



NDSBA SUPERINTENDENT EVALUATION TEMPLATE

INSTRUCTIONS TO BOARDS:

1. Customize this template to reflect the roles and responsibilities of your superintendent.
2. Take notes at each board meeting to assist with completing the evaluation. (NOTE: NDSBA has developed a note-taking template that we advise including in board packets each month.)
3. Use the same evaluation template for the November and March evaluations. For the **November evaluation**, rate the superintendent on performance **from March through October**. For the **March evaluation**, rate the superintendent on performance from **November through February**. (NOTE: If your district has a new superintendent, rate his/her performance from the contract start date through October for the November evaluation.)
4. Ask the superintendent to complete a self-assessment using this evaluation form and return it to the board before board members complete their evaluations.
5. Review the superintendent's self-assessment and suggested evidence listed in the template.
6. Rate the superintendent's performance on each item using the rating criteria provided at the top of each page.
7. Board must approve the superintendent's evaluation twice a year no later than November 15 and no later than March 15.

- 1= **Ineffective**: Superintendent is not performing this function at all or performs this function very poorly and needs significant improvement
- 2= **Partially effective**: Superintendent has performed this function but what is produced, how often it is produced, and/or how it is produced need minor to moderate improvement
- 3= **Effective**: Superintendent consistently demonstrates capable and satisfactory performance of the function
- 4= **Highly effective**: Superintendent executes the function exceptionally; what is produced, how often it is produced, and how it is produced exceed the board's expectations

1. GOAL AND VISION SETTING

Expectations: Superintendent assists the board with data-informed¹ goal development and takes actions necessary to accomplish these goals.

Suggested evidence: strategic plan, board minutes, board meeting packets, district newsletters, the district's website, and news stories/articles

1=lowest and 4=highest

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|---------------------|--------|--------|--------|---|
| 1 ○ | 2 ○ | 3 ○ | 4 ○ | The superintendent assists board with developing or updating a district-wide strategic plan that is based on district data, the district's mission, other identified district needs; the plan outlines both short- and long-term goals. |
| 1 ○ | 2 ○ | 3 ○ | 4 ○ | Superintendent provides for regular reports to board on steps taken to accomplish short- and long-term goals and demonstrates progress toward accomplishing district goals. |
| TOTAL SCORE: ____/8 | | | | |

OVERALL RATING IN THIS CATEGORY - BASED ON TOTAL SCORE (ABOVE)

☐ **Satisfactory** (5 or higher) ☐ **Unsatisfactory** (4 or lower)

If rating the superintendent as unsatisfactory, why is the performance unsatisfactory and what are your recommendations for improvement?

¹ NOTE: District data include student assessment results, student achievement indicators (e.g., remediation, attendance, graduation, and college placement rates), demographic data, economic reports, staff satisfaction surveys, aggregated results from staff evaluations, and facility/equipment reports.

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2= **Partially effective**: Superintendent has performed this function but what is produced, how often it is produced, and/or how it is produced need minor to moderate improvement

3= **Effective**: Superintendent consistently demonstrates capable and satisfactory performance of the function

4= **Highly effective**: Superintendent executes the function exceptionally; what is produced, how often it is produced, and how it is produced exceed the board's expectations

2. BOARD RELATIONS

Expectations: Superintendent carries out his/her roles and responsibilities as assigned by the board and takes steps to assist the board with understanding and executing its role. Superintendent has the board's confidence.

Suggested evidence: board agendas, board minutes, board meeting packets, superintendent's written correspondence with the board, Educational Standards and Practices Board (ESPB) Code of Professional Conduct (see www.nd.gov/espb/profpractices/ethics.html), [and superintendent's weekly email update to board]

- a. Is superintendent's focus on policy implementation and overseeing district operations? Does the superintendent take steps to ensure that the board's primary focus is goal setting and policy adoption?

1=lowest and 4=highest

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|----------------------------|----------------------------|----------------------------|----------------------------|---|
| 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> | 4 <input type="radio"/> | Board agenda, as set by board president and superintendent, contains more "big picture" items than minutia and each month at least some agenda items relate to district's goals and strategic plan. |
| 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> | 4 <input type="radio"/> | Superintendent executes all roles and responsibilities in the job description and in policy and reports to board on policy implementation and amendments as needed. |
| SCORE: ____/8 | | | | |

- b. Does the superintendent serve as an organized, informed, and responsive resource for the board?

1=lowest and 4=highest

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|----------------------------|----------------------------|----------------------------|----------------------------|---|
| 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> | 4 <input type="radio"/> | Superintendent ensures that board packets contain information necessary for board decision making and submits meeting packets to board at least [#] days prior to board meetings. |
| 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> | 4 <input type="radio"/> | Superintendent answers board questions in a timely manner. |
| SCORE: ____/8 | | | | |

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c. Does the superintendent have the confidence of the board?

1=lowest and 4=highest

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|----------------------------|----------------------------|----------------------------|----------------------------|--|
| 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> | 4 <input type="radio"/> | Information superintendent provides to board, staff, and public is accurate. |
| 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> | 4 <input type="radio"/> | Superintendent communicates with board throughout the month via updates—not just at monthly board meetings. |
| 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> | 4 <input type="radio"/> | Superintendent complies with state and federal law. |
| 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> | 4 <input type="radio"/> | Superintendent complies with district policy. |
| 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> | 4 <input type="radio"/> | Superintendent upholds the ESPB Professional Code of Conduct. (See www.nd.gov/espb/profpractices/ethics.html) |
| 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> | 4 <input type="radio"/> | Superintendent's decisions do not need review or reconsideration by the board. |
| 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> | 4 <input type="radio"/> | Superintendent takes final responsibility for execution of any duties that s/he delegated. |
| SCORE: _____/28 | | | | |

TOTAL SCORE #2: _____/44

OVERALL RATING IN THIS CATEGORY - BASED ON TOTAL SCORE (ABOVE)

☐ **Satisfactory** (27 or higher)

☐ **Unsatisfactory** (26 or lower)

If rating the superintendent as unsatisfactory, why is the performance unsatisfactory and what are your recommendations for improvement?

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3. HUMAN RESOURCE MANAGEMENT

Expectations: Superintendent oversees qualified, high-quality district staff and maintains positive and professional working relationships with them.

Suggested evidence: employee job descriptions, personnel policies, board meeting minutes, list of staff training/professional development opportunities, staff evaluation forms, de-identified reports on plans of improvement, staff orientation checklists, negotiated agreement, staff newsletters, reports on trends from personnel evaluations (aggregated and de-identified), and staff meeting minutes

a. Does the superintendent hire or recommend for hire qualified employees?

1=lowest and 4=highest

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|----------------------------|----------------------------|----------------------------|----------------------------|---|
| 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> | 4 <input type="radio"/> | Superintendent ensures development of job descriptions for district staff and ensures hiring policies, procedures, and laws are followed to select and retain qualified employees. |
| 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> | 4 <input type="radio"/> | Superintendent's recommendations to the board to nonrenew for cause or discharge licensed staff and superintendent's reports to the board on ancillary staff dismissals occur infrequently, typically after efforts to help the employee improve. |
| SCORE: ____/8 | | | | |

b. Does the superintendent ensure that all staff members are engaged and provide opportunities for quality training/professional development and job performance feedback?

1=lowest and 4=highest

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|----------------------------|----------------------------|----------------------------|----------------------------|---|
| 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> | 4 <input type="radio"/> | Superintendent plans and executes staff training/professional development as evidenced by reports to the board, including reports on the outcome of staff training/professional development. |
| 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> | 4 <input type="radio"/> | Superintendent manages personnel evaluation system including developing and reviewing personnel evaluation forms and ensuring completion of evaluations by applicable deadlines in law and/or district policy. |
| 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> | 4 <input type="radio"/> | Superintendent oversees system of employee remediation including ensuring that professional development is provided to teachers and principals who need to improve their instructional performance or administrative skills; superintendent reports to board on impact of coaching programs without referencing specific staff members. |

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3= **Effective**: Superintendent consistently demonstrates capable and satisfactory performance of the function

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| | | | | |
|----------------|--------|--------|--------|---|
| 1 ○ | 2 ○ | 3 ○ | 4 ○ | Superintendent ensures that district administrators hold orientation for new staff to familiarize them with policies, procedures, and job duties. |
| 1 ○ | 2 ○ | 3 ○ | 4 ○ | Superintendent recommends to the board programs to recognize outstanding staff members and to encourage staff engagement. |
| SCORE: ____/20 | | | | |

c. Does the superintendent serve as a respected leader to district administrators and other district staff?

1=lowest and 4=highest

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|----------------|--------|--------|--------|---|
| 1 ○ | 2 ○ | 3 ○ | 4 ○ | Superintendent recommends to the board policies and negotiated agreement amendments designed to promote a fair, equitable, safe, and productive workplace, including policies on employee conduct, benefits, safety, and workload distribution. |
| 1 ○ | 2 ○ | 3 ○ | 4 ○ | Superintendent seeks input from and regularly communicates with staff on district goals, needs, issues, and changes to programs/policies/procedures. |
| 1 ○ | 2 ○ | 3 ○ | 4 ○ | Superintendent encourages and empowers principals to make decisions on behalf of their buildings and to implement innovative programs and services in their buildings. |
| SCORE: ____/12 | | | | |

TOTAL SCORE #3: ____/40

OVERALL RATING IN THIS CATEGORY - BASED ON TOTAL SCORE (ABOVE)

☐ Satisfactory (24 or higher)

☐ Unsatisfactory (23 or lower)

If rating the superintendent as unsatisfactory, why is the performance unsatisfactory and what are your recommendations for improvement?.

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4. CURRICULUM AND STUDENT SUPPORT SERVICES

Expectations: Superintendent oversees the development, review, and implementation of academic and support programming that fosters the growth and success of all district students.

Suggested evidence: board meeting minutes, curriculum committee meeting minutes, curriculum presentations made at board meetings, policies on student services and programs, compiled test scores, staff newsletters, and news articles on student assessments

- a. Has the superintendent overseen the development and implementation of a curriculum that prepares students for advancement to the next grade level and for success beyond high school?

1=lowest and 4=highest

| | | | | |
|----------------------------|----------------------------|----------------------------|----------------------------|---|
| 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> | 4 <input type="radio"/> | Superintendent presents the board with data on indicators of student achievement and post-secondary preparation (e.g., graduation rates, remedial coursework enrollment trends, college acceptance rates, grade remediation trends, number of scholarship recipients, etc.) to help identify curricular needs and inform the district's strategic plan. |
| 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> | 4 <input type="radio"/> | Superintendent brings curriculum changes to the board for approval as needed, explaining how these changes support the district's mission, strategic plan, and goals. |
| 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> | 4 <input type="radio"/> | Superintendent regularly meets or corresponds with building administrators to discuss implementation of curriculum, including instructional strategies and challenges associated with implementation; the superintendent shares these discussions with the curriculum committee. |
| 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> | 4 <input type="radio"/> | Superintendent recommends to the board for approval programs that allow for research-based instruction and course offerings; such programs include plans of implementation. |
| SCORE: ____/16 | | | | |

- b. Has the superintendent established and effectively managed programs to support students' academic success?

1=lowest and 4=highest

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|----------------------------|----------------------------|----------------------------|----------------------------|--|
| 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> | 4 <input type="radio"/> | Superintendent ensures that all school buildings have and use intervention programs to identify students in need of additional assistance academically, socially, and emotionally. |
|----------------------------|----------------------------|----------------------------|----------------------------|--|

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| | | | | |
|----------------|--------|--------|--------|---|
| 1 ○ | 2 ○ | 3 ○ | 4 ○ | Superintendent recommends to the board for adoption policies and programs designed to make the overall educational environment safe and to encourage student engagement including policies and programs on safety, conduct, recognition programs, and extracurricular activities. |
| 1 ○ | 2 ○ | 3 ○ | 4 ○ | Superintendent schedules annual board review of district policies on student support services for special categories of students including disabled, migrant, English Language Learners, and homeless students to ensure these policies are meeting these students' needs. |
| SCORE: ____/12 | | | | |

c. Has the superintendent overseen administration of assessments designed to measure if students achieved goals in the curriculum and communicated progress to the board?

1=lowest and 4=highest

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|---------------|--------|--------|--------|--|
| 1 ○ | 2 ○ | 3 ○ | 4 ○ | State assessments are completed in accordance with law, and required data are reported in Powerschool at the time and in the manner required by law. |
| 1 ○ | 2 ○ | 3 ○ | 4 ○ | Superintendent reports aggregated student assessment results and other student achievement indicators to board, staff, and community as available. |
| SCORE: ____/8 | | | | |

TOTAL SCORE #4: ____/36

OVERALL RATING IN THIS CATEGORY - BASED ON TOTAL SCORE (ABOVE)

☐ Satisfactory (22 or higher)

☐ Unsatisfactory (21 or lower)

If rating the superintendent as unsatisfactory, why is the performance unsatisfactory and what are your recommendations for improvement?

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5. COMMUNITY RELATIONS

Expectations: Superintendent is engaged in the community and takes steps necessary to ensure the community is engaged in district schools.

Suggested evidence: superintendent reports to the board in board minutes; board agendas; media coverage of district school(s); and district newsletters, website, and social media pages

a. Is the superintendent actively involved in the community?

1=lowest and 4=highest

| | | | | |
|----------------------------|----------------------------|----------------------------|----------------------------|--|
| 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> | 4 <input type="radio"/> | Superintendent attends the meetings of, or is involved in the activities of, community and civic organizations as directed by the Board. |
| SCORE: ____/4 | | | | |

b. Does the superintendent find ways to actively engage the community?

1=lowest and 4=highest

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|----------------------------|----------------------------|----------------------------|----------------------------|---|
| 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> | 4 <input type="radio"/> | Superintendent oversees implementation of a community communication plan, which includes a district newsletter issued to parents [and community members] ; regularly speaks to the news media about school activities, successes, and events; and uploads information about district schools and initiatives on the district's website [and social media] . |
| 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> | 4 <input type="radio"/> | Superintendent works with key community stakeholders to help further the district's mission and support district schools (e.g., law enforcement and social service agencies). |
| 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> | 4 <input type="radio"/> | Superintendent recommends to the board, as needed, public hearings to receive input on district issues. |
| 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> | 4 <input type="radio"/> | Superintendent identifies ways to invite the community into district schools for programs, activities, and events. |
| SCORE: ____/16 | | | | |

TOTAL SCORE #5: ____/20

1= Ineffective: Superintendent is not performing this function at all or performs this function very poorly and needs significant improvement

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3= Effective: Superintendent consistently demonstrates capable and satisfactory performance of the function

4= Highly effective: Superintendent executes the function exceptionally; what is produced, how often it is produced, and how it is produced exceed the board's expectations

OVERALL RATING IN THIS CATEGORY - BASED ON TOTAL SCORE (ABOVE)

☐ **Satisfactory** (12 or higher)

☐ **Unsatisfactory** (11 or lower)

If rating the superintendent as unsatisfactory, why is the performance unsatisfactory and what are your recommendations for improvement?

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6. OPERATIONS AND RESOURCES MANAGEMENT

Expectations: Superintendent efficiently and prudently oversees school district finances and facilities, equipment, and supplies; operational decisions are aligned with the district's goals and strategic plan.

Suggested evidence: superintendent's budget narrative (submitted to board with proposed budget spreadsheet); budget calendar; monthly board reports on the status of the budget, special reserve fund, and returns on investments; board meeting minutes; district policies governing purchasing and school finance; finance committee meeting minutes; district insurance policies; and deferred maintenance and transportation replacement plans

- a. Does the superintendent make recommendations necessary to ensure the district meets its financial needs? Does the superintendent manage district finances in a manner that meets the district's short- and long-term goals and needs?

1=lowest and 4=highest

| | | | | |
|----------------------------|----------------------------|----------------------------|----------------------------|---|
| 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> | 4 <input type="radio"/> | Superintendent's budget recommendations take into account ending fund balance requirements in NDCC 15.1-07-29 and 15.1-27-35.3. |
| 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> | 4 <input type="radio"/> | Superintendent ensures that the special reserve fund does not exceed limitations in NDCC 57-15-14.2; superintendent assists the business manager to ensure that these funds are invested in accordance with restrictions in law and in a manner meant to maximize return. |
| 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> | 4 <input type="radio"/> | During board discussions of budget, superintendent explains how it supports the district's strategic plan and goals. |
| 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> | 4 <input type="radio"/> | Superintendent's mill levy recommendations are based on actual needs as clearly explained to the board during budget discussions. |
| 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> | 4 <input type="radio"/> | Superintendent's recommendations related to the building levy are based on justified needs, including long-term demographic information and/or a deferred maintenance plan. |
| 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> | 4 <input type="radio"/> | Superintendent assists the business manager and board with ensuring that the budget is approved and mill levies are certified in accordance with deadlines in laws. |
| 1 <input type="radio"/> | 2 <input type="radio"/> | 3 <input type="radio"/> | 4 <input type="radio"/> | Superintendent oversees a district-wide system of purchasing that helps the district stay on budget and brings cost-savings recommendations to the board. |

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|----------------|--------|--------|--------|--|
| 1 ○ | 2 ○ | 3 ○ | 4 ○ | Superintendent seeks and recommends to the board new sources of revenue (e.g., grants, loans, donor contributions) appropriate for the district. |
| SCORE: ____/32 | | | | |

b. Does the superintendent take appropriate steps to ensure that school facilities, equipment, and supplies meet the needs of students and staff?

1=lowest and 4=highest

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|----------------|--------|--------|--------|---|
| 1 ○ | 2 ○ | 3 ○ | 4 ○ | School buildings, grounds, and equipment are well maintained and typically in proper working order. |
| 1 ○ | 2 ○ | 3 ○ | 4 ○ | Superintendent ensures that insurance carrier has up-to-date information on all district-owned buildings, equipment, and supplies, and insurance coverage is adequate to cover potential loss. |
| 1 ○ | 2 ○ | 3 ○ | 4 ○ | Superintendent has developed, or assisted the business manager with developing, a deferred maintenance plan for school buildings and a transportation replacement plan for the school fleet, which is discussed with the board. |
| 1 ○ | 2 ○ | 3 ○ | 4 ○ | Superintendent has established a process for administrators to request needed equipment and supplies and developed timelines for submitting these requests consistent with budget cycles. |
| 1 ○ | 2 ○ | 3 ○ | 4 ○ | Superintendent performs or requires building administrators to perform a risk management assessment [with the assistance of its insurance carrier] to determine facilities and equipment that need repair. |
| SCORE: ____/20 | | | | |

TOTAL SCORE #6: ____/52

OVERALL RATING IN THIS CATEGORY - BASED ON TOTAL SCORE (ABOVE)

☐ **Satisfactory** (31 or higher)

☐ **Unsatisfactory** (30 or lower)

If rating the superintendent as unsatisfactory, why is the performance unsatisfactory and what are your recommendations for improvement?