

Superintendent Evaluation





MICHIGAN ASSOCIATION
OF SCHOOL BOARDS

Superintendent Evaluation Amended Fall 2019

Introduction

The Revised School Code requires school boards to evaluate their superintendent's job performance annually as part of a comprehensive performance evaluation system that takes into account student growth data and requires certain additional factors. MASB is pleased to provide this superintendent evaluation instrument based on the requirements of the Revised School Code. The instrument provides school districts a straightforward option for superintendent evaluation. It may be used alone or in conjunction with a facilitated evaluation.

Professional Standards for Educational Leaders

This evaluation instrument is based in part on two bodies of research: *The Professional Standards for Educational Leaders*, which were reviewed and published by the National Policy Board for Educational Administration in 2015 and *School District Leadership that Works: The Effect of Superintendent Leadership on Student Achievement* which was conducted by Mid-continent Research for Education and Learning (McREL) in 2006. For detailed information on the research base, please consult the appendixes of this document.

Requirements, Process, Timeline and Resources

Elements that are required in the Revised School Code appear in red in the evaluation instrument. Please consult the appendixes of this document for considerable supplementary information and guidance on superintendent evaluation.

Scoring

MASB recommends scoring on the rubric be limited to whole numbers (i.e., 2, 3, etc.); ratings of half numbers may be used if necessary (i.e., 2.5, 3.5, etc.). Scoring in lesser increments undermine the reliability of the evaluation instrument.

Training

The Revised School Code requires Board of Education members to receive training on the evaluation instrument to be used for the superintendent beginning in 2016-2017. Training must also be provided to the superintendent regarding the measures used in the evaluation system and how each measure will be used.

Posting Requirements

Districts must post comprehensive information on their websites in regards to the evaluation instrument being used. For details in regards to the MASB Superintendent Evaluation instrument's posting requirements, please visit www.masb.org/postingrequirements.

Who to Contact

<i>Topic</i>	<i>Contact</i>
Superintendent Evaluation	search@masb.org or 517.327.5928
Training on Superintendent Evaluation	leadershipservices@masb.org or 517.327.5904
Legal Questions	legal@masb.org or 517.327.5929
Facilitated Evaluation	leadershipservices@masb.org or 517.327.5904

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A. Governance & Board Relations

Weight: 20%

		Ineffective (1 pt)	Minimally Effective (2 pt)	Effective (3 pt)	Highly Effective (4 pt)	Rating
A1	Policy involvement Professional Standards for Educational Leaders: 2, 9	Makes decisions without regard to adopted policy.	Provides correspondence from policy provider with recommendation(s) for adoption. Follows as written.	Is actively involved in the development, recommendation and administration of district policies.	Is proactive in the determination of district needs and policy priorities; has a system in place to ensure timely administration of district policies.	4
A2	Goal development Professional Standards for Educational Leaders: 1, 9, 10	Goals are not developed.	Goals are defined by implementing state curriculum and seeking to maximize student scores.	Facilitates the development of short-term goals for the district. Provides the necessary financial strategies to meet those goals.	Has a system in place for establishing, reporting on and monitoring goals. Budget practices help to ensure alignment of resources to goals.	4
A3	Information Professional Standards for Educational Leaders: 2, 7, 9	Does not provide the information the board needs to perform its responsibilities.	Keeps only some members informed, making it difficult for the board to perform its responsibilities.	Keeps all board members informed with appropriate information as needed so it may perform its responsibilities.	Has established mutually agreed upon protocols with the board regarding communication. Executes those protocols consistently.	4
A4	Materials and background Professional Standards for Educational Leaders: 7, 9	Meeting materials aren't readily available. Members arrive at meetings without enough prior information regarding agenda or background information.	Meeting materials are incomplete, and don't include adequate background information or historical perspective.	Materials are provided. Background and historical perspective are included. Recommendations are included.	Meeting materials are comprehensive with all adequate background information and previous action included. Recommendations are well thought out.	3
A5	Board questions Professional Standards for Educational Leaders: 2, 7, 9	Board questions aren't answered fully nor in a timely manner.	Most board questions are answered. All members aren't apprised of all relevant questions/answers.	Board questions are addressed with follow-up to all board members.	Has a system in place for receiving and responding to board member questions in a timely and thorough manner.	4
A6	Board development Professional Standards for Educational Leaders: 6	Doesn't promote and does not budget for board development.	When prompted, provides members with information about board development.	Provides all board members with information regarding board development opportunities when they arise and budgets for board development.	Actively encourages board development by seeking and communicating opportunities. Ensures funding is aligned to board development plan.	4
Category rating:						3.833333333
Artifacts that <u>may</u> serve as evidence of performance in this domain: <ul style="list-style-type: none"> • Meeting agendas/minutes • Board packets • Board development materials • Memos/communications • Board policies/policy book • Retreat agendas/minutes • Board development plan • Communication protocols • Policy review calendar 						

A. Governance & Board Relations – continued

Weight: 20%

If a performance goal has been established related to one of the performance indicators above, write it below:

Performance Indicator:	Goal:
Evidence:	

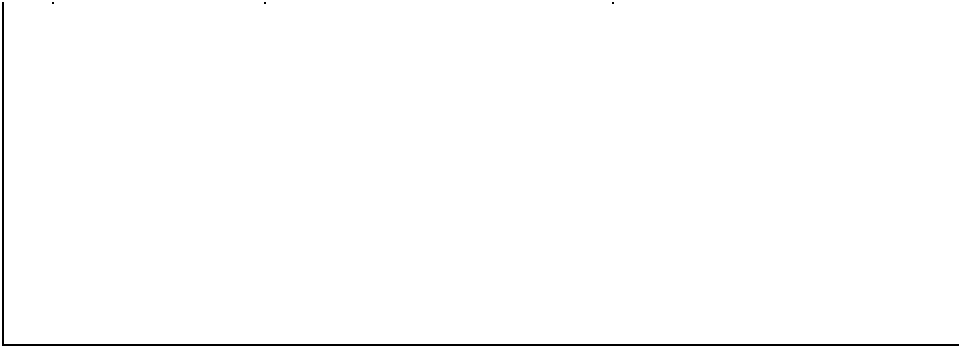
Category rating should be reflected within the performance indicator.

Comments by Board of Education:	Comments by the Superintendent:
	<p>I spend a lot of time working to keep our policy up to date, and even reviewing approved policy for ways to improve. I believe the creation of a Board Discipline Committee is going to create a more efficient process, while also creating an opportunity to build a better relationship with these at risk students and their parents.</p> <p>I am committed to making decisions that best utilize the district's resources to address the goals in the Strategic Plan. The Strategic Plan expires at the end of this year and I have already begun to gather data to help us form a new Plan next summer.</p> <p>I believe that my weekly updates contain critical information to help keep the Board informed on important situations throughout the district. I try to be preemptive and proactive with my communication. I communicate frequently with the Board President for feedback on important topics. I also frequently seek feedback from individual Board members to gauge both Board and community perspective related to specific ideas or topics.</p> <p>One of the areas where I believe I have shown growth is the creation of materials for Board meetings. I have tried to ensure that you have substantial information on our important topics ahead of meetings, both through my weekly updates and in the Board packets. I do think this is an area I can and will continue to focus on for improvement.</p> <p>I initiated a plan to set up a Board Candidate profile page on our district website for our Board candidates to highlight their credentials so that community members could get to know the candidates even though we could not hold a face-to-face forum.</p> <p>I am committed to the ideal of "no surprises" by making sure that I share potential "hot topics" to the Board either through weekly updates or emails/text messages. Whenever possible I try to provide information to all of the Board members so that everyone has the same information when it makes sense to do so.</p> <p>I continue to encourage Board members to participate in MASB trainings, and I make sure that the funds are available in the budget.</p> <p>One of the things that comes to mind when considering district goals, is my focus</p>

Areas of focus for the next year: 1) Send urgent informational emails BCC and send a text that just lets Board members know to check email. 2) Be sure to send a separate notice to Board members when letters to out to families through Infinite Campus so those who do not have children in the system right now get all communication. 3) Be sure to use weekly updates as a vehicle for providing notice or reminders regarding MASB training opportunities.

on early childhood education. When I arrived, we had limited opportunities for families for preschool. Our GSRP program only had 32 slots per year. We did not offer wrap-around day care. Now, we have expanded our preschool opportunities and have very few students on a wait list. We received 72 GSRP slots per year! So instead of offering 32 students a half day GSRP preschool experience, we now offer 36 students a full-day experience. And just recently, the county mentioned that some extra slots were available and so I worked with the ISD to bring those to Allendale. The income guidelines have been relaxed this year by the State, and so what we are going to be able to do is take one of our half day tuition classes and turn it into a GSRP classroom. That means that most of those students will receive free preschool this year and the district will get more funding. That will bring another 16 GSRP slots to the district, which equates to over \$50,000 in additional revenue!

I am also confident that as people become more aware of our wraparound program for day care, that we will see our preschool numbers continue to grow.



B. Community Relations

Weight: 15%

		Ineffective (1 pt)	Minimally Effective (2 pt)	Effective (3 pt)	Highly Effective (4 pt)	Rating
B1	Parent feedback Professional Standards for Educational Leaders: 1, 8	Doesn't accept input from or engage parents.	Accepts suggestions and input from parents but fails to seek it. Does not engage parents in decision-making or district-wide goal setting.	Readily accepts parent input and engages parents in district-wide goal setting and decision-making.	Actively seeks parental input, creates methods for parents to be actively involved in decision-making as well as setting and supporting district-wide goals.	3
B2	Communication with community Professional Standards for Educational Leaders: 1, 8	Isn't readily available for parents, businesses, governmental and civic groups. Avoids direct communication unless absolutely necessary.	Is available for parents, businesses, governmental and civic groups, providing them with information, but doesn't seek their input. Is not proactive.	Actively seeks two-way communication with the community as appropriate.	Develops and ensures implementation of a community communication plan that fosters positive relations.	3
B3	Community feedback Professional Standards for Educational Leaders: 1, 8	Doesn't accept input or engage community.	Accepts suggestions and input from community but fails to seek it. Does not engage community in decision-making or district-wide goal setting.	Readily accepts community input and engages community in district-wide goal setting and decision-making.	Actively seeks community input, creates methods for community to be actively involved in decision-making as well as setting and supporting district-wide goals.	3
B4	Media relations Professional Standards for Educational Leaders: 1, 8	Communicates with the media only when requested.	Isn't proactive, but is cooperative with the media when contacted.	Promotes positive relations and provides the media with district event information.	Initiates and establishes a system for actively engaging the media to promote the district and provide timely and effective information.	4
B5	District image Professional Standards for Educational Leaders: 1, 8	Is indifferent or negative about the district. Does not speak well or represent the district well in front of groups.	Doesn't actively promote the district. Speaks adequately in public.	Projects a positive image of the district as expected. Well spoken.	Projects a positive image at all times; is a champion for the district. Articulate, knowledgeable and well-spoken.	4
B6	Approachability Professional Standards for Educational Leaders: 1, 8	Is neither visible nor approachable by members of the community.	Is not consistently visible at events or in the community. Is not consistently approachable by members of the community.	Is consistently visible at events and approachable by members of the community.	Is consistently visible at a variety of events and has developed methods of being approachable to members of the community.	4
Category rating:						3.5

Artifacts that may serve as evidence of performance in this domain:

- Third party survey data
- School accreditation survey data
- Meeting invitations, agendas
- Press releases
- Community meeting agendas
- News clips/interviews
- Community engagement calendar
- Strategic planning agenda(s)
- Communications
- Service club membership(s)

B. Community Relations – continued

Weight: 15%

If a performance goal has been established related to one of the performance indicators above, write it below:

Performance Indicator:	Goal:
Evidence:	

Category rating should be reflected within the performance indicator.

Comments by Board of Education:	Comments by the Superintendent:
	<p>Parents play a role on many of our district committees such as the School Improvement Team, the Crisis Team, the Wellness Committee and the Sex Education Advisory Board. I believe there is room for improvement in this area but we do also solicit parent feedback on perception surveys. We typically send out these surveys every Spring, though we did not this past year due to COVID. This is something we do to help inform our school improvement goals. We will also solicit parent feedback in creating our next Strategic Plan.</p> <p>I had been highly visible in the district and in the community prior to COVID. I attended many school functions such as athletic events, choir concerts, plays, Science Olympiad competitions, Robotics competitions, Back to School events, Book Bingo, Collage, etc. I even attend school functions off school campus like Science Olympiad and Robotics competitions, I ChallengeU events, and playoff sporting events. I am active in the Allendale Rotary and have attended the Allendale/Coopersville Chamber of Commerce meetings. I also serve on the Dean’s Advisory committee at GVSU.</p> <p>I have worked to ensure that consistent positive communication is going out from the district via news outlets, social media and the Allendale Announcer.</p> <p>I have represented the district at the Rotary and Chamber meetings, working to establish or maintain positive relationships between the district and local businesses.</p> <p>While it is often a challenge to communicate information out to the community that hits the right note with everyone, given the disparity in personal philosophies we encounter from community members, I have received frequent praise for the communication that I sent out to our families throughout the Spring, summer and into this fall. I articulated a</p>

Area of focus for next year: 1) Create an updated communication plan. 2) Continue to work on creating an informational vlog

plan for instructional platforms to our families last June, based on considerable feedback from our parents, and that is exactly what we delivered this fall which builds trust with staff and community. I have been vigilant in responding to all communications I have received from parents. Sometimes the conversations are easy, and sometimes they are challenging, but I never hesitate to engage in those conversations. Issues like the wearing of masks is one where we can never create a solution that will satisfy all stakeholders, but I have made sure to follow up, typically in a personal phone call, with any parent who has shared a concern. I think taking the time to hear our parents express their thoughts on these types of challenging issues, does help inform our practice and then translates to parental input for district decision-making.

C. Staff Relations

Weight: 15%

		Ineffective (1 pt)	Minimally Effective (2 pt)	Effective (3 pt)	Highly Effective (4 pt)	Rating
C1	Staff feedback (Teacher feedback is a required component.) Professional Standards for Educational Leaders: 6, 7	Doesn't accept input or engage teachers and staff in decision-making or goal setting.	Accepts suggestions and input from staff but does not seek it. Does not engage staff in district-wide goal setting or decision-making.	Readily accepts staff input and engages staff in district-wide goal setting and/or decision-making.	Actively seeks staff input and creates methods for staff to be actively involved in decision-making as well as developing and supporting district-wide goals.	3.5
C2	Staff communications Professional Standards for Educational Leaders: 2, 7, 9	Doesn't inform staff of matters that may be of concern.	Is inconsistent in keeping staff informed of important matters.	Consistently keeps staff informed of important matters.	Develops and ensures implementation of a staff communication plan that fosters positive relations and keeps staff informed of important matters.	4
C3	Personnel matters Professional Standards for Educational Leaders: 9	Personnel matters are not handled in a consistent manner. Some situations may be handled with bias.	Many personnel matters are handled, but not always in a consistent manner.	Personnel matters are handled with consistency, fairness, discretion, and impartiality.	A system is in place for handling personnel matters that is proactive, consistent, fair, discrete, and impartial. Personnel procedures are regularly reviewed, communicated to staff, and updated as needed.	4
C4	Delegation of duties Professional Standards for Educational Leaders: 9, 10	Doesn't delegate duties. Maintains too much personal control over all district operations.	Delegates duties as staff members request additional responsibilities.	Delegates responsibility to staff within their abilities and then provides support to ensure their success.	Delegates responsibility to staff that will foster professional growth, leadership and decision-making skills.	4
C5	Recruitment Professional Standards for Educational Leaders: 6	There is no formal or informal recruitment process and/or hiring is considered in an arbitrary manner.	An informal recruitment and hiring process is in place, but is not used consistently.	A formal recruitment and hiring process is followed for hiring opportunities.	A formal recruitment and hiring process is followed for each hiring opportunity. Actively recruits the best staff available and encourages their application to the district.	4
C6	Labor relations (Bargaining) Professional Standards for Educational Leaders: 9	Is unable to work with union leadership, doesn't work to improve relations.	Is inconsistent in working with union leadership in regard to bargaining and labor relations.	Consistently strives to work with union leadership. Shares appropriate information and effectively manages the dynamics of the relationship.	Proactively works with union leadership to build relationships with staff groups and establishes trust and effective sharing of information in the bargaining process as appropriate.	4

C. Staff Relations – continued

Weight: 15%

		Ineffective (1 pt)	Minimally Effective (2 pt)	Effective (3 pt)	Highly Effective (4 pt)	Rating
C7	Visibility in district Professional Standards for Educational Leaders: 3, 4, 5, 6	Seldom visits buildings.	Is occasionally present at building programs and special activities.	Consistently visits buildings/classrooms and special activities.	Conducts regular and purposeful visits to buildings and classrooms. Consistently attends special activities.	4
Category rating:						3.928571429
Artifacts that <u>may</u> serve as evidence of performance in this domain: <ul style="list-style-type: none"> • Third-party survey data • School accreditation survey data • Hiring process documentation • Personnel policies and procedures • Recruitment calendar • Staff leadership development plan • Negotiations documentation • School visit calendar • Communications • Staff meeting agendas/minutes 						

If a performance goal has been established related to one of the performance indicators above, write it below:

Performance Indicator:	Goal:
Evidence:	

Category rating should be reflected within the performance indicator.

Comments by Board of Education:	Comments by the Superintendent:
	<p>I am committed to the professional development of our staff, and particularly our new administrators. I often try to be a mentor, a resource and a teacher to help our administrators grow in their role. Prior to COVID we were spending a great deal of time developing our capacity as a leadership team, and though I have put a pause on the PD activities with admin, I continue to push for building our sense of team while guiding them towards individual growth.</p> <p>I have insured that our staff has tremendous input into our professional development days. We have these conversations at department/grade level chair meetings, in my meetings with union leadership, and through surveys with the whole staff.</p> <p>I feel very strongly that I have provided extensive communication to our staff. Throughout the Spring and summer, I had multiple staff members praise my communication efforts and thank me for being so proactively informative. I am committed to transparent communication and have sometimes even over-communicated. I love to spend time in the schools and with students and was actively doing so prior to COVID. I implemented a reward program as a fun way to recognize the hard work of the staff and also to create another opportunity for me to interact with students and staff. I gave out "You deserve a break coupons" which</p>

Areas of focus for next year: 1) Continue to build collaboration with teaching staff by creating spaces for open dialogue. 2) Be mindful of our recruiting and hiring practices to make sure that they are inclusive and focused on attracting the top candidates.

interact with students and staff. I gave out 100 recess coupons which were drawn at random each month. If a teacher won the coupon I would cover a recess for them. I think the teachers really like this reward and the students enjoyed having me outside with them.

I believe that our contract negotiations went well with all of the bargaining units. My ability to get a calendar approved that is far more family friendly is a strong indication of my leadership and ability to put the needs of our students and families as the highest priority while still working to maintain a positive relationship with the AEA and MEA. I believe that the teachers were offered a very favorable 3.5% raise, and that I showed good leadership and forethought to include language that protected the district in a financial pinch like we are in right now. Most districts did not have that protection in their contracts.

I have encouraged administrators to assume responsibility for leadership of the Crisis Team, Wellness Committee, School Improvement team and SEAB to build leadership capacity in the district. Travis Plain heads the Crisis Team and Heidi Mucha the Wellness Committee. With such a new administrative team it has been a focus to work with our leaders individually. One thing that is very important in helping administrators grow is to hold them accountable. Since my last evaluation I separated out the Facilities Director/Transportation position and we hired a new Transportation Director. The previous Director really struggled to understand the culture here in Allendale and worked very hard to reshape our processes, even in those cases where things were working very well. In working with this person, it became clear that a change needed to be made. I took that on and a change was made. I believe we now have a transportation director that will stay in the district successfully for the next 20 years. We meet every two weeks, and sometimes more frequently when needed, so that I can help this person develop stronger leadership skills. I also had an administrator make a very poor decision regarding staff communication and I addressed that directly as well. I do not shy away from these difficult conversations because they are so important for the district and the individual.

We continue to recruit high quality candidates for both our teaching and administrative positions. I have given the staff a great deal of input and opportunity for participation in the process for selecting the new teachers and administrators. This all speaks to relationship building and trust.

I have also worked closely with all of our groups (teachers, aides, secretaries, bus drivers, custodians) to solve staff concerns. I believe that I have demonstrated to each of these groups a willingness to make good decisions that favor staff members, as long as they fit in the framework of what we are trying to accomplish as a district.

D. Business & Finance

Weight: 20%

		Ineffective (1 pt)	Minimally Effective (2 pt)	Effective (3 pt)	Highly Effective (4 pt)	Rating
D1	Budget development and management Professional Standards for Educational Leaders: 1, 2, 9	Budget knowledge is limited. The budget is developed and managed without taking into consideration current needs of the district.	Works to develop and manage the budget to meet the immediate fiscal issues. Decisions are primarily reactive to current needs of the district.	Budget actions are proactive and consider the most current information and data. A balance is sought to meet the needs of students and remain fiscally responsible to the community.	Budget actions are proactive and consider both current and long-range information and data. A balance is sought to meet the current and future needs of students and remain fiscally responsible to the community.	4
D2	Budget reports Professional Standards for Educational Leaders: 1, 2, 9	Doesn't report financial information to the board except with the annual audit.	Reports the status of financial accounts as requested by the board.	Reports to the board concerning the budget and financial status on a regular basis (monthly, quarterly, etc., as agreed upon by governance team).	Has a system in place for the monitoring and reporting of all budgetary and financial information to the board. Information provided is adequate and timely, and outlines potential ramifications of any changes.	4
D3	Financial controls Professional Standards for Educational Leaders: 2, 9	Annual audit has revealed areas that are in need of improvement. Financial accounts aren't in order.	Annual audit is used to reveal any discrepancies. Internal controls are inconsistent.	Is up-to-date with GAAP and state accounting procedures. Maintains internal controls.	Promotes appropriate financial controls, including third-party audits and reconciliation of accounts. Is proactive.	4
D4	Facility management Professional Standards for Educational Leaders: 5, 9	A facilities management plan is not created. Maintenance is only performed when absolutely needed.	Facilities needs are discussed internally, but a plan is not created. Issues are addressed on an as-needed basis.	A facilities management plan is in place that includes the current status of the buildings and the need to improve any facilities in the future.	Facilities management plan in place includes current status of buildings and the need to improve facilities in the future, with a projected plan to secure funding.	3
D5	Resource allocation Professional Standards for Educational Leaders: 1, 9	Resources are allocated inconsistently and without consideration of district needs.	Resources are allocated to meet immediate needs.	Resources are distributed consistently based upon district goals/needs and seek to meet immediate objectives.	Resources are distributed consistently based upon district goals/needs and seek to meet both immediate and long-range objectives.	4
Category rating:						3.8
Artifacts that <u>may</u> serve as evidence of performance in this domain: <ul style="list-style-type: none"> • Strategic plan • Election results that impact funding or facilities • Policies/procedures related to fund management • Auditor's report • District budget • Evidence of budgetary alignment to district-wide goals • Long-term financial forecast data • Budget-related communications • Grants received/applied for • Facilities maintenance plan • Facilities management plan 						

D. Business & Finance – continued

Weight: 20%

If a performance goal has been established related to one of the performance indicators above, write it below:

Performance Indicator:	Goal:
Evidence:	

Category rating should be reflected within the performance indicator.

Comments by Board of Education:	Comments by the Superintendent:
<p style="text-align: center;">Area of focus for next year: 1) Maintain commitment to protecting, and growing if possible, the district fund balance. 2) In collaboration with APS Facilities Director, create a long-term facilities plan.</p>	<p>Budgetary information is shared with the Board regularly. Potential major expenditures or revenue opportunities are presented. We were on target to increase our fund balance from 7.5% to 10.1% last year. Even with the pro-rated cut from the State of \$175 per pupil this August, we still had a final fund balance of 9.5% for the 2019/2020 school year. When I arrived three years ago, our fund balance was 4.7%!</p> <p>I work closely with Scott Park to make sure that our financial processes are appropriate. Our audits consistently come back as “clean” audits. Part of that for sure is the great job that Scott does tracking the numbers, but a big part of that is also my oversight of our administrators and their budgets.</p> <p>We continue to make staffing decisions that best utilize our resources to have the greatest impact on student achievement and well-being. The addition of instructional coaches is something that has occurred in many other districts over the past 5-10 years and I am pleased that we are able to bring APS up to speed on this important resource.</p> <p>Last June, I proactively took steps to make necessary cuts based on the budget forecast from the State. We were able to eliminate almost \$900,000 without a major increase to class size and without major impact to our most critical systems and supports for students. As mentioned earlier, I managed to protect the district by negotiating in language that saves the district in tough financial times.</p> <p>I continued to closely monitor our enrollment to make sure that we could maintain effective class sizes while also being good caretakers of district finances. Despite the grim budget forecast I still hired three additional teachers and six new classroom aides to keep class</p>

numbers lower in response to the COVID concern, and to help students succeed, particularly in our new remote learning model. I believe that I consistently demonstrate a good balance between fiscal responsibility and making sure we have what we need for our students to succeed.

I worked with Scott on a grant opportunity to purchase propane buses for the district. We were planning to purchase 5 diesel busses with bond dollars, but with the grant dollars we were awarded we were able to purchase 7 propane busses instead. Plus, these propane busses have a reputation for needing fewer repairs!

I do want to work with Gary to create a more formalized facilities plan. We had discussed that last year as the final pieces of our bond projects were being completed, so we will be focusing on that this spring.

E. Instructional Leadership

Weight: 30%

		Ineffective (1 pt)	Minimally Effective (2 pt)	Effective (3 pt)	Highly Effective (4 pt)	Rating
E1	Performance evaluation system Professional Standards for Educational Leaders: 6, 9, 10	No performance evaluation system is in place and/or not all evaluations have been completed as required.	Most performance evaluations are completed in a timely manner and are in compliance with state law.	All required performance evaluations are completed in a timely manner and are in compliance with state law. Individual Development Plans are provided to staff rated as less than effective.	Performance evaluation system has been established that is in compliance with state law, provides opportunities for growth to instructional staff, and is applied consistently across the district with consistent results.	3
E2	Building-Level Leadership Professional Standards for Educational Leaders: 4, 6, 7	No effort is made to foster autonomy at school buildings. Expectations regarding learning and instruction have not been identified.	Little effort is made to foster autonomy at school buildings. Expectations regarding learning and instruction are vague or unclear.	Efforts are made to foster autonomy at	Principals are provided defined autonomy consistently with accountability. Clear, non-negotiable goals for learning and instruction have been established that provide school leadership teams with the responsibility and authority for determining how to meet those goals.	4
E3	Staff development Professional Standards for Educational Leaders: 6, 10	Staff development isn't consistently provided. Staff members are responsible for their own improvement.	Staff development programs are offered based upon available opportunities.	Staff development programs are offered based upon available opportunities that are targeted toward staff growth and increasing student achievement.	Staff development programs are individualized, targeted toward district-specific goals and are sustained to increase student achievement.	3
E4	School Improvement Professional Standards for Educational Leaders: 6, 9, 10	School improvement efforts are limited. There is no comprehensive plan in place.	School improvement plans are in place at the building level but lack district-wide coordination.	School improvement plans are in place at all buildings and align to the district-wide goals.	School improvement plans are in place at all buildings and align to the district-wide goals. Systems are in place for implementation of improvement efforts and monitoring of progress.	4
E5	Curriculum Professional Standards for Educational Leaders: 4, 7	Curriculum isn't a priority in the district and/or is inconsistent across grade levels.	Teachers are allowed to define their own curriculum. There is little coordination.	A curriculum is in place that seeks to meet the state standards.	Curriculum is in place, aligned across grade levels and in compliance with state standards.	4
E6	Instruction Professional Standards for Educational Leaders: 4, 6, 7	There is little to no focus on instruction. Technology is not utilized in classroom instruction.	Teachers are encouraged to enhance their instructional skills and embrace technology, but no comprehensive program(s) is in place.	Effort is made to accommodate diverse learning styles, needs and levels of readiness. Some effort is made to incorporate technology into learning.	Instructional practices in place that are differentiated and personalized to student needs. Technology is used to enhance teaching and learning.	4
E7	Student feedback Professional Standards for Educational Leaders: 3, 5	Doesn't accept input or seek student feedback.	Accepts suggestions and input from students but does not seek it.	Readily accepts student input and engages students in district-wide goal development and/or decision-making.	Actively seeks student input, creates methods for students to be actively involved in development of district-wide goals as well as decision-making.	3

E. Instructional Leadership - continued

Weight: 30%

		Ineffective (1 pt)	Minimally Effective (2 pt)	Effective (3 pt)	Highly Effective (4 pt)	Rating
E8	Student attendance Professional Standards for Educational Leaders: 5	Attendance isn't addressed as a policy issue. Attendance rates are decreasing.	Attendance isn't an area of focus; and therefore, student attendance is a matter left to itself. Attendance rates fluctuate at will.	Attendance is an area of focus. There are plans and interventions in place to address chronic attendance problems. Attendance rates are improving or at a high level.	Attendance is an area of focus. Individual student attendance problems are addressed early and supports are put into place. Attendance rates are being maintained at a high level.	4
E9	Support for Students Professional Standards for Educational Leaders: 3, 5	Academic supports are in place, but are inconsistent.	Academic supports are in place but social supports to meet the needs of students are lacking.	Programs and activities are available for students. Coordination and alignment can be improved.	Coherent systems of academic and social supports are in place to meet the needs of all students. Maintains a safe, caring and healthy learning environment.	3
E10	Professional knowledge Professional Standards for Educational Leaders: 1, 4, 6	Is uninvolved in current instructional programs. Is unaware of current instructional issues. Does not hold appropriate superintendent certification and is not enrolled in appropriate certification program.	Is somewhat knowledgeable of current instructional programs. Relies on others for information/data. Does not hold appropriate superintendent certification but is currently enrolled in appropriate certification program.	Demonstrates knowledge of current instructional programs, and is able to discuss them. Seeks to learn and improve upon personal and professional abilities. Holds and maintains appropriate superintendent certification.	Demonstrates knowledge of and comfort explaining current instructional programs. Participates actively in professional groups and organizations for the benefit of the district and personal, professional growth. Holds and maintains appropriate superintendent certification.	4
Category rating:						3.6

Artifacts that may serve as evidence of performance in this domain:

- Staff evaluation calendar • District performance evaluation system • Superintendent professional growth plan • Curriculum • RtI/MTSS
- Superintendent professional development • Teacher analysis of student achievement data • Curriculum audit • Strategic plan/district-wide goals
- Staff development plan • Professional development calendar • Instructional model(s) • Curriculum team agendas • Instructional audit
- Coaching documentation • Observational data from staff • Documentation of instructional rounds • Positive behavior supports/character programs

If a performance goal has been established related to one of the performance indicators above, write it below:

Performance Indicator:	Goal:
Evidence:	

Category rating should be reflected within the performance indicator.

Comments by Board of Education:	Comments by the Superintendent:
	Even though we were not required to complete teacher evaluations last year for any tenured

staff, I believed that it was important to do so, and we did. I think we had spent enough time in person to be able to complete these evaluations and I think that in doing them, we continue to reinforce this ideal of accountability.

Along with this commitment to accountability, we addressed concerns with some of our underperforming staff members. I non-renewed a probationary elementary teacher who I did not feel met our standards. I was in the process of doing the same for a HS special education teacher who resigned before we reached that point. We also, after trying to provide support for over two years, evaluated out a tenured teacher who had been underperforming for years and showed little signs of being able to improve.

Attendance and truancy are areas that really got thrown into confusion when COVID hit. We are trying to maintain a high standard and provide good communication to our parents when necessary.

I am involved with MASA, Rotary, Reading Now Network and GVSU to capture resources that can benefit the district.

As we planned our professional staff development for this year, we focused on supporting our teaching staff with research-based instructional strategies particularly around diversity, equity and mindfulness. The combination of additional resources like hiring the consultant on inclusion and equity, as well as having a former student speak on opening day about his APS experience as a student of color, help reinforce the importance of the professional development in this area.

I have also demonstrated real time responsiveness to staff needs. Knowing that this has been a challenging start to the year, and that we were going to be conducting our PD in an all virtual format, I made the decision to allow staff to participate virtual from home. This gave them a bit of a respite. Also, teachers indicated that they wanted more information around remote teaching and so in just two days' time, we adjusted our PD schedule and added two sessions lead by our current remote teachers. These were very positively received by the staff.

Last year I worked with OAISD to create a position within the district to support our families and students with personal or mental health needs at Evergreen. That was a great success. This year, I was able to negotiate an additional half time position, at the middle school. Both of these positions are only 50% funded by the district and 50% funding through a United Way grant. Most other districts did not add any additional support due to the financial situation we were facing but I was able to convince the OAISD to try this idea of a half time person.

Areas of focus for next year: 1) Continue to build consistency across the administrative team for performing teacher evaluations. 2) Create even more opportunities for student input on district-wide goals. 3) Emphasize a focus on creating safe, nurturing, healthy, caring learning environments in all buildings for all students.

...facing but I was able to convince the OAISSD to try this idea of a part time person.

I think it is also important to note that I am actively engaged in insuring that we are holding high standards for all employees. In the last two years, I have addressed concerns regarding three different administrators in the district, with the ultimate result being that all three no longer work for the district. In each case, I assumed additional responsibility to make sure that the three affected buildings/departments continued to run smoothly while we arranged for new leadership. In the case of the elementary building, I used my contacts to secure a highly respected, highly effective administrator to cover that building as an interim principal. I also lead the search for new administrators and believe that we have an outstanding team in place now in every building and department.

In terms of keeping students and staff safe, I was very proactive in putting together our COVID plan as it relates to facility cleanliness. This was verified when someone, most likely a disgruntled former employee, filed a MIOSHA complaint. After responding to the concerns in the complaint, we received a letter from MIOSHA stating that we had indeed taken all required steps to keep employees safe and to provide for heightened sanitation needs.

Also, we were one of the first districts in OAISSD to hire a COVID nurse, and was thus very prepared when the school year began. Part of our preparations, it should be noted, included modifying employee job descriptions, which I did after having conversations with their union leadership. Given that we were guided not to have our media centers distributing books, we transitioned those spaces into COVID rooms to have a safe space for any student or staff member exhibiting COVID symptoms. As part of this transition, I personally met for over an hour with all of our media specialists to review expectations and to help set their minds at ease with this new responsibility for them. This arrangement has worked out very well so far this year.

One of the things we did this year was to tighten up the requirements for NOHS to raise the rigor of that program. It is important to support our most at risk learners, but it is also important that any diploma earned at APS demonstrates that students have achieved an appropriate level of educational competence which will prepare them for the future.

F. Determining the Professional Practice Rating

Superintendent name:

School year:

Item	Weight of Category	Category Score (%)	Category Weighted Score
A. Governance & Board Relations	20% (.2)	3.833333333 x 20%	= 0.7666666667
B. Community Relations	15% (.15)	3.5 x 15%	= 0.525
C. Staff Relations	15% (.15)	3.928571429 x 15%	= 0.5892857143
D. Business & Finance	20% (.2)	3.8 x 20%	= 0.76
E. Instructional Leadership	30% (.3)	3.6 x 30%	= 1.08
Total Possible	100%	Score:	3.720952381
		Adjusted (Score / 4) =	93%

G. Other Required Components of Evaluation

Superintendent name:

School year:

Student Growth

Weight: 40%

Student growth and assessment data used for superintendent evaluation must be the combined student growth and assessment data used in annual evaluation for the entire district. Districts should establish a student growth model to be used for teacher and administrator evaluations that incorporates the most recent three consecutive years of student growth data. NOTE: Beginning in 2018-19 and moving forward, 50% of student growth must be based on state assessment data (from subject areas and grades administered).

		Ineffective (1pt)	Minimally Effective (2 pt)	Effective (3 pt)	Highly Effective (4 pt)	Rating
		Fewer than 60% of students met growth targets	60-74% of students met growth targets	75-89% of students met growth targets	90% or more students met growth targets	4
	Growth:					
	Evidence:	District Growth Model				
		Component score:				4

* For superintendents who are *regularly involved in instruction*, 25% of the annual evaluation must be based on student growth and assessment data.

¹ Measuring student growth: A guide to informed decision making, Center for Public Education.

Progress Toward District-Wide Goals

Weight: 10%

Progress made by the school district in meeting the goals set forth in the school district's school improvement plans is a required component for superintendent evaluation.

		Ineffective (1pt)	Minimally Effective (2 pt)	Effective (3 pt)	Highly Effective (4 pt)	Rating
		Progress was made on fewer than 60% of goals	Progress was made on 60-74% of goals	Progress was made on 75-89% of goals	Progress was made on 90% or more of goals	4
	Progress:					
	Evidence:	As indicated in District-Wide Improvement Plan				

		Component score: 4
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H. Compiling the Summative Evaluation Score

Component	Weight of Component	Component Score (%)	Component Weighted Score
Professional Practice (Adjusted score, p. 14)	50% (.50)	3.720952381 x 50%	= 1.86047619
Student Growth (Component score, p. 15)	40% (.40)	4 x 40%	= 1.6
Progress Toward District-Wide Goals (Component score, p. 15)	10% (.10)	4 x 10%	= 0.4
Total Possible	100%	Total Score:	3.86047619
		Total Score / 4 =	97%

Evaluation rating as follows: 90% - 100% = Highly Effective; 75% - 89% = Effective; 60% - 74% = Minimally Effective; Less than 60% = Ineffective

Comments by Board of Education:

Comments by the Superintendent:

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Board President's Signature: _____ Date: _____

Superintendent's Signature: _____ Date: _____

(Superintendent's signature indicates that he or she has seen and discussed the evaluation; it does not necessarily denote agreement with the evaluation.)

Appendix A – Research Base

National Policy Board for Educational Administration (2015). Professional Standards for Educational Leaders 2015. Reston, VA: Author.

The 2015 Standards are the result of an extensive process that took an in-depth look at the new education leadership landscape. It involved a thorough review of empirical research (see the Bibliography for a selection of supporting sources) and sought the input of researchers and more than 1,000 school and district leaders through surveys and focus groups to identify gaps among the 2008 Standards, the day-to-day work of education leaders and leadership demands of the future. The National Association of Elementary School Principals, National Association of Secondary School Principals and American Association of School Administrators were instrumental to this work. The public was also invited to comment on two drafts of the Standards, which contributed to the final product. The National Policy Board for Education Administration, a consortium of professional organizations committed to advancing school leadership (including those named above), has assumed leadership of the 2015 Standards in recognition of their significance to the profession and will be their steward going forward.

Mid-continent Research for Education and Learning (2006). School District Leadership that Works: The Effect of Superintendent Leadership on Student Achievement. Denver, CO: Author.

To determine the influence of district superintendents on student achievement and the characteristics of effective superintendents, McREL, a Denver-based education research organization, conducted a meta-analysis of research—a sophisticated research technique that combines data from separate studies into a single sample of research—on the influence of school district leaders on student performance. This study is the latest in a series of meta-analyses that McREL has conducted over the past several years to determine the characteristics of effective schools, leaders and teachers. This most recent meta-analysis examines findings from 27 studies conducted since 1970 that used rigorous, quantitative methods to study the influence of school district leaders on student achievement. Altogether, these studies involved 2,817 districts and the achievement scores of 3.4 million students, resulting in what McREL researchers believe to be the largest-ever quantitative examination of research on superintendents.

Appendix B – Process for Completing Year-End Evaluation for Superintendent

Planning: At the beginning of the year in which the evaluation is to occur, the Board of Education and superintendent convene a meeting in public and agree upon the following items:

- Evaluation instrument
- Evaluation timeline and key dates
- Performance goals (if necessary beyond performance indicators outlined in rubric, district-wide improvement goals and student growth model)
- Appropriate benchmarks and checkpoints (formal and informal) throughout year
- Artifacts to be used to evidence superintendent performance
- Process for compiling the year-end evaluation
- Process and individual(s) responsible for conducting the evaluation conference with the superintendent
- Process and individual(s) responsible for establishing a performance improvement plan for the superintendent, if needed
- Process and individual(s) responsible for sharing the evaluation results with the community

Checkpoints: The Board of Education and superintendent meet at key points in the evaluation year as follows:

- **Three months in – Informal update** – Superintendent provides written update to the board. Board president shares with the superintendent any specific concerns/questions from the board.
- **Six months in – Formal update** – Superintendent provides update on progress along with available evidence prior to convening a meeting in public. Board president collects questions from the board and provides to superintendent prior to meeting. Board and superintendent discuss progress and make adjustments to course or goals, if needed.
- **Nine months in – Informal update** – Superintendent provides written update to the board. Board president shares with the superintendent any specific concerns/questions from the board.
- **11-12 months in – Formal evaluation** – Superintendent conducts self-evaluation; presents portfolio with evidence to Board of Education (made available prior to meeting). Board members review portfolio prior to evaluation meeting; seek clarification as needed. Board president (or consultant) facilitates evaluation. Formal evaluation is adopted by Board of Education.

Appendix C – Conducting the Formal Evaluation & Conference

Prior to meeting:

- 1) Superintendent prepares self-evaluation, compiles evidence and provides to Board of Education.
- 2) Board members seek clarity, as needed, regarding self-evaluation or evidence provided.
- 3) Board of Education members receive blank evaluation instrument and make individual notes about their observations.

During meeting:

- 4) Superintendent presents self-evaluation and evidence. Superintendent remains present throughout the meeting.
- 5) Board president reviews with Board of Education superintendent's self-evaluation and evidence provided for each domain and facilitates conversation about performance.
- 6) Score is assigned for each performance indicator via consensus of the Board of Education.
- 7) Upon completion of all performance indicators within all domains, board president calculates overall professional practice score and identifies the correlating rating.
- 8) Board president reviews with Board of Education evidence provided related to progress toward district-wide goals.
- 9) Score is assigned for progress toward district-wide goals via consensus of Board of Education.
- 10) Board president reviews with Board of Education evidence provided related to district's student growth model.
- 11) Score is assigned for student growth via consensus of Board of Education.
- 12) Board president calculates overall evaluation score based on professional practice, progress toward district-wide improvement goals and student growth ratings.
- 13) Board president makes note of themes/trends identified by the Board of Education during the evaluation.
- 14) Board president calls for vote to adopt completed year-end evaluation for superintendent.
- 15) Superintendent notes his/her comments on evaluation.
- 16) Board president and superintendent sign completed evaluation form.

Appendix D – Considerations Related to the Closed

Boards of Education may go into closed session for certain aspects of the superintendent’s evaluation but ONLY at the request of the superintendent. A superintendent who has requested a closed session may rescind the request at any time. The following table identifies which aspects of the process need to be in open and closed session:

OPEN PHASE

Scheduling the evaluation
Choosing and modifying the evaluation instrument
Establishing performance goals or expectations
Determining process for the evaluation
Voting to go into closed session

CLOSED PHASE ***only if requested by employee***

Discuss & deliberate about the evaluation

OPEN PHASE

Adoption of the evaluation
Related board actions and discussions

Consensus That Involves a Closed Session

1. Superintendent requests a Closed Session for the purpose of his/her evaluation.
2. Board of Education votes to go into closed session.
3. Board of Education moves into closed session: the superintendent remains present throughout the session unless he/she chooses to excuse him/herself.
4. Board president reviews with the Board of Education the superintendent’s self-evaluation and evidence provided for each domain and facilitates a conversation about performance. A consensus of the Board of Education is identified for each domain score.
5. Board president reviews with Board of Education evidence provided related to progress towards district-wide goals. A consensus of the Board of Education is identified for progress towards district-wide goals via consensus of Board of Education.
6. Board president reviews with Board of Education evidence provided related to district’s student growth model. A consensus of the Board of Education is identified for student growth.
7. Upon completion of all areas, the board president calculates the overall score and identifies the correlating rating.
8. Board president makes a note of themes that were identified by the Board of Education during the evaluation.
- 9. Board of Education comes out of Closed Session and returns to an Open Meeting.**
10. Board president reads aloud:
 - The consensus score/rating identified for each performance indicator and the calculated domain scores
 - The score/rating for progress towards district-wide goals
 - The score/rating for student growth
 - And then the overall rating earned by the superintendent. (This may occur at a subsequent meeting.)
11. Board president calls for a vote to adopt the completed year-end evaluation for the superintendent.
12. Superintendent notes his/her comments on the evaluation.
13. Board president and superintendent sign the completed evaluation form.
14. Board president works with the superintendent to coordinate public statement about the superintendent’s performance.

*The completed evaluation form reflects the Board of Education’s assessment of the superintendent’s performance and is subject to FOIA.
The forms used by individual board members for notes are not subject to FOIA providing they are not calculated into an average score.*

Appendix E – Possible Timelines for Evaluation of the Superintendent

Key dates and deliverables for superintendent evaluation should be mutually agreed upon by the Board of Education and the superintendent at the *beginning* of the evaluation cycle. Timeline scenarios and key benchmark descriptions are provided below.

Jan. - Dec.		July - June		April - March	
Activity	Month	Activity	Month	Activity	Month
Tool, process, timeline and goals mutually established	January	Tool, process, timeline and goals mutually established	July	Tool, process, timeline and goals mutually established	May
Informal update	April	Informal update	October	Informal update	August
Formal discussion and check-in on progress towards goals	June	Formal discussion and check-in on progress towards goals	December	Formal discussion and check-in on progress towards goals	October
Informal update	August	Informal update	February	Informal update	December
Annual evaluation	November	Annual evaluation	May	Annual evaluation	March
Advantage: Aligns with election cycle. Board members who establish goals are likely the same board members evaluating performance.		Advantage: Aligns with the school year. Is compatible with natural flow of the school year as well as hiring cycle for most superintendents.		Advantage: Aligns with contract renewal cycle in many cases. Boards of Education must provide superintendents 90 days' notice in the event of nonrenewal of contract.	

<p>Beginning of cycle: Board of Education and superintendent mutually agree upon:</p> <ul style="list-style-type: none"> • System (tool) to be used • Timeline and key dates • Goals, benchmarks and evidence • How evaluation will be compiled • How evaluation will be shared with superintendent • How evaluation will be shared with the community 	<p>Informal update:</p> <ul style="list-style-type: none"> • Board president shares any specific questions/concerns from board members • Superintendent provides a written update to the board on goals, expectations and indicators of success • Board offers input on status/progress to-date 	<p>Mid-cycle formal update:</p> <ul style="list-style-type: none"> • Board president provides questions from the board prior to meeting • Superintendent provides update on progress with available evidence • Board seeks clarification if needed • Discussion on progress and growth • Adjustments to course or goals are discussed 	<p>Annual evaluation:</p> <ul style="list-style-type: none"> • Superintendent performs self-evaluation; presents portfolio with evidence to Board of Education • Board members review portfolio prior to evaluation, seek clarification as needed • Board president or consultant facilitate evaluation • Formal evaluation is presented to and adopted by Board of Education • Board president and superintendent coordinate public statement regarding superintendent performance
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Appendix F – Establishing Performance Goals for the Superintendent

The MASB Amended Spring 2019 Superintendent Evaluation instrument provides a framework for evaluating the superintendent in critical areas of professional practice as well as the state-required components of student growth and progress towards district-wide goals. Additional performance goals should be established in exceptional circumstances to clarify the board’s expectations and give priority to the work being done. For this reason, performance goals should be limited in number, aligned to district goals and assist in clarifying accountability.

Superintendent performance goals may be developed from:

- A specific district goal
- A job performance indicator within an evaluation instrument
- Student performance data

When establishing performance goals, the following guidelines should be considered:

- Involve all board members and superintendent
- Decide on desired results
- Develop performance indicators
- Identify supporting documentation (evidence)
- Review and approve final performance goals, indicators and evidence
- Monitor progress at scheduled checkpoints

Performance Goal Fundamentals

Performance goals should be S-M-A-R-T:

Specific – Goals should be simplistically written and clearly define what is expected.

Measurable – Goals should be measurable and their attainment evidenced in some tangible way.

Achievable – Goals should be achievable given the circumstances and resources at hand.

Results-focused – Goals should measure outcomes not activities.

Time-related – Goals should be linked to a specific timeframe.



Process for Goal Development

1. Identify the district goal/priority/indicator/student performance data the superintendent’s goal is intended to support
2. Ask the superintendent:
 - a. What will we see next year toward the accomplishment of this that we don’t see now?
 - b. What measure will we use to know that the difference represents meaningful progress?
3. Allow superintendent time to craft a response
4. Once agreed upon, board and superintendent develop SMART goal statements

Appendix G – Evidence

Validity, reliability and efficacy of the MASB Amended Fall 2019 Superintendent Evaluation instrument relies upon board members using evidence to score superintendent performance.

- Artifacts to serve as evidence of superintendent performance should be identified at the beginning of the evaluation cycle and mutually agreed upon by the Board of Education and the superintendent.
- Artifacts should be limited to only what is needed to inform scoring superintendent performance. Excessive artifacts cloud the evaluation process and waste precious time and resources.
- Boards of Education and superintendents should establish when artifacts are to be provided, i.e., as they originate, at designated checkpoints, during self-evaluation, etc.

A list of possible artifacts that may be used as evidence is provided at the end of each professional practice domain rubric. See the appendixes of this document for additional artifacts that may serve as evidence of performance.

Appendix H – Possible Evidence of Performance

Evidence helps to demonstrate performance of the superintendent and remove guess work and subjectivity from evaluation. The following artifacts may be used as evidence of performance. The list is not comprehensive.

- 1 Administrative “calendar” – critical dates calendar (RE: due dates, etc.) and board presentation cycle/annual reports
- 2 Administrative team book study (agendas and minutes)
- 3 Administrative team meeting agendas
- 4 Affirmative action plan
- 5 Agendas and/or minutes from community planning meetings, including key communicators meetings
- 6 Auditor’s report
- 7 Background checks verification
- 8 Board and administrative goals
- 9 Board meeting agendas
- 10 Board policy and administrative policy enforcement that’s reflective of a “new” vision with supporting materials
- 11 Bullying/harassment programs
- 12 Character education program data
- 13 Civic group presentations
- 14 Collaboration/sharing incentives/opportunities for efficiency/effective learning (documentation)
- 15 Collaborative partners (documentation)
- 16 Collaborative sharing of programs, etc. (agendas and minutes)
- 17 Common teacher instructional planning time
- 18 Communication “vehicles” that make the school vision visible to stakeholders including using technology
- 19 Communications with parents
- 20 Community survey
- 21 Comprehensive School Improvement Plan
- 22 Customer satisfaction indices
- 23 Curriculum team meeting agendas
- 24 Curriculum and instructional audit
- 25 Data on outreach programs
- 26 Department of Education site visit summative report
- 27 Dynamic Indicators of Basic Early Literacy Skills (DIBELS) Data
- 28 Development of wikis, blogs, etc., to collect feedback on specific issues in the district
- 29 District Budget
- 30 District-wide School Improvement Plan
- 31 Distribution of research to administrative team and teachers
- 32 Diversity training/awareness plan
- 33 Documentation of coaching for instruction, curriculum or assessment
- 34 Documentation of coaching and evaluation of principals
- 35 Economic vision (participation with community development groups)
- 36 Election results that impact tax levies
- 37 Emergency/Crisis Plans
- 38 Employee handbooks
- 39 Enrollment plans
- 40 Equity district-wide program results
- 41 Evidence of annual review of district’s mission statement and alignment to practice
- 42 Evidence of implementation of formal project management techniques
- 43 Evidence of relationship building (notes, cards, emails, etc.)
- 44 Evidence of teachers examining student achievement data
- 45 Feedback from a wide variety of stakeholders about performance as the superintendent
- 46 Formal and informal community partnership agreements and plans
- 47 Formative assessments to inform instruction
- 48 Grants received/applied for – alignment to goals of the district; sustainability
- 49 Growth goals for administrators
- 50 Hiring process (guidelines, procedures, schedules)
- 51 House calls – contact with parents and partners (documentation)
- 52 Induction plan of board members for understanding of school finance (confidence of board members’ understanding)
- 53 Involvement with “school safety” organizations (documentation)
- 54 Instructional model
- 55 Instruction-related professional development/growth plans
- 56 iPod audible book study
- 57 Job-embedded PD on instruction

- 58 Leadership library (documentation)
- 59 Level of volunteerism (documentation)
- 60 Linkage of Professional Development Model to student achievement goals (documentation)
- 61 Log of school visits and conversations with staff (includes emails)
- 62 Log of school visits and presentations
- 63 Meaningful interpretive reports of student achievement data delivered in lay language
- 64 Media – Newsletter/paper articles/Web site
- 65 Meeting logs of times with administrative staff/support staff
- 66 Membership and service to service clubs (documentation)
- 67 Michigan Student Test of Educational Progress Data
- 68 Michigan Top-to-Bottom School Rankings
- 69 Minutes of the School Improvement Advisory Committee meetings
- 70 Monthly calendars
- 71 National Assessment of Educational Progress Data
- 72 Needs assessments/satisfaction surveys/focus groups
- 73 Notes from state officials
- 74 Number of visits to Web site
- 75 Observational data from board, staff, etc.
- 76 Open houses (documentation)
- 77 Opening day PowerPoint-type presentation
- 78 Parenting classes - numbers
- 79 Parent-teacher conference numbers
- 80 Participation in social/fraternal organizations (documentation)
- 81 Participation in youth-oriented organizations (documentation)
- 82 Participation on state, regional, national initiatives (documentation)
- 83 PBS – Positive Behavior Supports – control/theory/SAFE/Olweus/CHAMPS implementation plans
- 84 Podcasts/video communicating district vision and accomplishments
- 85 Policies/procedures for management of funds
- 86 Preschool – community partnership plans
- 87 Presentations to groups, including teachers (shareholders/stakeholders)
- 88 Professional Development Plan
- 89 Program evaluation and process result
- 90 Reflective journals
- 91 Record of solicitation of feedback
- 92 Reports and celebrations of student achievement to board and other audiences
- 93 School comparisons charts from CEPI
- 94 Special Education delivery plan
- 95 Staff handbook
- 96 School Improvement Plans
- 97 Staff recruitment plan
- 98 Student achievement data
- 99 Surveys of staff/community
- 100 Symbolic “pins,” other symbols – celebrations, etc.
- 101 Teacher mentor program
- 102 Trends in Career Development Plan growth goals for teachers
- 103 Work with city council on city/school initiatives (documentation)
- 104 Work with School Improvement Advisory Committee (SIAC) (documentation)
- 105 Written communications
- 106 Written proposals for innovative practices
- 107 Written recommendations on difficult issues

Appendix I – Contingencies

If a superintendent receives a rating of **minimally effective** or **ineffective**, the Board of Education must develop and require the superintendent to implement an improvement plan to correct the deficiencies. The improvement plan must recommend professional development opportunities and other actions designed to improve the rating of the superintendent on his/her next annual evaluation. See the appendixes of this document for more information on developing an Individual Development Plan for the superintendent.

If a superintendent receives a rating of **highly effective** on three consecutive annual evaluations, the Board of Education may choose to conduct an evaluation biennially instead of annually. However, if a superintendent is not rated as highly effective on one of these biennial evaluations, the superintendent must again be evaluated annually.

Appendix J – Student Growth

For all superintendents, the evaluation system has to take into account multiple measures of student growth and assessment data. For superintendents who are *regularly involved in instructional matters*—and this includes all but the most exceptional situations—the following specific expectations must be met with regards to

- 25% of the annual evaluation shall be based on student growth and assessment data for years 2015-2016, 2016-2017 and 2017-2018
- **40% of the annual evaluation shall be based on student growth and assessment data amended Fall 2019**

Student growth and assessment data used for superintendent evaluation must be the combined student growth and assessment data used in teacher annual year-end evaluations for the entire district.

Student Growth Versus Student Achievement

Student growth and student achievement are not the same measurement. Student achievement is a single measurement of student performance while student growth measures the amount of students' academic progress between two points in time. 1

Student Achievement Example: A student could score 350 on a math assessment.

Student Growth Example: A student could show a 50-point growth by improving his/her math score from 300 last year in the fourth grade to 350 on this year's fifth grade exam.

It's important to note that, in order to measure student growth, the data considered must be from a single group of students, i.e., this year's fourth graders and next year's fifth graders.

What is a Student Growth Model?

School districts should establish a student growth model to be used in educator and administrator evaluations. A growth model is a collection of definitions, calculations or rules that summarizes student performance over two or more time points and supports interpretations about students, their classrooms, their educators or their schools. 2

Michigan law requires that multiple research-based growth measures be used in student growth models that are used for evaluation purposes. This may include state assessments, alternative assessments, student learning objectives, nationally normed or locally adopted assessments that are aligned to state standards or based on individualized program goals. **(Note: Beginning in 2018-2019, in grades and subjects in which state assessments are administered, 50% of student growth in core areas must be based on state assessments.)**

Michigan law also requires that the most recent three consecutive years of student growth data be used for evaluation. If three years of data are not available, available data should be used.

- 1 Measuring student growth: A guide to informed decision making, Center for Public Education
- 2 A Practitioner's Guide to Growth Models, Council of Chief State School Officers

Appendix K – Developing an Individual Development Plan for the Superintendent

Individual Development Plans are an excellent way of helping employees develop their skills. Boards of education should encourage superintendents to develop an IDP in order to foster professional development.

In the event that a superintendent receives a rating that is less than effective, the law requires the creation of an IDP. The following process is a framework for creating and implementing an IDP for the superintendent:

- During the evaluation conference, the Board of Education provides clear feedback to the superintendent in the domain(s) in which he/she received a less than effective rating.
- A committee of the Board of Education is established to support and monitor the superintendent's development.
- The superintendent drafts an IDP and presents it to the committee for feedback and approval. The IDP outlines clear growth objectives, as well as the training and development activities in which the superintendent will engage to accomplish objectives. The committee reviews, provides feedback and approves the IDP.
- The committee meets quarterly with the superintendent to monitor and discuss progress.
- The superintendent reports progress on his/her IDP with his/her self-evaluation prior to the formal annual evaluation.

Appendix L – Training

MASB provides training on its Amended Spring 2019 Superintendent Evaluation instrument to board members and superintendents via a cadre of certified trainers. Tra

Fundamentals of Evaluation: This training covers the fundamentals of evaluation including legal requirements, essential elements of a performance evaluation system and processes for establishing superintendent performance goals and expectations. This session may not be necessary for participants who have attended Board Member Certification Courses (CBAs) 300 and 301, or who have documented participation in in-district workshops focused on superintendent evaluation conducted by MASB trainers. It is offered at various locations on an individual registration basis or as requested in cooperation with intermediate school districts.

Instrument-Specific Training: This training covers the use of the MASB Rev. Fall 2018 Superintendent Evaluation instrument including the cycle and processes of evaluation, rating superintendent performance on the rubric, as well as the use of evidence to evaluate superintendent performance. This training fulfills the requirement of evaluator training for board members as well as evaluatee training for superintendents whose districts are evaluating their superintendent with the MASB Rev. Fall 2018 Superintendent Evaluation instrument. It is conducted on-location in districts with board members and superintendent present.

Authors

The Michigan Association of School Boards has served boards of education since its inception in 1949. In the decades since, MASB has worked hands-on with tens of thousands of school board members and superintendents throughout the state. Evaluation of the superintendent has been a key aspect of that work – MASB developed superintendent evaluation instruments and trained board members in their use nearly half a century before the requirements.

MASB staff and faculty involved in creating the MASB 2016/ Rev. Fall 2019 Superintendent Evaluation instrument Include:

- Rodney Green, Ph.D., Superintendent of Schools (retired), East China School District
- Olga Holden, Ph.D., Director of Leadership Services (retired), MASB
- Donna Oser, CAE, Former Director of Executive Search and Leadership Development, MASB
- Debbie Stair, MNML, former school board member, Assistant Director of Leadership Development, MASB

New York Council of School Superintendents staff and leadership involved in creating the Council's Superintendent Model Evaluation (which significantly influenced MASB's instrument):

- Jacinda H. Conboy, Esq., New York State Council of School Superintendents
- Sharon L. Contreras, Ph.D., Superintendent of Schools, Syracuse City SD
- Chad C. Groff, Superintendent of Schools
- Robert J. Reidy, Executive Director, New York State Council of School Superintendents
- Maria C. Rice, Superintendent of Schools, New Paltz CSD
- Dawn A. Santiago-Marullo, Ed.D., Superintendent of Schools, Victor CSD
- Randall W. Squier, CAS, Superintendent of Schools, Coxsackie-Athens CSD
- Kathryn Wegman, Superintendent of Schools (retired), Marion CSD