

1

SUPERINTENDENT EVALUATION

The board will conduct an ongoing evaluation of the superintendent's skills, abilities, and competence. At a minimum, the board will formally evaluate the superintendent twice in the first year and annually thereafter. The goal of the superintendent's formal evaluation is to ensure the education program for the students is carried out, promote growth in effective administrative leadership, clarify the superintendent's role, clarify the immediate priorities of the board, and develop a working relationship between the board and the superintendent.

The formal evaluation will be based upon the following principles:

1. The evaluation criteria shall be in writing, clearly stated and mutually agreed upon by the board and the superintendent. The criteria will be related to the job description and the school district's goals;
2. Each board member shall have an opportunity to individually evaluate the strengths and opportunities for improvement of the superintendent, and these individual evaluations will be compiled into an overall evaluation by the entire board;
3. The board as a whole shall discuss its evaluation with the superintendent; and
4. The board will complete the evaluation process by reaching consensus on goals or priorities for the superintendent for the next period of evaluation.

The board president will develop a written summary of all of the above and place it in the superintendent's personnel file to be incorporated into the next cycle of evaluations.

This policy supports and does not preclude the ongoing, informal evaluation of the superintendent's skills, abilities and competence.

Legal Reference: Neb. Statute 79-828

Cross Reference: 202.03 Board Self-Evaluation
204.06 Closed Sessions
302.01 Superintendent Qualifications, Recruitment, Appointment

Approved : 11-2007

Reviewed _____

Revised _____



Superintendent Evaluation

2.1 Leadership Standards

(Narrative Assessment)

The performance evaluation is an effective tool to ensure the superintendent will meet the school board's expectations. Fundamental fairness demands that the superintendent understand the expectations and receive feedback regarding how he/she is performing.

Nebraska Association of School Boards Superintendent Evaluation 3.1

Completing the Superintendent Evaluation

NASB recommends the board follow district policy and a best practice course of action to ensure an effective evaluation experience. The following list provides the board with a step-by-step checklist:

- All board members will participate in the evaluation process.
- The board will execute the evaluation process utilizing:
 1. the board adopted evaluation instrument,
 2. the superintendent job description,
 3. the superintendent contract; and,
 4. superintendent/district performance goals.
- The board will periodically review and adopt a job description and the evaluation instrument for the superintendent, aligning the evaluation instrument with the job duties.
- The board will adopt a timeline for conducting the superintendent evaluation.
- The superintendent will complete a self-evaluation and provide a copy of his/her completed evaluation to the board president.
- The board president will distribute the superintendent's self-evaluation, evaluation instrument, job description, contract, and goals to all board members. Prior to the evaluation meeting, all board members will complete the evaluation instrument and return to the board president by the stated deadline so he/she may compile the results.
- The board president will contact the school attorney for advice regarding the proper methods of executing the evaluation during a properly scheduled meeting of the board.

Note: It is the recommendation of the Association that the board conduct the superintendent evaluation in open session to prevent the board the risk of violating the Nebraska Open Meetings Act. The Association strongly advises the board president to contact the school attorney to ascertain his/her position in regards to evaluation of the superintendent.

- If the board determines pursuant to legal advice that it will conduct the evaluation process in a closed/executive session, the board should consider the following guidelines:
 1. Dismiss the superintendent from the closed/executive session discuss the summary of the evaluation.
 2. Ask the superintendent to join the board in closed/executive session and collaboratively review the evaluation with him/her.
 3. Identify areas of improvement, goals for the superintendent/district with supporting performance Indicators and a timeline for progress reports and/or deadlines.
- If the board carries out the evaluation process during a regular meeting of the board in open session, each board member should participate in the discussion providing their perspective of the positive qualities the superintendent has exhibited during the past year and one area of improvement the superintendent might address.

Standard #1: Educational Leadership

Performance Indicators	Rating	Comments to support rating:
1.1 Administers all activities of the school system according to board policy and assumes responsibility for everything that occurs in the district.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:
1.2 Articulates and promotes high expectations for teaching and student learning.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:
1.3 Provides leadership to the board in the annual establishment of short- and long-term district goals that support student achievement and the school improvement process.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:
1.4 Systematically reports to the board on the status of the adopted district goals and the school improvement plan.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:
1.5 Maintains a general knowledge of educational and professional trends through participation in national and state workshops and conferences.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:

<p>1.6 Supervises the district's compliance and reporting requirements within all NDE rules, accreditation standards, and state and federal law.</p>	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	<p>Comments:</p>
<p>1.7 Represents the district in its dealings with other school systems, agencies, institutions, community organizations, the media, and in legislative and legal matters.</p>	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	<p>Comments:</p>
<p>8. Maintains effective relationships with legislative representatives, NDE personnel, and Educational Service Unit administrators.</p>	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	<p>Comments:</p>

The superintendent met standard No. 1: _____ Yes _____ No

Comments:

Standard #2: Staff Relations

Performance Indicators	Rating	Comments to support ratings
2.1 Monitors and makes recommendations for the appropriate staffing levels needed for the effective operation of the schools.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:
2.2 Ensures that fair, equitable, and effective evaluation processes are in place for all district personnel and that all staff are evaluated regularly according to board policy applicable laws.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:
2.3 Ensures that job descriptions for all district personnel are maintained and updated regularly.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:
2.4 Provides motivation and resources for staff members to engage in professional development activities.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:
2.5 Provides leadership and oversight to the administrative team through regular communication, supervision, and evaluation.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:
2.6 Provides leadership to the board in the negotiations process with the district's recognized bargaining units.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:

2.7 Deals with personnel matters in a forthright, objective, and professional manner.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:
---	--	-----------

The superintendent met Standard No. 2: ____ Yes ____ No

Comments:

Standard #3: Board Relations

Performance Indicators	Rating	Comments to support rating:
3.1 Provides leadership to maintain the board's focus on student achievement.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:
3.2 Attends and participates in all board meetings unless specifically excused by the board from its consideration of the superintendent's performance, contract, or salary.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:
3.3 Develops in cooperation with the board president the agenda for each board meeting.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:
3.4 Ensures that all board meetings are legally conducted and communicated to the public in accordance with the Nebraska Open Meetings Act.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:
3.5 To the greatest extent possible, ensures that the board has adequate information and sufficient time to make critical decisions on behalf of the district.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:

<p>3.6 In cooperation with the board president, develops and maintains an annual board calendar that ensures timely consideration of: (a) routine matters requiring board approval, (b) follow-up reports requested by the board, (c) regular updates on district goals and the school improvement plan, (d) regular updates on student achievement data, and (e) continuous policy review.</p>	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:
<p>3.7 Ensures that administrative recommendations to the board identify: (a) the situation necessitating the recommendation, (b) how the recommendation relates to district and/or school improvement goals and district policies, (c) the options reviewed and the reason for selecting this recommendation, (d) the benefit that is expected to result from the implementation, (e) the personnel that will be involved in or affected by the implementation, (f) the immediate and long-term cost of the implementation (g) how the staff will measure the results of the implementation, and (h) how and when progress will be reported to the board (see AIM document for format).</p>	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:
<p>3.8 Using agreed-upon methods, communicates with the board between meetings to ensure that all members have current information about district issues and activities.</p>	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:

The superintendent met Standard No. 3: _____ Yes _____ No

Comments:

Standard #4: Policy Management

Performance Indicators	Rating	Comments to support rating:
4.1 Provides leadership in the development and implementation of district policy.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:
4.2 Ensures policy is consistent with the requirements of state and federal law and NDE rules.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:
4.3 In cooperation with the administrative team, develops the necessary rules and regulations to carry out board policy.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:
4.4 In cooperation with the board, ensures that policies and supporting administrative rules and regulations are systematically reviewed and updated.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:

The superintendent met Standard No. 4: _____ Yes _____ No

Comments:

Standard #5: Financial Management

Performance Indicators	Rating	Comments to support rating:
5.1 Schedules timely and appropriate budget work sessions to ensure board input into the development of the district budget.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:
5.2 Develops the budget according to district policy and state requirements.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:
5.3 Implements and manages the budget according to sound business and fiscal practices and district policy.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:
5.4 Recommends budget amendments when necessary.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:
5.5 Provides monthly financial reports, including comparable data (three-year history), to ensure the board is knowledgeable about the status of the budget.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:

<p>5.6 Maintains the district's financial records and ensures that they are audited annually by a qualified accounting firm.</p>	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	<p>Comments:</p>
--	--	------------------

The superintendent met Standard No. 5: ____ Yes ____ No

Comments:

Standard #6: Facilities Management

Performance Indicators	Rating	Comments to support rating:
6.1 In cooperation with the board, maintains and updates a short- and long-range plan that includes: (a) a schedule for the routine maintenance of all school properties, (b) a schedule for the repair and/or replacement of school equipment, and (c) a facilities needs assessment for future renovation or construction.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:
6.2 Oversees the implementation of the facilities plan and ensures that the board is knowledgeable about the status of the facilities.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:

The superintendent met Standard No. 6: _____ Yes _____ No

Comments:

Standard #7: Community Relations

Performance Indicators	Rating	Comments to support rating:
7.1 Maintains accessibility and visibility in the community.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:
7.2 Acts as a unifying force within the district, striving to reconcile divergent viewpoints in order to do what is best for students.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:
7.3 Promotes and supports parent/student/community involvement in the school.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:
7.4 Demonstrates appreciation for and sensitivity to the diversity in the school community.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:
7.5 Effectively communicates the needs and successes of the district.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:
7.6 Maintains a sound working relationship with the media.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:

<p>7.7 Routinely creates opportunities to seek staff and community input on significant issues where and when appropriate.</p>	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	<p>Comments:</p>
<p>7.8 Serves as an effective spokesman for the welfare of all members of the learning community.</p>	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	<p>Comments:</p>

The superintendent met Standard No. 7: _____ Yes _____ No

Comments:

Standard #8: Personal Qualities

Performance Indicators	Rating	Comments to support rating:
8.1 Demonstrates ethical, trustworthy and professional behavior.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:
8.2 Demonstrates values, beliefs, and attitudes that inspire others to higher levels of performance.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:
8.3 Is cordial, patient, personable, and treats everyone fairly, equitably, and with dignity and respect.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:
8.4 Expresses ideas in a logical, forthright, and professional manner.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:
8.5 Possesses the health and energy necessary to fulfill his responsibilities.	<input type="checkbox"/> Met <input type="checkbox"/> Progressing <input type="checkbox"/> Not Met	Comments:

The superintendent met Standard No. 8: _____ Yes _____ No

Comments:

Superintendent Evaluation Summary

Standards that do not meet board expectations:

Standards No. _____

Standards:

Performance Indicators:

1.

2.

3.

Board expectations to meet the identified Performance Target:

1.

2.

3.

Scheduled Completion Date:

Improvement Action Plan and progress will be reviewed on or before *(day, date)*, and will include input from the Superintendent and Board of Education.

Superintendent

(Signature) (Date)

Board President

(Signature) (Date)