

<b>MARYVILLE CITY SCHOOLS</b>	
<b>DIRECTOR OF SCHOOLS EVALUATION INSTRUMENT</b>	
Evaluation Rating Scale:	
5 - Significantly Above Expectations	
4 - Above Expectations	
3 - At expectations	
2 - Below Expectations	
1 - Significantly Below Expectations	
<b>RELATIONSHIP WITH THE BOARD</b>	
	<b>Mean Score</b>
1. Keeps the board informed on issues, needs, and operations of the school system. (Current, TSBA)	4.75
2. Offers professional advice to the board on items requiring board action, with appropriate recommendations based on thorough study and analysis. (Current, TSBA)	4.80
3. Maintains a productive and respectful relationship with the board and treats all board members alike. (Current,TSBA - reworded and expanded)	4.20
4. Works effectively with the board to establish attainable goals for both the strategic plan and the master facility plan.(Current- reworded)	4.80
5. Ensures that board policy, laws, and state guidelines are executed.(Current, reworded and expanded)	4.60
<b>Mean Score for Relationship with the Board</b>	
4.63	
Comments: Dr. Winstead excels at maintaining a strong relationship with the Board. He is an outstanding communicator, provides timely updates on critical issues, and advances a shared vision for the school system. Dr. Winstead is very effective at communication and relationship development with the Board. He consistently performs above expectations with all goals listed within this category.	
<b>COMMUNITY RELATIONSHIPS</b>	
	<b>Mean Score</b>
1. Builds public support for the school district. (Current- reworded;TSBA)	4.40
2. Promotes active engagement and two-way communication with parents and community members.	4.35
3. Participates actively in community life and affairs. (Current)	4.20
4. Serves as an effective spokesperson for the school district.(TSBA)	4.60
5 Demonstrates appreciation for and sensitivity to the diversity in the school community.	4.40
<b>Mean Score for Community Relationships</b>	
4.39	
Comments: Dr. Winstead is exceptionally well-engaged in school events, activities, and representation in the community. His presence is engaged and enthusiastic. He is a superb speaker and consistently displays a command of facts and diverse perspectives when representing our community. Dr. Winstead is very effective and performs at a top level in fostering positive community relationships.	
<b>STAFF AND PERSONNEL RELATIONSHIPS</b>	
	<b>Mean Score</b>
1. Promotes sound personnel procedures and practices to recruit, develop, and retain the highest quality educators and staff. (Current reworded and expanded)	4.20
2. Utilizes shared leadership practices to empower staff, resulting in an effective, collaborative team. (Current, reworded)	4.40
3. Treats all personnel fairly, without favoritism or discrimination, while insisting on a high level of performance for all personnel.(Current, reworded)	3.80
4. Promotes positive staff morale and commitment to the school system.	4.00
<b>Mean Score for Staff and Personnel Relationships</b>	
4.10	

Comments: Dr. Winstead fosters and finds innovative ways to encourage a culture of professionalism, respect, and high expectations. Staff consistently describe him as approachable, supportive, and invested in their success while providing clear leadership, recognizing accomplishments, and upholding a focus on student outcomes. Increased communication has definitely improved relationships throughout the district. While it is evident Dr. Winstead provides a highly supportive environment, it is critical that he continue to develop, place and empower effective leaders throughout the system, and that he continue to foster consistent communication with all staff and personnel.	
<b>FACILITIES AND FINANCE</b>	<b>Mean Score</b>
1. Demonstrates an understanding of the needs of the district's programs, facilities, equipment, supplies, and the budget required to meet those needs. (Current, reworded)	5.00
2. Manages fiscal resources in ways that are efficient, effective, and reflect responsible stewardship of public resources.(Current, reworded)	5.00
3. Ensures that the school plant and support systems operate safely, efficiently, and effectively. (Current, reworded)	5.00
<b>Mean Score for Facilities and Finance</b>	5.00
Comments: Dr. Winstead demonstrates exceptional expertise in financial management, facilities planning and execution, and operational leadership. He has a multi-year vision for the multiple campuses for Maryville City Schools, ensuring responsible stewardship of taxpayer dollars and investments that support long-term student success. This continues to be one of Dr. Winstead's greatest strengths as a DOS. His ability to plan for system needs while simultaneously creating ways to be fiscally responsible in meeting those needs is greatly appreciated.	
<b>EDUCATIONAL LEADERSHIP</b>	<b>Mean Score</b>
1. Maintains a current knowledge of all aspects of instructional programs and ensures they are rigorous and relevant.(TSBA, C, reworded)	4.60
2. Collaborates with administrators and educators to promote data driven, instructional practices that lead to improved student learning. (Current, reworded)	4.44
3. Creates an environment that encourages staff to innovate and strive for improvement.(Current, reworded)	4.40
4. Ensures the vision, mission, and implementation of the goals in the strategic plan are regularly monitored, evaluated, and revised.(Current, reworded)	4.84
5. Effectively communicates the vision and mission of the system to school personnel and stakeholders and highlights progress about short and long-term goals.(Current, reworded)	4.40
6. Improves student learning and achievement by supporting and sustaining high quality professional development for administrators, teachers, and staff.	4.60
7. Implements and monitors a rigorous evaluation system aligned with differentiated, professional learning and goals for all staff.	4.80
8. Fosters a safe, respectful, and orderly learning environment that is conducive to the success of all stakeholders.	4.40
9. Communicates and models expectations for individual and shared ownership of student, educator, school, and district success.	4.80
10. Models lifelong learning by seeking high quality professional development through conferences, research, and collaboration with peers.	4.60
<b>Mean Score for Educational Leadership</b>	4.59
Comments: Dr. Winstead finds innovative ways to motivate and encourage our teachers to maintain our excellence year after year. It is difficult to consistently stay at the top of the ratings, and it is easy for complacency to creep in, especially in the face of often state-directed regulations, complications, and uncertainty. Dr. Winstead provides strong educational leadership through a clear vision for student and teacher success, a commitment to academic excellence, and the effective use of data to connect to teachers and staff. He is recognized as setting high expectations, empowering staff, and keeping student outcomes at the center of his decision-making.	
<b>Overall Score</b>	<b>4.53</b>