Invest in Your Career Through Constructive Performance Evaluations

2022 MASA Fall Conference
Tuesday, October 4 – 10:15 am

For superintendents seeking to build a strong working relationship with their school board, one of the most effective and underutilized tools at your disposal is an annual performance evaluation. Based on MSBA's **Goals- and Standards-Based Superintendent Evaluation** process developed in partnership with MASA, this session will share tips on how an effective evaluation process will result in improved communication with your board and forward movement for the district.

Do's and Don'ts of superintendent evaluation:

Do
- Develop a process
- Collaborate
- Use agreed-upon ratings and provide written feedback
- Compile one final combined evaluation summary

Don't
- Appoint an evaluation committee
- Provide individual evaluation summaries
- Conduct one-way communication

School Boards must abide by:

1. Minnesota's Open Meeting Law
2. Minnesota's Government Data Practices Act

Goals and Standards-Based Superintendent Evaluation

Go to MSBA's website (www.mnmsba.org) to download the Evaluation booklet:
- Resource library
  - Human Resources
    - Superintendent
      - Goals and Standards Based Superintendent Evaluation

NOTE: You must be logged into the website in order to access the booklet.

Goals- and Standards-Based Superintendent Evaluation is comprised of a three-step process:

STEP ONE: **Establish goals and select standards**

- Develop 2-3 superintendent goals for evaluation purposes
- Develop 2-3 board goals to support the superintendent's goals
- Identify 2-3 standards and elements to use as metrics for evaluating the superintendent's performance

STEP TWO: **Schedule and hold a mid-year evaluation**

- Review progress toward goals and standards, discuss potential change in priorities, adjust as needed
- This session may be relatively informal – a "check-in" (board/superintendent conversation with limited documentation)

STEP THREE: **Schedule and hold an end-of-year evaluation**

- Review and document progress towards goals and standards
- This session is more formal and includes documentation of the metrics used to evaluate performance (including standards and elements)

FREQUENTLY ASKED QUESTIONS

What is the school board's role in evaluating their superintendent?

Effective school boards recognize that hiring the right superintendent to lead and manage the district they serve is one of their most important duties. Likewise, establishing clarity with the superintendent surrounding performance goals and expectations is also an important part of the school board's role.

Are school districts required to evaluate their superintendent?

No. There is nothing in Minnesota Statute that requires superintendent evaluation. However, MSBA/MASA's Model Contract states "The School Board shall oversee, direct, and evaluate the Superintendent's performance as the School Board sees fit." Both MSBA and MASA recommend the school board and superintendent discuss a process for conducting at least an annual evaluation of the superintendent's performance.

May the public watch the evaluation?

No. Superintendent evaluations are conducted in closed sessions (unless requested by the superintendent to be open).

How should we handle any disagreement amongst individual board members regarding the superintendent's performance?

Having clear expectations and evaluation metrics in place will help ensure consistency in board members' individual perceptions of the superintendent's performance. Discussion during the performance evaluation itself will also lead toward consensus-building among board members as they develop a combined evaluation documentation.

How do the results of the evaluation become public?

The school board chair prepares a summary of the board's conclusions regarding the superintendent's evaluation and provides this summary at the board's next open meeting. The summary must give enough information so that a reasonable person would know what occurred without disclosure of private data.

Can the public review the superintendent's personnel file?

No. Employee personnel files contain private data and, to protect their privacy rights, only school board members may review this information if it is required to fulfill their duties.

Standard	Elements
1. Governance Team	• Roles and Responsibilities • Goals and/or Strategic Plan • Policy Implementation • Information for Decision-Making • School Board Questions and Development
2. School District Finances	• Budget Development and Maintenance • Financial Statements • Financial Controls • Bond and Levy • Asset Protection
3. Communication and Community Relationships	• Relationship with the Community • Engagement • Informs the Community as a Whole • Advocacy • Media • Visibility and Approachability
4. School District Operations	• Facilities • Transportation • Food Service • Technology • Maintenance • Personnel
5. Human Resources	• Internal Communications • Personnel Concerns • Delegation of Duties • Visibility and Approachability • Hiring and Staff Development • Collective Bargaining and Union Relations • Evaluation
6. Teaching and Learning	• Staff Development • School Improvement • Curriculum and Instruction • Professional Knowledge of Teaching and Learning • Culture of Cooperation
7. Student Support	• Student Engagement and Feedback • Student Attendance • Support for Students • Student Discipline • Culture of Cooperation • School Safety and Security • Emotional Health and Social Needs
8. Ethical and Inclusive Leadership	• Ethics and Professional Behavior • Interactions with Staff, Students, and Community • Professional Practice • Diverse Communities • Cultural Competency • Equity Plan Implementation

MSBA Workshop: Superintendent Evaluation

Two primary responsibilities of a school board are to hire a superintendent and evaluate their performance. School boards exercise great care in finding the right person to lead their district, and an equal amount of care is needed to develop a clear and effective process for evaluating a superintendent's performance in that role. The topics in MSBA's Superintendent Evaluation workshop include:

- Overview of strategic governance model and why it's important
- Discussion of the Board's role in evaluating the superintendent
- Review of the Goals- and Standards-Based Evaluation process
- Review of model policies 205 and 406
- Consideration of Do's and Don'ts of the evaluation process

Workshop activities include:

- Developing superintendent goals
- Developing school board goals to support the superintendent's goals
- Identifying superintendent performance standards and evidence
- Clarifying timeline, expectations, and next steps

Each board member and the superintendent receive a copy of MSBA's **Goals- and Standards-Based Superintendent Evaluation: A Resource for School Board Members and Superintendents**. This booklet contains guidance on the process, sample evaluation forms, and other material board members can adapt for their district's specific needs.

The knowledge this workshop provides helps board-superintendent teams clarify expectations and goals, as well as build trust and open communication practices regarding performance evaluations. Cost is $1,395 in-district ($1,095 virtual) and includes all time and materials. This workshop is available only to MSBA members.

For more information please contact Barb Dorn, Director of Leadership Development and Executive Search, at 507-508-5501 (cell), or bdorn@mnmsba.org.