

## SUPERINTENDENT EVALUATION

Evaluation of the superintendent is one of the school board's most important jobs. A high quality superintendent evaluation process helps develop good board-superintendent relationships, provides clarity of roles, creates common understanding of the leadership being provided and provides a mechanism for public accountability. The evaluation process involves four core board governing roles:

1. **Vision:** Goal setting
2. **Structure:** Developing a clear written evaluation plan and timeline
3. **Accountability:** Measuring the superintendent's performance
4. **Advocacy:** Communication of the goals and progress among the board, Superintendent and community.

The superintendent's job is a professional position equivalent to the chief executive officer in the private sector. As such, the superintendent is charged with leading and administering the organization according to the policies adopted by the school board and the strategic directions set by the community and stakeholders. The purpose of evaluating the superintendent is not to micromanage the organization, but to provide oversight and public assurance that the policies and strategic initiatives are being effectively implemented. Another critical purpose is to provide input and feedback to help the superintendent continually improve.

The evaluation process is also used to make critical decisions about contract. The evaluation process keeps school board members informed about district activities and progress being made toward goals. The superintendent shall utilize the feedback from the Board of Education to engage in personal professional development.

The Superintendent evaluation process is legally required per Wisconsin Administrative Code PI 8.01(2)(1)(q); *Each school board shall: (3) Board is responsible for evaluating the District Administrator.*

## Evaluation Timeline

### February

- Goal Setting with BOE
- Review Superintendent Evaluation cycle & Job Description

### April

- Review Superintendent job description
- ALL Board of Education Members provide Board President with written rating (using the written rating scale, comments optional) regarding performance of written job description.

### June

- Review Progress on Stakeholder Driven Strategic Planning
- ALL Board of Education Members provide Board President with written rating (using the written rating scale, comments optional) of Progress on Stakeholder Driven Strategic Planning.
  - Teaching and Learning
  - Technology
  - Facilities
  - Community Engagement

### August

- Review Administration of Board Policies
- ALL Board of Education Members provide Board President with written rating (using the written rating scale, comments optional) of Administration of Board Policies.
  - Board of Education
  - Administration
  - Instruction
  - Student
  - Personnel
  - Fiscal Management
  - Support Services
  - School-Community relations
  - Facilities Development

### October

- Superintendent provides BOE with completed self-evaluation of goals
- Superintendent provides BOE with summary data from 360 degree performance review
- ALL Board of Education Members provide Board President with written rating (using the written rating scale, comments optional) of progress towards goals.

### December

- Summative Evaluation Completed by Board President using cumulative / summary data from the entire Board of education for;
  - Superintendent job description
  - Progress on Stakeholder Driven Strategic Planning
  - Administration of Board Policies
  - Progress Towards Goals
- Contract Renewal Discussion

RATING	DESCRIPTION
<b>1 – DOES NOT MEET EXPECTATIONS</b>	PERFORMANCE THAT IS NOT MEETING EXPECTED OUTCOMES AND/OR DEMONSTRATES INCOMPETENCE AND MAY BE CAUSING HARM TO
<b>2 – MEETS EXPECTATIONS</b>	PERFORMANCE AT A LEVEL THAT IS EXPECTED WITH PROGRESS TOWARDS GOALS, OBJECTIVES AND ADMINISTRATION OF BOARD POLICIES
<b>3 – EXCEEDS EXPECTATIONS</b>	PERFORMANCE ABOVE AND BEYOND EXPECTATIONS OF THE BOARD AND/OR COMPLETION OF GOALS AND OBJECTIVES ABOVE

## Superintendent Evaluation: 360 Degree Evaluation

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### *Instructions for Board and Superintendent:*

The 360-degree evaluation is a superintendent-led part of the evaluation. The superintendent selects constituents to respond to questions posed by the superintendent. The questions are to be designed, collated and summarized by the superintendent. The purpose of the 360-degree evaluation is to give the superintendent information he or she might not receive from board members as well as providing the board with a broader evaluation base. Suggested evaluators include: teachers, administrators, parents, support staff, or other community members with whom the superintendent regularly interacts. The evaluation provides a variety of stakeholders an opportunity to voice their understanding of how the top educational leader is performing.

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### *Steps for the superintendent:*

**Step 1:** Decide the questions to be asked of evaluators or the goals/competencies to be evaluated.

**Step 2:** Select the evaluation respondents. The evaluators should represent all constituent groups: Administrators, teachers, staff members, school board members, parents and community members. The number of respondents should be high enough to give fair representation to all groups. Responses should be anonymous.

**Step 3:** Distribute the 360-degree survey to the respondents with instructions and a date for return of the materials.

**Step 4:** Analyze the data from the respondents and create the final report to be shared by the superintendent with the school board. Raw data responses will be maintained by the District and available for Board member review.

**Step 5:** Develop an action plan to improve on successes and address concerns raised from the 360-degree survey responses.