

Superintendent Performance Expectations (Goals) and Annual Performance Evaluations

Updated July 11, 2024

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Overview

This process is organized around Standards for Effective Governance, Domain VI Personnel. Best practices derived through this standard include:

- In collaboration with the Superintendent, the Board of Education, collectively the Governance Team, should set performance expectations for the Superintendent through the adoption of a Strategic Plan and through the development of an evaluation instrument that is aligned to the Strategic Plan and that is available for public review.
- The Superintendent's annual evaluation should be reflected in meeting minutes, noting participating members; however, the results of the evaluation remain confidential.

The district's current Strategic Plan contains the following Goal Areas and Performance Objectives, which were unanimously [adopted](#) by the Board of Education on May 24, 2022 (see below). The success of the Strategic Plan is broadly measured by the Balanced Scorecard.



Annual Performance Expectations (Goals)

While the overarching expectation of the Superintendent is the effective management of the Strategic Plan, the Governance Team should collaboratively develop specific Annual Performance Expectations, these performance measures should be organized by Strategic Plan Goal Areas. Expectations should target a particular Performance Objective.

Annual Performance Expectations, as defined by the Governance Team, are short-term (annual) areas of specific focus (Performance Objective) which the team has identified as being crucial or significant to the long-term success of the Strategic Plan. Expectations should include the following:

- Description of the expectation or performance measure, organized by Strategic Plan Goal Area
- Rationale for identifying areas of specific focus
- Connection to mission, vision, and/or beliefs
- Success criteria for the expectation or performance measure
- Anticipated completion date
- Relevant evidence

Some Annual Performance Expectations may be tracked by monitoring the Strategic Plan [Balanced Scorecard](#).

Some Annual Performance Expectations may be related to the professional development of the Superintendent but should still align with the Strategic Plan.

The timing of Annual Performance Expectations of the Superintendent should generally align with the school year. Meaning, the Governance Team should collaboratively develop the annual performance expectations between June and July, prior to August start of the school year.

Annual Performance Evaluation

The evaluation of the Superintendent should align with the five Strategic Plan Goal Areas. It is modeled after a GSBA Superintendent Evaluation Instrument Example (see Appendix). Each Goal Area includes specific annual performance expectations. The Annual Performance Evaluation rates the Superintendent's performance by Goal Area, as Exceeds Expectations, Meets Expectations, Progress but did not Meet, and Needs Improvement (see below).

The screenshot shows a web-based performance evaluation form. At the top, there are three goal categories: Goal I. Student Success for All, Goal II. Communications and Engagement, and Goal III. Cultivating and Retaining Quality Professionals. The third goal is selected and expanded. Below the goal name, there are two buttons: 'Save' and 'Save and Next'. The main content area is titled 'Goal III. Cultivating and Retaining Quality Professionals'. It contains a 'Rating' section with four radio button options: 'Exceeds Expectations', 'Meets Expectations', 'Progress but did not Meet', and 'Needs Improvement'. Below the rating is a 'Comments' section with a large text input field. Underneath is a 'Performance Measure(s)' section with a brown header. The first measure is 'I. Certification/Permit Requirements'. It includes a 'Description' of meeting certification requirements, 'Success Criteria' (ongoing professional support and certifications by August 31, 2021), 'Evidence' (completed certificate and enrollment in GSSA programs), and an 'Attachments' section with a link to 'Steve Barnette Certificate.pdf'. At the bottom of the form, there are 'Save' and 'Save and Next' buttons, and a 'Back to Top' button.

The timing of the Annual Performance Evaluation of the Superintendent should generally align with the school year. Meaning, the Board of Education should complete the Annual Performance Evaluation after the school year concludes in May, between June and July.

The Annual Performance Evaluation should be reflected in the meeting minutes of the Board of Education, noting participating members. The results of the evaluation should remain confidential.

A summary of the 2023-2024 Superintendent Evaluation 2023-2024 can be found in the Appendix.

Appendix

Strategic Plan Outline



District Strategic Plan FY23-28
07/01/2022 - 06/30/2027
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Plan Outline

1. Strategic Goal Area: Growth and Success for ALL

- A. Performance Objective: Improve student academic growth and achievement
 - 1. Initiative: Multi-Tiered Systems of Support: High Quality Tier 1
 - 2. Initiative: Multi-Tiered System of Support: Tier 2 & 3
- B. Performance Objective: Improve performance of subgroups
 - 1. Initiative: Support equitable access to high leverage practices (HLPs) and Advanced Programs
- C. Performance Objective: Improve student college, career and life readiness
 - 1. Initiative: Graduation Profile

2. Strategic Goal Area: Communication and Engagement

- A. Performance Objective: Communicate efficiently, effectively, and transparently with all district stakeholders
 - 1. Initiative: Enhance and improve communication systems and stakeholder communication
- B. Performance Objective: Improve communication and access of information to our diverse populations
 - 1. Initiative: Implement communication initiatives to reach all students and families
- C. Performance Objective: Facilitate partnerships between the community and school district
 - 1. Initiative: Increase and enhance partnerships between school district and community

3. Strategic Goal Area: Attracting, Developing, and Retaining Quality, Diverse Professionals

- A. Performance Objective: Identify and retain high quality, diverse professionals
 - 1. Initiative: Hire a diverse staff
- B. Performance Objective: Build staff capacity
 - 1. Initiative: Job embedded staff development
- C. Performance Objective: Develop and implement effective succession planning
 - 1. Initiative: Forecast, plan, and train for potential key district leadership vacancies

4. Strategic Goal Area: Operational and Organizational Excellence

- A. Performance Objective: Develop and implement a facility plan to contend with growth and aging facilities
 - 1. Initiative: Develop district capacity formula
 - 2. Initiative: Develop a Facilities Master Plan (FMP)
 - 3. Initiative: Develop and design educational specifications
 - 4. Initiative: Address critically overcrowded schools



Plan Outline

5. Initiative: Address aging facilities

B. Performance Objective: Enhance safe and effective learning environments

1. Initiative: Improve student behavior and attendance

2. Initiative: Expand programs that support whole community safety and security

3. Initiative: Enhance technology infrastructure, equipment, and systems through annual refresh and maintenance

C. Performance Objective: Sustain excellent financial stewardship

1. Initiative: Improve our district wide inventory system to meet the needs of all divisions

5. Strategic Goal Area: Innovative Practices and Resource Implementation

A. Performance Objective: Develop and advance resources to inspire a culture of innovation

1. Initiative: STEM Continuum

B. Performance Objective: Build staff efficacy to impact innovative practices

1. Initiative: Innovative practices and professional development

2. Initiative: STEM vertical alignment

C. Performance Objective: Implement innovative programs and practices to engage ALL students

1. Initiative: 1:1 Student Computing Devices

2. Initiative: Innovative Program Accessibility

GSBA Superintendent Evaluation Instrument Example



GSBA Example Superintendent Evaluation Instrument 7/1/2022 - 6/30/2023

- **Goals:** Goals are governance areas of responsibilities, broad in scope but narrow enough to be defined and addresses the operational functions and the effectiveness of the school system.
- **Indicators:** Indicators are action items that describe what is expected to be accomplished within each goal area. One or multiple indicators may be necessary to accomplish the goal.
- **Evidence:** Evidence is a listing of performance measures and/or data documents that will define the progress made on accomplishing the identified indicator.
- **Rating Scale:** The governance team should choose the method of rating for each goal area whether a numeric scale, progress scale, and/or written comments only. The final superintendent evaluation report usually is completed on the goal area. However, the governance team may elect to rate each indicator and make a summary rating for the final evaluation report. This example provides a rating scale on each Goal area instead of a rating scale for each indicator.
- **Comment Section:** The instrument is designed to capture each board member's comments by goal areas when individual board members complete the evaluation process. For the final official evaluation report to the superintendent, the board, by consensus, may elect to provide an overall comment summary to be included vs. the individual board member comments.

GSBA Superintendent Evaluation Instrument
7/1/2022 - 6/30/2023

Goal I.

Description

The superintendent serving as the primary instructional leader will organize and provide leadership to ensure continuous improvement in student achievement for district students and **as agreed upon by the governance team, the superintendent will...**

Indicator(s)
I. Evidence 1.
II. Evidence 1.
III. Evidence 1.

GSBA Superintendent Evaluation Instrument
7/1/2022 - 6/30/2023

Indicator(s)
IV. Evidence 1.

Rating

- Exceeds Expectations
- Meets Expectations
- Progress but did not Meet
- Needs Improvement

Comments

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Other Possibilities

- Something related to:
 - The transition to a new CFO in Business Services?
 - Legislation or Delegation engagement or communication?
 - Intergovernmental Agreements?
 - Calendars Approval?