

Sample Procedure

How to Evaluate the Superintendent

1. The president will schedule a meeting to be held in January¹ to conduct the summative evaluation of the superintendent.
2. The president will call a special meeting with no other items on the agenda for the summative evaluation meeting.²
3. The president will distribute blank evaluation instruments to each member at least two weeks³ in advance of the summative evaluation meeting along with instructions for completing the instrument.
4. The superintendent will prepare a report and present it to the president for distribution to board members with the blank evaluation instruments.⁴ The report will include:⁵
 - a. Summary results on superintendent performance goals established following the previous year's summative evaluation
 - b. Summary of progress on current year's district goals
 - c. Report on student performance as required by the state
 - d. Any additional district or professional highlights the superintendent believes will demonstrate effective performance for the past year
5. Members will fill out their evaluation instruments in advance and bring the completed forms to the summative evaluation meeting.
6. Board members will meet in a properly posted and convened closed meeting, without the superintendent present⁶ to discuss their individual ratings and determine a consensus rating for each indicator. The president will record the board's consensus ratings on a blank copy of the instrument.
7. From a review of the board's composite ratings, the board will identify:
 - a. Agreed upon areas of strength
 - b. Agreed upon areas for improvement
 - c. Specific improvements the board would like to see in the areas that need improvement
8. For areas in which there is no clear agreement about a rating, the board will discuss reasons for their varying ratings and try to reach consensus about what, if anything, the board would like to see differently regarding that indicator in the coming year.
9. After reaching consensus about the superintendent's performance ratings and desired improvements, the board will discuss their agreements about areas of strength, areas needing improvement, and specific improvements they would like to see, with the superintendent in a properly posted closed meeting.
10. The board will allow the superintendent to respond and ask questions about the board's ratings.

Guidance for Customization

Purpose:

To describe in detail the calendar and process for completing the annual superintendent evaluation cycle.

Decision points:

¹ Adjust to reflect the month the board traditionally conducts the summative evaluation. (This time frame is not prescribed by law or rule.)

² Although not required, this practice is recommended by TASB.

³ This time frame may be adjusted as desired.

⁴ This could be accomplished by an oral report at the board meeting preceding distribution of the evaluation instruments if preferred.

⁵ These items are examples of the kinds of information that might be useful to the board in filling out the evaluation instrument and may be adjusted as needed.

⁶ The board may choose to allow the superintendent to be present for this discussion. Check the superintendent's employment contract to see if this issue is addressed. The superintendent may also request that the meeting be open.

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11. The president will allow individual members to share concerns or ratings that differ from the majority of the board. However, the president will clearly distinguish between directives that represent a majority of the board and opinions of individual members. The superintendent is not expected to take action based on individual comments.
12. The board will identify areas for superintendent performance goals at the conclusion of the summative evaluation and schedule a meeting for the following month to develop performance goals.⁷
13. The president will compile all results of the summative evaluation in a written document that includes the following:
 - a. The board's consensus ratings and agreements about the superintendent's performance
 - b. Areas for developing performance goals
 - c. Any specific expectations the board has regarding the superintendent's performance for the coming year
 - d. Individual board members' instrument ratings and comments⁸
- 14.⁹
15. At a posted meeting within six weeks following the summative evaluation, the board and superintendent will discuss the areas for superintendent performance goals and identify specific performance goals (target results) to review at the next summative evaluation.
16. The board will include the final superintendent performance goals in the superintendent evaluation instrument, make any other revisions to the instrument desired by the board (after consultation with the superintendent as required by law) to ensure that it reflects board priorities and the superintendent's duties accurately, and adopt the updated instrument to be used for the next summative evaluation. The board will strive to complete this within two months of the evaluation meeting.
17. The board will conduct an interim evaluation for the purpose of reviewing progress on superintendent performance goals annually six months after the summative evaluation.¹⁰
18. Board members who have concerns about the superintendent's performance between evaluation meetings may request that the president post "interim superintendent evaluation" on any regular meeting agenda in order to discuss the concern with the full team.

Related policies: BJCD (LEGAL) and BJCD (LOCAL)

Date last revised or agreed to:

This procedure is intended to outline how the board wishes to conduct business as a body. A violation of any provision of this procedure does not affect the validity or legality of any board action otherwise properly adopted. This procedure may be revised by the board at any meeting at which the item has been properly posted in advance.

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- ⁷ TASB recommends this process, however the board may opt to ask the superintendent to draft some goals based on their discussion and bring them to the board for revision and approval at a future meeting. Regardless of the method selected and captured here, this should occur within four to six weeks of the summative evaluation. This issue may be addressed in the superintendent's contract as well.
- ⁸ It is not necessary to include individual ratings since the composite instrument containing the board's consensus ratings represents the corporate body's evaluation. However, these individual instruments may be included if the board and superintendent wish.
- ⁹ Additional options:
 - The team may wish to specify where the final, confidential, written copy of the superintendent's evaluation will be filed. Options might include the superintendent's personnel file, if that can be kept confidential from other employees, or at the office of the board's attorney.
 - The team may wish to use this procedure to indicate the time of year at which the board will consider taking action to extend the superintendent's contract, award a raise in pay, or discuss other possible contract revisions. If expressing the board's preference in this procedure, make sure the wording indicates that the board will "consider" taking action but is not obligated to do so, and that if a raise is awarded during the fiscal year, any necessary budget amendments will be made.

Because decisions about contracts and compensation can vary from year to year depending on many different factors, the team may choose to avoid addressing these in a routine procedure.
- ¹⁰ The board is required to conduct at least one formative conference, but may choose to conduct additional ones. Alter this step to reflect the number and time of year the board wishes to conduct these.

Caution:

This document is a sample and should not be adopted without discussion about your team's needs, current practices, and preferences. It is also not a substitute for legal advice. Use the sample procedures as a starting point and work through the decision point questions above; then add, delete, or revise as needed to develop a procedure that all members of your team can agree to follow