with families. District communication regarding student learning and performance primarily occurs through school report cards.	May set expectations for and provide limited support to administrators to communicate with families but does not stress the importance of two-way communication channels. District communication regarding student learning and performance primarily occurs through school newsletters and other one-way media.	Sets clear expectations for and provides support to administrators to communicate regularly with families using two-way communication channels, including careful and prompt response to communications from families. Supports administrators to maximize the number of face-to-face family/teacher interactions.	Sets clear expectations for and provides differentiated support to ensure that all administrators design and implement frequent personalized communications, respond carefully and promptly to communications from families, and solicit feedback from families that informs improvement to communication plans. Is able to model this element.
3-C-2. Culturally Proficient Communication	Does not set clear expectations for or provide support to administrators regarding culturally sensitive communication and/or allows inappropriate disrespectful communication with families that ignores different family cultural norms.	May set expectations for administrators regarding culturally sensitive communication but does not provide support to them; and/or occasionally communicates in ways that are culturally insensitive to some families' home language, culture, and values.	Sets clear expectations for and provides support to administrators regarding culturally sensitive communication. Ensures that district-wide communication with families is always respectful and demonstrates understanding of and sensitivity to different families' home language, culture, and values.	Sets clear expectations for, models, and provides differentiated support regarding culturally sensitive communication. Ensures that district-wide communication with families is always respectful and demonstrates understanding and appreciation of different families' home language, culture, and values. Is able to model this element.

Dover School District

Superintendent Evaluation Process

Professional Practice 3-D. Family Concerns: Addresses family and community concerns in an equitable, effective, and efficient manner.				
ELEMENTS	UNSATISFACTORY	NEEDS IMPROVEMENT	PROFICIENT	EXEMPLARY
3-D-1. Family Concerns	Fails to provide systems and support for personnel to consistently reach out to families in response to concerns, and agreed-upon solutions are often not in the best interest of students.	May systems and support to address concerns with families as they arise, but agreed-upon solutions are not always in the best interest of students.	Provides systems, and support for administrators to reach out to families as concerns arise and works to reach equitable solutions in the best interest of students.	Provides system and support for all school personnel to reach out to families proactively, as soon as concerns arise. Effectively reaches equitable solutions that satisfy families, faculty, and staff and are in the best interest of students. Is able to model this element.

Possible Data Sources & Documents:

- Survey results from parents and other community leaders
- Policy and procedure documents for internal communications
- Visible support for district goals and priorities from community leaders, such as educational foundation activities, civic club scholarships, etc.
- Partnership agreements and other documents to support collaborative efforts to achieve school district goals and priorities
- Accounts of school and district accomplishments in various forms of public media
- District website
- Newsletters and other public engagement documents designed to strengthen connections to the community
- Membership and participation with community organizations (e.g., PTA)
- Community college/university partnerships, collaborative projects, and professional development initiatives
- Attendance at community/school events

Dover School District

Superintendent Evaluation Process

Standard 4: Professional Culture. Promotes success for all students by nurturing and sustaining a school culture of reflective practice, high expectations, and continuous learning for staff.

Professional Practice 4-A. Commitment to High Standards: Fosters a shared commitment to high standards of service, teaching and learning with high expectations for achievement for all.				
ELEMENTS	UNSATISFACTORY	NEEDS IMPROVEMENT	PROFICIENT	EXEMPLARY
4-A-1. Commitment to High Standards	Does not encourage high standards of teaching and learning or high expectations for achievement with the administrator team, and/or may demonstrate low expectations for faculty and staff.	May ask administrators for commitment to high standards of teaching and learning with high expectations for achievement for all but does not support and/or model it.	Fosters a shared commitment to high standards of teaching and learning, for all administrators, with high expectations for achievement for all.	Leads administrators in developing a shared commitment to high standards of teaching and learning with high expectations for achievement for all. Revisits and renews commitment with administrator team regularly. Is able to model this element.
4-A-2. Mission and Core Values	Does not develop core values and mission statements for the school.	May develop core values and mission statements but rarely uses them to guide decision making.	Develops, promotes, and models commitment to core values that guide the development of a succinct, results-oriented mission statement and ongoing decision making.	Leads administrators to develop core values and mission statements, share these statements with families and the school district community, and use them to guide decision making. Is able to model this element.
4-A-3. Meetings	Leads administrator meetings that lack clear purpose and/or are primarily used for one-way informational updates.	May lead administrator meetings that include both one-way informational updates and participatory activities focused on matters of consequence, but does not clearly establish norms.	Plans and leads well-run and engaging administrator meetings that have clear purpose, focus on matters of consequence, and engage participants in a thoughtful and productive series of conversations and deliberations. Establishes clear norms for administrator team behavior.	Plans and facilitates engaging administrator team meetings in which small groups of administrators learn together and create solutions to instructional leadership issues. Team has established norms for behavior and consistently adheres to them. Consistently evaluates the effectiveness of the administrator team meetings. Is able to model this element.

Dover School District

Superintendent Evaluation Process

Professional Practice 4-B. Cultural Proficiency: Ensures that policies and practices enable staff members and students to interact effectively in a culturally diverse environment in which students' backgrounds, identities, strengths, and challenges are respected.				
ELEMENTS	UNSATISFACTORY	NEEDS IMPROVEMENT	PROFICIENT	EXEMPLARY
4-B-1. Policies and Practices	Develops and implements culturally insensitive or inappropriate policies, does not support administrators and staff in building cultural proficiency, and/or creates a culture that minimizes the importance of individual differences.	Takes pride in having a diverse administration, faculty and/or student body, but some policies are not culturally sensitive; and/or provides limited resources for administrators to support the development of cultural proficiency.	Develops and implements culturally sensitive policies that acknowledge the diverse backgrounds, identities, strengths, and challenges of administrators, students and staff. Provides administrators with relevant resources to support them in building cultural proficiency and promotes a culture that affirms individual differences.	Leads stakeholders to develop and implement culturally sensitive policies that acknowledge the diverse backgrounds, identities, strengths, and challenges of administrators, students and staff. Empowers administrators with time, resources, and support to build cultural proficiency and collaborates with community members to create a culture that affirms individual differences. Is able to model this element.

Professional Practice 4-C. Communications: Demonstrates strong interpersonal, written and verbal communication skills.				
ELEMENTS	UNSATISFACTORY	NEEDS IMPROVEMENT	PROFICIENT	EXEMPLARY
4-C-1. Communication Skills	Demonstrates ineffectual interpersonal, written, or verbal communication skills at times.	May demonstrate adequate interpersonal, written, and verbal communication skills but sometimes makes grammatical errors or has difficulty expressing ideas to stakeholders.	Demonstrates strong interpersonal, written, and verbal communication skills.	Demonstrates strong context- and audience-specific interpersonal, written, and verbal communication skills. Is able to model this element.

Dover School District

Superintendent Evaluation Process

Professional Practice 4-D. Continuous Learning: Develops and nurtures a culture in which staff members are reflective about their practice and use student data, current research, best practices and theory to continuously adapt practice and achieve improved results. Models these behaviors in the administrator's own practice.

ELEMENTS	UNSATISFACTORY	NEEDS IMPROVEMENT	PROFICIENT	EXEMPLARY
4-D-1. Continuous Learning of Staff	Accepts the practice of administrators working largely in isolation, without consideration of data and best practices, and/or discourages reflection among administrators, faculty and staff.	May encourage administrators to reflect on the effectiveness of interactions with faculty and students and to use data and best practices to adapt practice but does not support administrators in these practices.	Leads all administrators and teams to reflect on the effectiveness of interactions with faculty and students. Ensures that administrators use data, research, and best practices to adapt practice to achieve improved results.	Models for administrators how to reflect on the effectiveness of interactions with faculty and students and uses data, research, and best practices to adapt practice to achieve improved results. Supports all educators to work in teams as often as is feasible and appropriate. Is able to model this element.
4-D-2. Continuous Learning of Administrator	Does not reflect on personal practice or demonstrate new ways of thinking about administration and leadership.	Occasionally reflects on personal practice, sets meaningful goals, and/or researches ways to improve efficiency and practice.	Reflects on and improves personal practice, sets meaningful goals, and develops new approaches in order to improve efficiency and practice.	Demonstrates openness and commitment to learning; reflects on personal practice; and relies on student data, current research, and best practice to improve own leadership. Is able to model this element.

Dover School District

Superintendent Evaluation Process

Professional Practice 4-E. Shared Vision: Continuously engages all stakeholders in the creation of a shared educational vision in which every student is prepared to succeed in postsecondary education and become a responsible citizen and global contributor.				
ELEMENTS	UNSATISFACTORY	NEEDS IMPROVEMENT	PROFICIENT	EXEMPLARY
4-E-1. Shared Vision Development	Does little to engage stakeholders in the creation of a shared educational vision, or the vision is disconnected from college and career readiness, civic engagement, and/or community contributions.	Engages administrators, staff, students, families, and community members in developing a vision focused on some aspects of student preparation for college and career readiness, civic engagement, and community contributions.	At all grade levels, continuously engages administrators, staff, students, families, and community members in developing a vision focused on student preparation for college and career readiness, civic engagement, and community contributions.	Leads administrators, staff, students of all ages, families, and community members to develop and internalize a shared educational vision around preparation for college and careers and responsible citizenship. Is able to model this element.

Professional Practice 4-F. Managing Conflict: Employs strategies for responding to disagreement and dissent, constructively resolving conflict and building consensus throughout a district or school community.				
ELEMENTS	UNSATISFACTORY	NEEDS IMPROVEMENT	PROFICIENT	EXEMPLARY
4-F-1. Response to Disagreement	Does not respond to disagreement or dissent and/or does not use appropriate, respectful, non-confrontational approaches.	May respond respectfully to disagreement and dissent, but responds inconsistently and does not always employ a non-confrontational approach	Employs a non-confrontational approach for responding respectfully and appropriately to disagreement and dissent, using both as opportunities for learning. Models this practice for the administrator team.	Models a variety of strategies for responding respectfully and effectively to disagreement and dissent, using both as opportunities for learning. Provides professional development for the administrator team to build these conflict resolution strategies. Is able to model this element.
4-F-2. Conflict Resolution	Does not address conflicts in a solution-oriented and/or respectful manner.	May attempt to respectfully resolve conflicts as they arise, but employs only a limited range of strategies.	Consistently employs a variety of strategies to resolve conflicts in a constructive and respectful manner. Models this behavior for the administrator team.	Consistently employs a variety of strategies to resolve conflicts in a constructive and respectful manner and empowers and supports administrators to use these approaches. Is able to model this element.

Dover School District

Superintendent Evaluation Process

Professional Practice 4-F. Managing Conflict: Employs strategies for responding to disagreement and dissent, constructively resolving conflict and building consensus throughout a district or school community.				
ELEMENTS	UNSATISFACTORY	NEEDS IMPROVEMENT	PROFICIENT	EXEMPLARY
4-F-3. Consensus Building	Does not attempt to build consensus within the district community, or attempts at consensus-building around critical school decisions are unsuccessful.	Employs a limited number of strategies to build consensus within the school district community, with varying degrees of success.	Builds consensus within the school district community around critical school decisions, employing a variety of strategies.	Employs a variety of strategies to build consensus within the school district community around critical school decisions, while encouraging dialogue and different points of view. Is able to model this element.

Possible Data Sources & Documents:

- Timeliness of board packets
- District strategic plan
- School improvement plans
- Board meeting agendas
- External reviews and audits (e.g., budget, child nutrition, transportation)
- Copies of district procedures and publications (e.g., student handbooks, discipline policies, safety procedures)
- Correspondence

Dover School District

Superintendent Evaluation Process

Superintendent Annual Goals

THE SMART MODEL

Identifying annual goals with the superintendent should define student achievement objectives, priorities and issues unique to the district. Three to five key goals that follow the SMART model (specific, measurable, achievable, relevant and timebound). Optimally, the objectives should be aligned with the district's goals and within the scope of the superintendent's control. Benchmarks showing progress at certain intervals throughout the year should be reported and applied to each objective.

GOALS SETTING PROCESS

How to get started:

1. Public hearings and meetings with the various constituencies and stakeholders.
 - a. What are their concerns?
 - b. What are their recommendations?
 - c. What are they pleased with?
2. Solicit ideas and recommendations through a public relations campaign
 - a. Send out emails and fliers informing the public that the board is undertaking goal setting/strategic action planning
3. Begin with a School District Mission Statement
 - a. Check your current policies – you probably already have one
 - b. Does this mission comport with your current efforts? With your available resources? With the actions of the stakeholders? Is the mission being actualized?
 - c. If not, something needs to change.
4. Determine the board's values
 - a. Again, you may already have these in place.
 - b. However, based on the conversations with the stakeholders, these values and goals may need to change.
 - c. Are the values and goals consistent with the mission statement? Do the values goals flow from the mission statement?

SMART Goals	
S	SPECIFIC and Clear • What exactly should be realised?
M	MEASURABLE • How will we measure this?
A	ACHIEVABLE • Is it feasible? • Do we have control/influence over it?
R	RELEVANT & RECORDED • Is this goal recorded and relevant to my life or business right now?
T	TIME-BOUND • What is a realistic timeframe?

Dover School District

Superintendent Evaluation Process

5. Identify what programs/efforts are in place to assist in meeting those goals.
 - a. Is your curriculum in line with the goals? Does the public know what the goals are? Has the board given the administration the resources and flexibility needed to work towards achieving those goals?
6. Do your current board policies adequately address the mission, values and goals? Do your policies need to be reviewed?

What areas of focus should the board address?

1. General topics and ideas (look for these later):
 - a. Board relationships with administration and staff
 - b. Community relationships
 - c. Board operations
 - d. Instructional program/student achievement
 - e. Fiscal management
 - f. Board policies
 - g. Facilities
2. Gather ideas from the stakeholders – that’s what the public meetings are for.
3. Prioritize the goals, taking into consideration time, effort, finances, etc.
 - a. Which goals relate to requirements in state or federal law?
 - b. Which goals need immediate addressing?
 - c. Which goals does the district have the financial capabilities to address?
4. Limit the goals to a number that is manageable and achievable

Mapping Out the Goals and Putting Things into Action

1. As mentioned above – prioritized. Start with those that need immediate attention or that the board and administration feel are vital
2. Reduce goals into language and terms that can be easily understood by all the stakeholders.
 - a. Practice Pointer: Use action words and avoid adjectives. Actions are identifiable and verifiable; adjectives are subjective and open for interpretation.
 - b. To improve, to involve, to raise, to implement, to coordinate, etc.
 - c. Example: The District will coordinate a uniform curriculum between middle school and high school. (As opposed to saying “Have the best curriculum in the state for middle school and high school.”)
3. Identify ways in which the goals and objectives will be achieved.
 - a. What actions can be taken within the school district to achieve the stated goal?
 - b. What tasks need to be implemented or completed in order to address the goals?
4. Identify the persons/groups responsible for those tasks.
 - a. School board? (Developing policy, holding public meetings, reallocate the budget? Develop job descriptions?)
 - b. Administration? Business Administrator? Professional teaching staff? Special Education Coordinator?

Dover School District

Superintendent Evaluation Process

- c. Assign tasks to each group of stakeholders. (While there isn't any way to control what the DOE or budget committee will do; it will provide a foundation for future district action in relation to these groups.)
- d. Inform the public what the board needs from them (parents, PTO, etc.) in order to achieve the district's goals.
- 5. Create benchmarks, timelines and indicators of success.
 - a. The school district needs identifiable results – you need to know if the efforts are being realized, if they're working, and if they are being achieved.

Other General Considerations

- 1. Goals should be strategic. The purpose of a goal is to achieve a desired result. Goals should be aligned to work within your existing system or at least within the system that is available.
- 2. Look at what the district is doing well and try to learn from that.
 - a. What is it about that area of operation that makes it work? Is it the people? Is it the process? Is it the value or emphasis the district places on that area of operation?
- 3. Establish goals that are measurable or quantifiable. The district needs to know if it's working and needs to be able to identify results.