



Pelican
Rapids
Schools

SUPERINTENDENT'S EVALUATION PROGRAM

Randi Anderson

Superintendent Pelican Rapids Schools

Purpose of the Evaluation

A quality superintendent evaluation process provides benefits for the school board and its superintendent as well as benefits for the school community and community at large by:

- Allowing school board members to follow school district progress and learn about a superintendent’s on-going professional development;
- providing input, feedback and support for a superintendent to help her/him improve throughout the school year;
- creating and establishing a climate of trust and collaboration;
- providing the school community and community at large with assurance that their priorities are being addressed; and
- providing oversight and assurance that a school board’s vision, priorities, and policies are being implemented as intended.

Goal Based Evaluation

Goals-based evaluation is a framework that is useful in helping to establish district-level goals for superintendents and then evaluate the progress made toward these goals. School board members and superintendents should keep the following “dos” and “don’ts” in mind.

DO	DON'T
Collaborate on the evaluation process, timeline, and expectations.	Expect the school board or superintendent to manage the work of the evaluation alone.
Compile one final evaluation summary of the superintendent so that the school board speaks with one voice.	Provide separate individual evaluation summaries from each school board member.
Develop an effective process for the entire school board and superintendent to conduct the evaluation.	Appoint a committee of the school board or a single school board member to conduct the evaluation.
Provide agreed-upon rating along with written commentary, feedback, and recommendations to the superintendent.	Provide only the agreed upon ratings without written commentary, feedback, and recommendations to the superintendent.
Allow time for the school board to discuss the results and the superintendent to give input and respond to the evaluation.	Conduct evaluation as a one-way communication from the school board to the superintendent.

Timelines/Process

The End-of-the-Year Summative Evaluation will be completed by June of each year.

1. Goal Setting—June [1st Year]
 - a. Superintendent will Develop Three [3-5] Goals Relating to the District’s Strategic Plan and/or District or School Board Directives.
 - b. Superintendent will meet with the Personnel/Negotiations Committee to finalize and reach common ground on the upcoming year’s goals.
 - c. The Superintendent’s Goals will be approved by the full board through the Consent Agenda.
 - i. See **Establishment of Goals** form in Appendix A.

2. Mid-Year Formative Review—January
 - a. Superintendent will complete a formative summary on progress on each goal.
 - b. Superintendent will present Mid-Year Summary to the School Board.
 - i. See **Mid-Year Formative Evaluation** form in Appendix B.
 1. May utilize appendix E as reference for feedback in the comments section if needed.
 - c. Superintendent will update the School Board on progress on the Strategic Plan. (when plan is developed)

3. Gathering Summative Data—May
 - a. Superintendent will provide the School Board with the **End-of the-Year Summative Evaluation** form for their input and feedback.
 - i. See **End-of-the-Year Summative Evaluation** form in Appendix C.
 1. May utilize appendix E as reference for feedback in the comments section if needed.
 - ii. Definition of Rating Categories:
 1. **Distinguished**—Exceeded School Board Expectation and Met Each Progress Indicator;
 2. **Accomplished**—Exceeded School Board Expectation and Met Most Progress Indicators;
 3. **Satisfactory**—Met School Board Expectation and Met Most Progress Indicators;
 4. **Unsatisfactory**—Did not meet School Board Expectations and/or Failed to Meet Most Progress Indicators.
 - iii. Return forms to Board Chair by June 1.

4. End-of-Year Summative Evaluation—June [2nd Year]
 - a. School Board reviews and reaches common ground on summative evaluation at June School Board Meeting.
 - i. The Board Chairperson provides agreed-upon rating along with written commentary, feedback, and recommendations to the superintendent via Appendix D.
 - b. Superintendent will meet with the Negotiations Committee to finalize and reach common ground on the upcoming year's goals in July.

Superintendent Annual Goal # 1

Name: Randi Anderson

Goal Statement: The Superintendent will Increase trust and visibility in schools and community

Board Goal - Increase Communication

Pertinent MN Rule 3512.0512 Competency

Action Steps What am I going to do to achieve this goal?	Timeline	Measurable Progress Indicator	Evidence Collected
Increase opportunity to promote the district image and advocate for the district <ul style="list-style-type: none"> ● Increase communication through media sources(Twitter, webpage,newspaper, radio) ● Revise website to increase usability on mobile devices ● Investigate ways to market the school through fliers, social media etc. 	July - June	Media Postings District Profile	
Maintain positive working relationship with the members of the media etc. <ul style="list-style-type: none"> ● Work with local newspaper on monthly viewpoint article from the district ● Increase positive program information to local TV, radio, and newspaper throughout the year ● Meet with local media, realtors and other key communicators to listen to their perceptions of the District communications and how we can get better 	September - June	Articles Meeting Dates Marketing to media	
Strengthen working relationships with key stakeholders and members of government, business and service <ul style="list-style-type: none"> ● Join local business boards (Welcome Place) ● Hold Key communicator meetings 3 times a year 	September - June	Dates/Agenda of Key communicator meeting Memberships	

<ul style="list-style-type: none"> • Visit the businesses and stakeholders of the district • Explore the development of a “community council” to discuss community and education (economic growth, business, elected officials, clergy, health care) 		Calendar of Meetings	
<p>Increase personal knowledge and understanding of Pelican Rapids School District and Community</p> <ul style="list-style-type: none"> • Regularly meet with community members throughout the year • Join local organizations (Rotary, Chamber of Commerce etc) 	September - June	Memberships Calendar Dates /Agendas	
<p>Ensure ongoing, open, clear and consistent communication with all stakeholder groups inside and out of the district</p> <ul style="list-style-type: none"> • Be visible at school and local events throughout the school year • Continue to meet with individuals throughout the year • Establish an Equity steering committee 	September- June		

Evaluation Period _____ to _____

Superintendent’s Signature: _____ Date: _____

School Board Chairperson Signature: _____ Date: _____

Superintendent Annual Goal # 2

Name: Randi Anderson

Goal Statement: The superintendent will establish a supportive, positive district climate and culture

Board Goal - Increase Communication

Action Steps What am I going to do to achieve this goal?	Timeline	Measurable Progress Indicator	Evidence Collected
Establish positive relationships with district leadership <ul style="list-style-type: none"> • Hold regular group and individual meetings with administration 	September - June		
Be visible throughout the district <ul style="list-style-type: none"> • Regularly classroom visits/ building throughout the school year 	September - June	Calendar	
Professional development opportunities for Administration	September - June	Opportunities presented	

Evaluation Period _____ to _____

Superintendent's Signature: _____ Date: _____

School Board Chairperson Signature: _____ Date: _____

Appendix A – Establishment of Goals Form

Superintendent Annual Goal # 3

Name: Randi Anderson

Goal Statement: The Superintendent will ensure effective District governance through positive Board/Superintendent relations.

Board Goal: Increase Communication

Pertinent MN Rule 3512.0510 Competency

Action Steps What am I going to do to achieve this goal?	Timeline	Measurable Progress Indicator	Evidence Collected
Build positive relationships with each board member <ul style="list-style-type: none"> ● Communicate with the school board on a weekly basis ● Communicate concerns of the district on a timely basis ● Hold individual meetings when needed with school board members throughout the school year 	September - June		
Develop a cohesive leadership team that is student centered <ul style="list-style-type: none"> ● Collaborate with Board chair in the induction of new School Board members ● Board Governance work <ul style="list-style-type: none"> ○ Board Self-Evaluation 	September - June		

Evaluation Period _____ to _____

Superintendent's Signature: _____ Date: _____

School Board Chairperson Signature: _____ Date: _____

Appendix A – Establishment of Goals Form

Superintendent Annual Goal # 4

Name: Randi Anderson

Goal Statement: The Superintendent with Board Sub Committee will review, adjust and bring to board for approval all district policies with MSBA guidelines.

Board Goal: Retain/Increase Student Enrollment

Pertinent MN Rule

Action Steps What am I going to do to achieve this goal?	Timeline	Measurable Progress Indicator	Evidence Collected
Work with board committee and leadership to revise all district policies <ul style="list-style-type: none">• Establish Timeline for Revision• Create a policy subcommittee to monitor ongoing changes in policy per MSBA	September - June	Policies Revisions	

Evaluation Period _____ to _____

Superintendent's Signature: _____ Date: _____

School Board Chairperson Signature: _____ Date: _____

Appendix A – Establishment of Goals Form

Superintendent Annual Goal # 5

Name: Randi Anderson

Goal Statement: Superintendent will establish a fiscally responsible budget for the school district

Board Goal: Retain/Increase Student Enrollment

Pertinent MN Rule 3512.0510 Competency - Organization management by demonstrating knowledge of factors that affect school finance including sources or revenue; expenditure classifications; generally acceptable accounting principles; and local, state and federal finance calculations

Action Steps What am I going to do to achieve this goal?	Timeline	Measurable Progress Indicator	Evidence Collected
Regular communication with financial committee, finance manager. <ul style="list-style-type: none"> ● BoardWork sessions - Finance ● Hold regular meetings with Administration and Finance Department 	September - June	Documentation of meeting dates	
Monitor and report revenues and expenditures for the district <ul style="list-style-type: none"> ● Monthly updates to board via finance committee ● Investigate positive ways to communicate with community 	September - June	Board Documents	
Make efficient use of all available resources <ul style="list-style-type: none"> ● Investigate ways to create revenue for the district (shared services, grants) ● Investigate ways to have more efficient/reduced spending ie balanced budget 	September - June	Presentation of balanced proposed preliminary budget	
Work collaboratively with administration team to construct 2019-2020 a budget for review by Finance Committee, Board, and the public during board meetings/hearings for approval by the Board June 2019.	September - June	Presentation of proposed final budget Meeting agendas	

<ul style="list-style-type: none"> Ensure school site administrators are provided opportunities to provide input on the budget priority process 			

Evaluation Period _____ to _____

Superintendent's Signature: _____ Date: _____

School Board Chairperson Signature: _____ Date: _____

Appendix A – Establishment of Goals Form

Superintendent Professional Development Goal

Name: Randi Anderson

Goal Statement: Superintendent will seek out and attend professional development opportunities that develop necessary leadership skills and knowledge to implement a fiscally responsible organization based on 21st century learning.

Action Steps What am I going to do to achieve this goal?	Timeline	Measurable Progress Indicator	Evidence Collected
Active member in state organizations <ul style="list-style-type: none"> • Minnesota Association School Administrators (MASA) • Minnesota School Board Association (MSBA) • Superintendent Institute • Mid-American Association of School Superintendent (MAASS) Participate in Leadership organization training			

Mid-Year Formative Evaluation

Goal 1:
Evidence of Progress Toward Attainment:
School Board Member Comments:
Goal 2:
Evidence of Progress Toward Attainment:
School Board Member Comments:
Goal 3:
Evidence of Progress Toward Attainment:

School Board Member Comments:

Mid-Year Evaluation Period _____ to _____

Superintendent's Signature: _____ Date: _____

Board Chair's Signature: _____ Date: _____

Appendix B Mid-Year Formative Evaluation

End of Year Summative Evaluation

Goal 1:			
Evidence of Progress Toward Attainment:			
School Board Member Rating (Circle the appropriate response)			
4 Distinguished	3 Accomplished	2 Satisfactory	1 Unsatisfactory
Comments:			

Goal 2:			
Evidence of Progress Toward Attainment:			
School Board Member Rating (Circle the appropriate response)			
4 Distinguished	3 Accomplished	2 Satisfactory	1 Unsatisfactory
Comments:			
Goal 3:			
Evidence of Progress Toward Attainment:			
School Board Member Rating (Circle the appropriate response)			
4 Distinguished	3 Accomplished	2 Satisfactory	1 Unsatisfactory
Comments:			

Appendix C – End of Year Summative Evaluation

Overall End of Year Summative Evaluation

Place <i>one</i> check in each row for each goal and <i>one</i> check for overall rating.				
	4	3	2	1

	Distinguished	Accomplished	Satisfactory	Unsatisfactory
Annual Goal #1				
Annual Goal #2				
Annual Goal #3				
Overall Rating	4 Distinguished	3 Accomplished	2 Satisfactory	1 Unsatisfactory
A. In regard to the listed goals, which best illustrates the Superintendent's greatest strength and why?				
B. In regard to the listed goals, which presented the Superintendent with the greatest challenge and why?				
C. What supports might the School Board offer to enhance the Superintendent's strengths and assist him/her in overcoming existing challenges?				

Evaluation Period _____ to _____

Superintendent's Signature: _____ Date: _____

Board Chair's Signature: _____ Date: _____

Appendix D – Overall End-of-Year Evaluation

1. SUPERINTENDENT
 - 1.1. Articulates and implements district policy and procedures.
 - 1.2. Makes recommendations to the Board and implements Board actions.
 - 1.3. Promotes a positive and respectful working relationship with board members, staff, students, and community.

2. ADMINISTRATION, PLANNING, AND RESOURCE MANAGEMENT
 - 2.1. Directs the annual and long-range planning efforts and resource allocation.
 - 2.2. Establishes, evaluates, and maintains procedures for financial decisions and controls.

3. STAFF RELATIONSHIPS AND DEVELOPMENT
 - 3.1. Establishes procedures to recruit, appoint, and evaluate top quality administrators, faculty, and staff.
 - 3.2. Supervises the negotiations process and recommends compensation.

4. COMMUNICATIONS
 - 4.1. Maintains the office of Superintendent in a manner which builds credibility, respect, and support.
 - 4.2. Serves as the district's spokesperson and representative.
 - 4.3. Develops and maintains a process that keeps the Board, staff, news media, and community informed on a regular basis of the progress made toward district goals, accomplishments, needs, and issues of the school district.

5. CURRICULAR AND INSTRUCTIONAL LEADERSHIP
 - 5.1. Serves as primary educational leader and spokesperson for educational interests in the school district.
 - 5.2. Promotes innovation and improvement in district programs and services.
 - 5.3. Implements procedures for development and evaluation of curriculum and instruction.

6. EVALUATION
 - 6.1. Monitors, evaluates, and reports on all district programs and services to assure that full legal compliance regarding student educational needs and the district mission are met.
 - 6.2. Models decision making that is based on systematic data gathering.
 - 6.3. Creates procedures to evaluate students and report their progress to promote learning.

Appendix E - Reference