

Board of Education Work Session  
Tuesday, July 27, 2021 7:30 PM  
Saline County School District 76-0068  
501 Main Street  
Friend, NE 68359-0067

### **Board of Education Goals**

- **Allocate resources to effectively and efficiently meet the educational needs of the district.**
- **Ensure vertically and horizontally aligned curriculum.**
- **Implement a district instructional program based on current research and best practice.**
- **Provide facilities that maximize student learning opportunities.**

1. Call to Order and Roll Call
2. Notice of Open Meeting Act - Posted
3. Approval of the agenda
4. Work Session with NRCSA
5. Adjournment

### **INSTRUCTIONS FOR THOSE WHO WISH TO SPEAK DURING PUBLIC FORUM**

**(Agenda items only)** Public comment time is the time to request to speak to items listed on this agenda. The public forum is available for interested parties that are not part of any formal presentation regarding a specific agenda item. Patrons wishing to address the board need to request to be recognized by the Board President or Chair of the meeting prior to the beginning of the meeting.

**(Non agenda item)** this is the time to request to speak to any nonagenda topic concerning the school district. Since it is not an agenda item, the board cannot discuss or take action at this time. The BOE may choose to place the item on a future agenda for consideration &/or action.

Time Limit: The Board President of chair for the meeting shall have the authority to establish reasonable time limits for individual speakers (generally five minutes) and for the duration of public forum sessions.

Personnel or Student Topic: Patrons wishing to address the board regarding a personnel or student issue need to understand that Board policies require that such concerns initially be directed to the administration for consideration. Board members will generally not respond to any questions or comments directed toward or about individual staff members and/or students. Patrons are cautioned that slanderous comments are not protected just because they are made at Board meeting.

General Rules: Please remember that this is a public meeting for the conduct of the business of the Board of Education. Offensive language, personal attacks and hostile conduct will not be tolerated.

This agenda contains a list of subjects known at the time of its distribution. A copy of the agenda reflecting any changes will be available for public inspection during normal business hours in the office of the Superintendent. Except for the items of an emergency nature, the agenda will not be enlarged later than 24 hours before the scheduled start of the meeting.



## FRIEND PUBLIC SCHOOL BOARD MEETING

### Transition Workshop Agenda

JULY 27, 2021 7:30 p.m.

- A. President calls the meeting to order.
- B. Board/Superintendent Transition Workshop, facilitated by NRCSA Consultants Mark Norvell and Fred Helmink.
  1. Review documents: Relevant Board policies on Superintendent Job Description, Board-Superintendent Relationship, Evaluation of the Superintendent, and related policies. Board and Superintendent should review policies prior to the workshop.
  2. Transition Worksheet:
    - Board discusses Board/Superintendent Relationship.
    - Superintendent discusses Superintendent/Board Relationship.
  3. Goal Development:
    - Board discusses key issues in the district that should be the focus of time and energy of the Superintendent in his first year (Goal Development).
  4. Possible Action Items:
    - Consider directing the Superintendent to develop an action plan for each of the goals identified.
    - Consider directing the Superintendent to bring suggested changes in language for Board Policies reviewed above.
  5. Evaluation: First year Superintendent evaluation procedures (two evaluations required). Sample evaluation instruments will be reviewed and one selected if time allows. If there is not ample time to do the selection, a future board meeting will be utilized. Once an instrument is selected, a copy should be forwarded to the Nebraska Department of Education.
- C. Adjournment.



## NEBRASKA RURAL COMMUNITY SCHOOLS ASSOCIATION

JULY 27, 2021

### FRIEND PRE-MEETING WORKSHEET

**PRE-MEETING:** Board and new Superintendent should review the district's Board-Superintendent Relationship Policy and Superintendent job description, then each Board member and the new Superintendent should complete the worksheet below and bring it to the July 27 meeting. It will form the basis for discussion and goal-setting.

#### **BOARD-SUPERINTENDENT RELATIONSHIP:**

(1) In an ideal Board-Superintendent relationship, the Board WOULD...

(2) In an ideal Board-Superintendent relationship, the Board WOULD NOT...

(3) In an ideal Board-Superintendent relationship, the Superintendent WOULD...

(4) In an ideal Board-Superintendent relationship, the Superintendent WOULD NOT...

## **FRIEND TRANSITION MEETING (Continued)**

### **GOAL DEVELOPMENT**

(1) What are the key issues that the Superintendent should focus her time and energy on during the first year of his employment?

(2) For each of the issues you listed, how would you define success or acceptable progress toward success in the first year of employment?

# Superintendent Performance Appraisal Instrument

**PERFORMANCE RESPONSIBILITIES:**

The superintendent of schools shall be responsible for the general management of the schools of the district under the requirements of the state and the policies of the Board. The superintendent shall be responsible for guiding the development of the educational objectives and programs of the school district to fulfill the educational needs of all students. The superintendent shall provide overall direction to the activities of the school district and its personnel toward the accomplishment of district goals, administer the policies of the Board, conserve the school district's assets and resources, and maintain and enhance the school district's standing in all its internal and external relationships.

*Please rate each category, noting that you do not need to rate each indicator. A space is provided after each category for written comments.*

**Rating Scale: 4= Exceeds District Standard; 3=Consistently Meets District Standard; 2= Inconsistently Meets the District Standard; 1= Does Not Meet the District Standard**

Priority: Continuous Student Success Goal: Cultivate a learning community where students are engaged in their learning, committed to excellence, and supported to achieve their fullest potential.	Rating
a. Manage the work of all personnel in planning and program development and direct the activities of the school district. The superintendent may delegate these responsibilities together with appropriate authority, but may not delegate nor relinquish ultimate responsibility for results of any portion of the accountability. b. Manage the development of long- and short-range educational objectives for the improvement and growth of the school district and of educational activities in the school district. c. Manage the development of the overall educational process and administrative procedures and controls necessary to the implementation of educational programs for the achievement of the educational objectives of the school district, including state and district content standards. d. Manage the regular and systematic evaluation, analysis and appraisal of the achievements of students, and the performance of personnel in each of the educational programs or activities against stated objectives of the school district. e. Report to the Board the progress and status of the programs and activities of the school district. f. Inform the Board on all matters of major importance or significance to the activities, programs, and progress of the school district.	
Written Feedback:	

<b>Priority: High Performing Personnel</b> <b>Goal: Develop a comprehensive professional development plan to support staff based on the collaborative work of: aligning curriculum, designing formative assessments and improving instruction.</b>	Rating
<ul style="list-style-type: none"> <li>a. Establish and maintain an administrative organization which provides for the effective management of all the essential functions of the school district.</li> <li>b. Recommend proposed revisions to the organization of the management structure including the establishment or elimination or a revision of administrative positions.</li> <li>c. Develop and recommend policies and programs for personnel recruitment, selection and employment; employee relations; employee benefits and services; employee safety; personnel evaluation, and salary administration for the school district.</li> <li>d. Ensure the maintenance of an adequate staff of properly trained administrative and supervisory personnel throughout the school district.</li> <li>e. Recommend to the Board the selection, employment, assignment, transfer, and suspension of all personnel.</li> <li>f. Supervise assigned personnel and conduct periodic evaluations and appraisals of their performance.</li> <li>g. Recommend salary increases and salary adjustments for all personnel.</li> <li>h. Develop and recommend to the Board job classifications for all new positions</li> </ul>	
Written Feedback:	

<b>Priority: Efficient &amp; Effective Use of Resources/Safe Learning &amp; Working Environment</b> <b>Goal: Manage finances in order to sustain educational programs while maintaining and improving safety, accessibility, usability and value of our school facilities within budget limitations.</b>	Rating
<ul style="list-style-type: none"> <li>a. Direct the development of the annual budget of the school district.</li> <li>b. Review and recommend programs and supporting data for funds to be included in the annual budget of the school district.</li> <li>c. Provide for the overall management of the school district's financial activities and take appropriate action to ensure that expenses are kept within the approved budgetary limits of the school district.</li> <li>d. Assist principals and directors in maintaining economy and efficiency in the operation of their administrative units.</li> <li>e. Maintain an active contact and familiarization with all local, state, federal, and philanthropic programs, which provide or could provide financial assistance to the district.</li> </ul>	
Written Feedback:	

**Priority: Clear, Accurate, Responsive, Transparent Communication/ Positive Parent & Community Partnerships**  
**Goal: Provide accurate and timely communication to all stakeholders.**

Rating

- a. Maintain a cooperative working relationship between the schools and the community and community agencies. as professional adviser to the Board.
- b. Establish and maintain such other relationships within and outside the school district as required to carry out his responsibility.
- c. Act as executive offer of the Board
- d. Act as professional adveor to the Board.
- e. Attend meetings of the Board with the right to comment on all issues.
- f. Prepare the agenda for all educational matters for all meetings of the Board and deliver the agenda with pertinent information on each item well in advance of the meeting.
- g. Participate in the affairs of local, state, and national professional organizations.
- h. Serve as a representative of the school system and the community at meetings on the local, state, and national level.

Written Feedback:

Please provide any other notes/information that you would like to include in the Superintendent Evaluation Tool.

Summary:

Superintendent: \_\_\_\_\_

Date: \_\_\_\_\_

Board President: \_\_\_\_\_

Date: \_\_\_\_\_

Board Secretary: \_\_\_\_\_

Date: \_\_\_\_\_

# Superintendent's Evaluation Survey

Superintendent's Name: \_\_\_\_\_ Date: May \_\_\_\_\_

Please rate each of the following items using this scale.

1-Superior    2-Excellent    3-Satisfactory    4-Less Than Satisfactory    5-Unacceptable

## Board-Superintendent Relations | 1 2 3 4 5 |

- 1) Informs and advises the Board about the programs, practices, and problems of the school, and keeps the Board informed of the activities operating under the Board's authority.
- 2) Has a harmonious working relationship with the board.
- 3) Accepts his responsibility for maintaining liaison between the Board and personnel, working towards a high degree of understanding and respect between Staff and the Board, as well as the Board and the staff.

**Comments: Board-Superintendent Relations (Optional)**

## Community Relations | 1 2 3 4 5 |

- 1) Is open and sensitive to community concerns and desires about the educational system.
- 2) Strives to build a strong, positive community attitude toward the school system.

**Comments: Board-Community Relations (Optional)**

## Staff-Personnel Relations | 1 2 (3.6) 4 5 |

- 1) Recognizes, develops and utilizes the leadership abilities of staff.
- 2) Delegates authority to staff members appropriate to the position each holds.

**Comments: Personnel Relations (Optional)**

## Educational Leadership | 1 2 3 4 5 |

- 1) Understands and keeps informed regarding all aspects of the instructional program.
- 2) Takes an active role in the development and improvement of the program of instruction.

**Comments: Educational Leadership (Optional)**

## Business and Finance | 1 2 3 4 5 |

- 1) Keeps informed on needs of the School Program- plant, facilities, equipment and supplies.
- 2) Evaluates financial need and makes recommendations for adequate financing.
- 3) Oversees the detailed district budget, its interpretation and presentation to the board for adoption.
- 4) Understands and stays abreast of legislative action that affects public education.

**Comments: Business and Finance (Optional)**

## Personal Qualities | 1 2 3 4 5 |

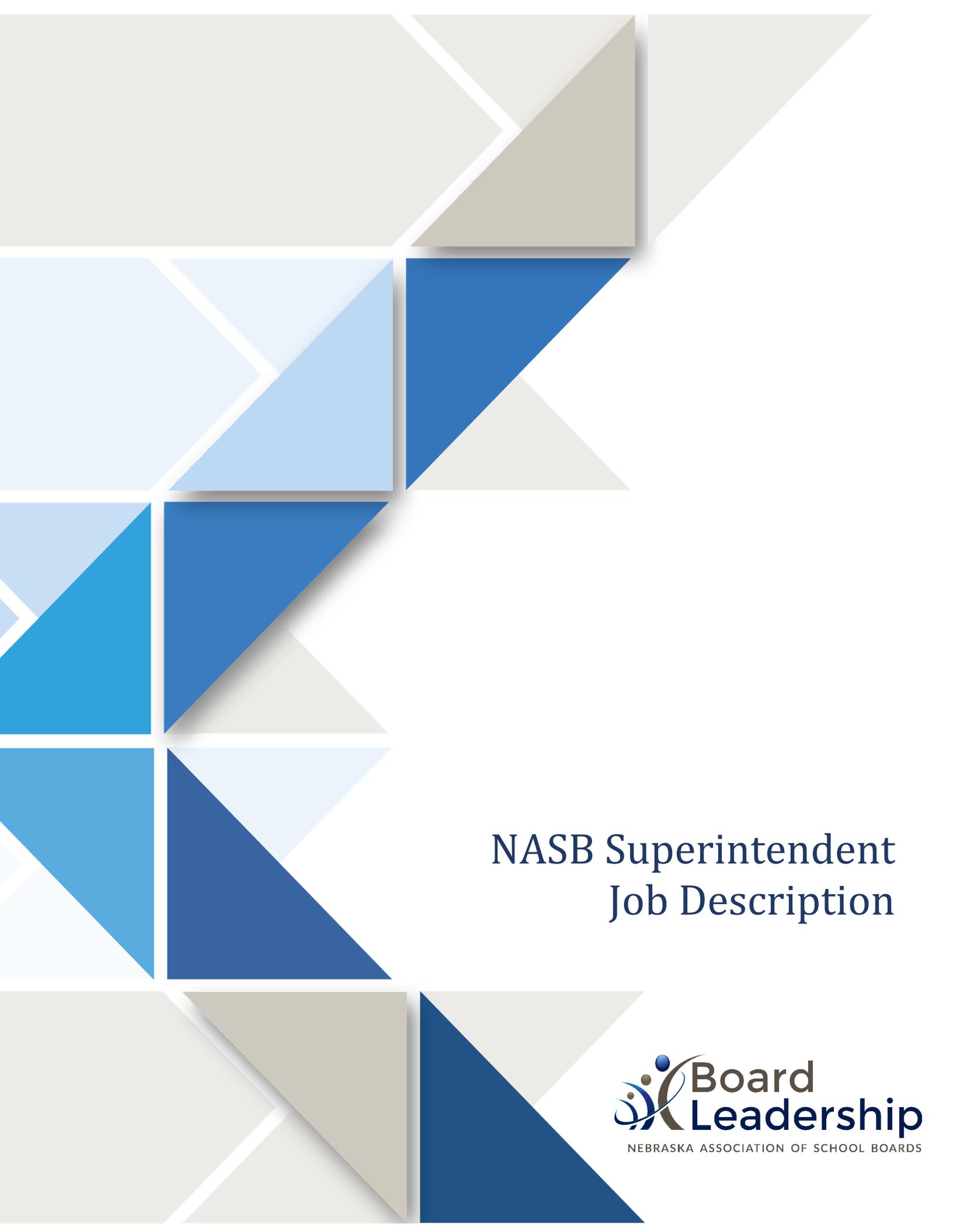
- 1) Maintains high standard of ethics, honesty and integrity in all personal and professional matters.
- 2) Demonstrates his ability to work well with individuals and groups.
- 3) Thinks well on his feet when faced with an unexpected or disturbing turn of events in a group meeting.

**Comments: Personal Qualities (Optional)**

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**Overall Comments:**



# NASB Superintendent Job Description

## NASB Superintendent Job Description

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### **Overview of the Position of Superintendent**

The Superintendent of Schools reports directly to the board and holds all staff accountable. The superintendent promotes leadership to ensure the district provides the best possible educational programs and services for all students of the school district. To lead, guide, direct every member of the administrative, instruction, and support services staff in setting and achieving the highest standards of excellence in educational programs and operations. To be responsible for a system of supervision and evaluation for all staff designed to meet the goals of the school district. To oversee and administer the use of all facilities, property, and funds in the best interest of students, the school district, and community.

### **Performance Responsibilities:**

The job responsibilities of the Superintendent include the ability to function effectively in each of the following areas:

### **Job Requirements:**

- A. Education Specialist Degree or Doctorate
- B. Nebraska Administrative and Supervisory Certificate
- C. Experience (as defined by the Board)

### **Reports to:**

The Superintendent of Schools reports directly to the Board and may delegate specific powers or duties to assistants or subordinates, while maintaining final responsibility and actions taken.

### **Job Responsibilities:**

The Superintendent is the chief executive officer of the school district and serves in both a leadership and management role. The Superintendent may delegate performance of management; however, the Superintendent will maintain final responsibility for actions taken.

### **Standard I: Mission Vision Goals**



The superintendent works collaboratively with the board to define, adopt, and institute the district mission, vision and goals to ensure the progress and success of student learning and achievement.

Performance Indicators:

- A. Develops, implements, and monitors plans for accomplishing the district mission, vision, and goals
- B. Engages internal and external stakeholders in the educational vision and priorities of the district
- C. Reviews the progress of the School Improvement Plan
- D. Leads the board in the development of a vision to support goals and long-range decision-making
- E. Provides and advocates for decision-making based upon data and best practice in allocation of district resources
- F. Plans, formulates, recommends and advises the board concerning various issues, trends, concerns, and/or any legislation that may impact the district's mission or strategic plans

**Standard II: Policy**

The superintendent works collaboratively with the board to define, update and adopt effective and purposeful district policy.

Performance Indicators:

- A. Provides guidance to the board in the development of policy, adoption, and revisions
- B. Implements administrative protocol and procedures via effective and purposeful board policy
- C. Provides public access to district policy and ensures all handbooks aligned to board policy
- D. Ensures and monitors administrators in providing procedural enforcement and regulation
- E. Conducts all meetings of the board in accordance with the Nebraska Open Meetings Law
- F. Conducts all school business and decision-making within the parameters of NDE Rules and Regulations, state and federal laws, and board policy
- G. Files all reports required by state or federal law/regulations



### **Standard III: Budget Planning and Management**

The superintendent provides organizational leadership district-wide to ensure fiscal responsibility by allocating, using and investing district resources to support effective instruction and improved student learning.

#### Performance Indicators:

- A. Educates and engages the board in discussion of the development of the budget, acting in accordance with rules and regulations, statute, and policy
- B. Leads budget planning process including forecasting potential revenue, expenditures, and needs to align with available resources and district mission, vision, and goals
- C. Establishes and maintains efficient procedures and effective controls for operations and all expenditures
- D. Administers the adopted budget in accordance with legal requirements and board policy
- E. Remains accountable to the board for utilization of fiscal and human resources
- F. Provides effective financial forecasting and long and short-term financial planning to support decision-making
- G. Ensures the upkeep and maintenance of all facilities, and in collaboration with the board, plans for long-range facilities maintenance and upkeep
- H. Ensures completion of an annual CPA audit in accordance with law, board policy, and prompt disclosure of findings to board and/or finance committee

### **Standard IV: Educational Leadership**

The superintendent provides educational leadership ensuring resources align and support best practice for instructional standards, as well as implementation of current and/or applicable curriculum/ assessments to support student success.

#### Performance Indicators:

- A. Assumes the key educational leadership role by promoting a culture centered around students, curriculum and instruction to meet the needs of all students
- B. Promotes the engagement of parents and families as partners in the education of students
- C. Considers methods to advance programs and services to address the needs of the district
- D. Validates district is in compliance with NDE Accreditation requirements
- E. Informs the board of AQuESTT status for each building and the school district
- F. Ensures alignment of curriculum vertically, horizontally, and to the state standards and consistent implementation of the district-adopted instructional framework
- G. Integrates the district-adopted instructional framework into certificated staff evaluations
- H. Provides comprehensive coursework and opportunities to ensure college/career readiness for every student
- I. Optimizes alignment of resources, curriculum, and assessments to support student success

### **Standard V: Organizational and Cultural Leadership**



The superintendent provides cultural leadership through accountability, inclusiveness, engagement and advocacy for staff and students.

Performance Indicators:

- A. Promotes a healthy environment advocating for diversity, equity, and inclusion initiatives for staff and students
- B. Creates a respectful culture of shared expectations, mutual accountabilities, and constructive feedback
- C. Develops a high-performing leadership team and conducts purposeful and equitable recruiting and hiring processes
- D. Resolves conflict and addresses social-emotional matters in a purposeful and timely manner
- E. Coordinates a responsive district crisis and safety plan

**Standard VI: Community Relations**

The superintendent establishes and sustains effective communication to inform and engage the board, parents, students, staff, local and state government officials, community members and business leaders.

Performance Indicators:

- A. Represents the school district through effective public relations and engagement
- B. Develops and sustains purposeful community partners to support the educational needs of the district
- C. Establishes a visible presence and positive relationships with board members, parents, students, and community members
- D. Expresses genuine interest in building a connection with students and regularly attends and participates in school activities, events, and programs

**Standard VII: Professional Leadership**

The superintendent models and demonstrates professional leadership, ethics, and a commitment to growth and improved instruction and learning for staff and students.

Performance Indicators:

- A. Delegates duties as appropriate, with the knowledge of final responsibilities for action taken
- B. Models ethical leadership in word and deed that is based upon integrity, trust, and respect
- C. Conducts staff observations and evaluations per board policy and legal requirements, ensures that evaluations are completed by other district staff as assigned, improvement plans are implemented as the need is identified
- D. Affords opportunities for staff to participate in professional development
- E. Demonstrates a personal and professional commitment to life-long learning knowledge of current evidence-based practices, trends to support effective instruction and learning
- F. Assigns conditions of employment for staff in the best interest of the district and educational programs provided for students



- G. Participates, as deemed appropriate by the board, in negotiations with recognized employee bargaining groups

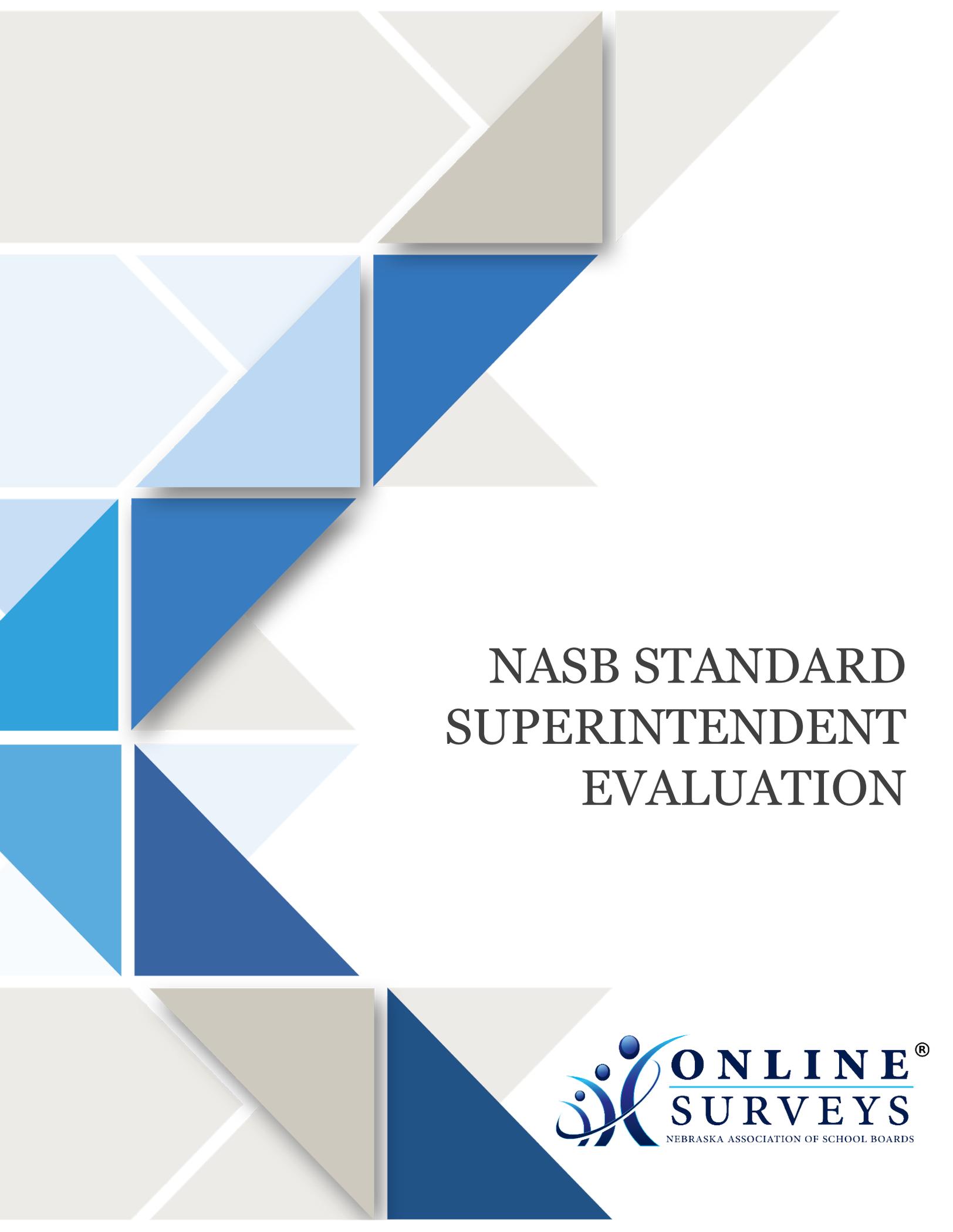
### **Standard VIII: Board-Superintendent Relations**

The superintendent collaborates with the board to define district expectations, policies, and goals to support instruction and student learning.

#### Performance Indicators:

- A. Serves as the educational leader of the school district
- B. Assists the board in fulfilling their proper roles, responsibilities, and duties in an effective manner
- C. Coordinates the work of the board through collaborative problem-solving and decision-making
- D. Demonstrates support and respect for the board and board committee work
- E. Prepares for board adoption and distribution to the public an annual report as prescribed by law
- F. Maintains an appropriate and professional relationship with the board
- G. Provides the board with facts, information, data, and recommendation for action to support informed decision-making
- H. Ensures all board members are informed with timely, consistent and open communication





NASB STANDARD  
SUPERINTENDENT  
EVALUATION





**Standard I: Mission, Vision, & Goals**

*Standard Descriptor: The superintendent works collaboratively with the board to define, adopt, and institute the district mission, vision, and goals to ensure the progress and success of student learning and achievement.*

Please indicate what you feel is the most accurate descriptor to the following statements.  
The Superintendent . . .

		Excellent	Good	Average	Fair	Poor	Unsure
I.a.	Works collaboratively with the board to define, adopt, and institute the district mission, vision, and goals.						
I.b.	Assumes the key leadership role and responsibility for growth and improved student learning.						
I.c.	Seeks input from the board when appropriate.						
I.d.	Engages internal stakeholders (i.e. administration, staff, students) and external stakeholders (i.e. parents, community) in the discussion of long-term plans and goals.						
I.e.	Effectively utilizes data to guide and monitor progress of district goals.						
I.f.	Implements and monitors progress of the district/strategic plan.						
I.g.	Identifies and proactively addresses potential barriers to ensure the success of the school district.						
	<p>Provide evidence to support your choices above.</p> <p><i>*Suggested supplemental evidence for this standard includes but is not limited to:</i></p> <ul style="list-style-type: none"> <li>• District strategic plan/district goals</li> <li>• Plan for implementing, monitoring and reporting progress of strategic plan/district goals</li> <li>• School improvement plan (including updates/assessment of progress and modifications)</li> <li>• School improvement teams</li> <li>• Superintendent performance plan aligned with district priorities and indicators to measure progress and success</li> <li>• Student performance data</li> <li>• Engagement/communication plan</li> <li>• Meeting agendas/minutes</li> </ul>						
	If you were to suggest one improvement to Mission, Vision, and Goals for the upcoming year, what would it be?						





**Standard II: Policy**

*Standard Descriptor: The superintendent works collaboratively with the board to define, update, and adopt effective and purposeful district policy.*

Please indicate what you feel is the most accurate descriptor to the following statements.  
The Superintendent . . .

		Excellent	Good	Average	Fair	Poor	Unsure
II.a.	Works with the board to review, update and adopt effective and purposeful district policy.						
II.b.	Governs consistently through board policy and administrative protocol and procedures.						
II.c.	Provides public access to district policy.						
II.d.	Ensures all handbooks are aligned to district policy.						
II.e.	Implements a policy to ensure curriculum is reviewed and aligned with current state standards.						
II.f.	Ensures student discipline is implemented with integrity and consistency.						
II.g.	Personnel policies are clear and implemented consistently.						
II.h.	Monitors administrators' implementation of policy and procedures.						
	Provide evidence to support your choices above. <i>*Suggested supplemental evidence for this standard includes but is not limited to:</i> <ul style="list-style-type: none"> <li>• District adopted policy review process/calendar</li> <li>• Progress/updates of the board's work with policy</li> <li>• Policy committee minutes</li> <li>• Curriculum review policy</li> <li>• Meeting agendas/minutes</li> </ul>						
	If you were to suggest one improvement to Policy for the upcoming year, what would it be?						

*\*Grey-highlighted questions indicate that they are asked only to the superintendent in the self-evaluation.*





**Standard III: Budget Planning & Management**

*Standard Descriptor: The superintendent provides organizational leadership district-wide to ensure fiscal responsibility by allocating, using, and investing district resources to support effective instruction and improved student learning.*

Please indicate what you feel is the most accurate descriptor to the following statements.  
The Superintendent . . .

		Excellent	Good	Average	Fair	Poor	Unsure
III.a.	Upholds fiscal responsibility and accountability.						
III.b.	Leads a collaborative board and administrative budget planning process to align resources with the district mission, vision, and goals.						
III.c.	Utilizes data, research, and informed decision-making to support the allocation of district resources.						
III.d.	Updates board with historical and current budget data to monitor revenue and expenditures.						
III.e.	Ensures that the district completes an annual CPA audit and discloses findings to the finance committee/board.						
I.f.	Advocates for and pursues innovative solutions to improve and expand fiscal and human resources.						
II.g.	Ensures the maintenance and upkeep of facilities.						
	Provide evidence to support your choices above. <i>*Suggested supplemental evidence for this standard includes but is not limited to:</i> <ul style="list-style-type: none"> <li>• Budget strategic/district goals</li> <li>• Professional development plan</li> <li>• Monthly budget reports</li> <li>• Quarterly expenditure updates</li> <li>• District audit</li> <li>• Management and use of alternative resources (i.e. ESU funding, all grant applications, etc.)</li> <li>• Five/Ten-year facility plan</li> <li>• Budget development calendar/board</li> <li>• Financial policies</li> <li>• Forecast financial data</li> </ul>						
	If you were to suggest one improvement to Budget Planning and Management for the upcoming year, what would it be?						





**Standard IV: Educational Leadership**

*Standard Descriptor: The superintendent provides educational leadership ensuring resources align and support best practice for instructional standards, as well as implementation of current/applicable curriculum and assessments to support student success.*

Please indicate what you feel is the most accurate descriptor to the following statements.  
The Superintendent . . .

		Excellent	Good	Average	Fair	Poor	Unsure
IV.a.	Advocates for the learning needs of all students.						
IV.b.	Promotes a student-centered culture.						
IV.c.	Advocates for the engagement of parents/families as partners in the education of students.						
IV.d.	Ensures curricular and instructional decision-making is based upon current research, data, and best practice.						
IV.e.	Provides the time and resources to align curriculum vertically, horizontally, and to the state standards.						
IV.f.	Provides comprehensive coursework and opportunities to ensure college/career readiness for every student.						
IV.g.	Ensures the district-adopted instructional framework is implemented consistently.						
IV.h.	Integrates the district-adopted instructional framework into certificated staff evaluations.						
IV.i.	Advocates for curriculum and instruction that challenges each student.						
IV.j.	Optimizes alignment of resources, curriculum, and assessments to support student success.						
IV.k.	Provides integrated technology curriculum and resources.						
	Provide evidence to support your choices above. <i>*Suggested supplemental evidence for this standard includes but is not limited to:</i> <ul style="list-style-type: none"> <li>• District strategic plan/district goals</li> <li>• School improvement plan (including assessment of progress and modifications)</li> <li>• School improvement teams</li> <li>• District calendar</li> <li>• Curriculum review cycle plan and updated policy for curriculum and assessment review</li> <li>• Curriculum review committee minutes</li> <li>• Student performance data and goals</li> <li>• Data to support instruction strategies and student-centered initiatives</li> <li>• Curriculum/programs additions/modifications</li> <li>• Instructional model</li> </ul>						
	If you were to suggest one improvement to Educational Leadership for the upcoming year, what would it be?						

*\*Grey-highlighted questions indicate that they are asked only to the superintendent in the self-evaluation.*





**Standard V: Organizational & Cultural Leadership**

*Standard Descriptor: The superintendent provides cultural leadership through accountability, inclusiveness, engagement, and advocacy for staff and students.*

Please indicate what you feel is the most accurate descriptor to the following statements.  
The Superintendent . . .

		Excellent	Good	Average	Fair	Poor	Unsure
V.a.	Contributes to a unified school environment of trust and respect among students, staff, families, and community members.						
V.b.	Develops, implements, and sustains a responsive district crisis and safety plan.						
V.c.	Commits to developing a high-performing leadership team.						
V.d.	Ensures a purposeful and equitable recruiting and hiring process.						
V.e.	Integrates an effective conflict resolution process to address matters in a purposeful and timely manner.						
V.f.	Promotes a culture of shared expectations and mutual accountability.						
V.g.	Provides leadership to support the health and well-being of staff and students.						
V.h.	Promotes an environment where differing opinions and backgrounds are welcomed and embraced among staff and students.						
	Provide evidence to support your choices above. <i>*Suggested supplemental evidence for this standard includes but is not limited to:</i> <ul style="list-style-type: none"> <li>• Conflict resolution process</li> <li>• Leadership development plan</li> <li>• Professional development plan</li> <li>• Crisis and safety plan</li> <li>• Executive summary of the safety audit</li> <li>• Hiring protocols and procedures</li> <li>• Evidence to validate engagement of parents/families</li> <li>• Diversity, equity and inclusion initiatives</li> <li>• Personnel policies</li> </ul>						
	If you were to suggest one improvement to Organizational and Cultural Leadership for the upcoming year, what would it be?						

**Standard VI: Community Relations**

*Standard Descriptor: The superintendent establishes and sustains effective communication to inform and engage the board, parents, students, staff, local and state government officials, community members, and business leaders.*

Please indicate what you feel is the most accurate descriptor to the following statements.





The Superintendent . . .

		Excellent	Good	Average	Fair	Poor	Unsure
VI.a.	Establishes a visible presence in the district and community.						
VI.b.	Regularly attends and participates in school activities, events, and programs.						
VI.c.	Interacts and expresses genuine interest in building a connection with students.						
VI.d.	Develops collaborative partnerships to foster support for the school district.						
VI.e.	Effectively communicates key public information in a timely manner.						
VI.f.	Promotes a positive image of the district.						
VI.g.	Understands and is respectful of the political, economic, and social aspects of the community.						
VI.h.	Seeks a positive relationship with parents and community members.						
VI.i.	Engages special interest groups to work collaboratively to address concerns and opinions that may present conflict.						
	<p>Provide evidence to support your choices above.</p> <p><i>*Suggested supplemental evidence for this standard includes but is not limited to:</i></p> <ul style="list-style-type: none"> <li>• Community engagement summary/report</li> <li>• District partnerships and initiatives established to provide resources and support</li> <li>• Partnership support received through the district foundation, scholarships, grant monies, etc.</li> <li>• Inter-local agreements</li> <li>• District annual report</li> <li>• Communications designed by and distributed to generate support of the district</li> <li>• Membership and participation with civic, community and state organizations</li> <li>• Meeting invitations/agendas</li> </ul>						
	If you were to suggest one improvement to Community Relations for the upcoming year, what would it be?						

**Standard VII: Professional Leadership**

*The superintendent models and demonstrates professional leadership, ethics, and a commitment to growth and improved instruction and learning for staff and students.*

Please indicate what you feel is the most accurate descriptor to the following statements.

The Superintendent . . .





		Excellent	Good	Average	Fair	Poor	Unsure
VII.a.	Models positive and professional leadership based upon ethics, trust, integrity, and respect.						
VII.b.	Addresses concerns and opinions with respect and confidence.						
VII.c.	Provides professional development for you to fulfill your responsibilities and grow in your position.						
VII.d.	Provides an effective evaluation process with constructive feedback.						
VII.e.	Exemplifies a life-long learning model to grow personal and professional knowledge.						
VII.f.	Demonstrates knowledge of current evidence-based practices for teaching and learning and seeks to develop others in this area.						
VII.g.	Establishes clear and consistent expectations for staff.						
	<p>Provide evidence to support your choices above.</p> <p>*Suggested supplemental evidence for this standard includes but is not limited to:</p> <ul style="list-style-type: none"> <li>• Memberships</li> <li>• Professional development activities (including, but not limited to conferences, workshops, committee work, studies, research, and published works)</li> <li>• Educational growth plan (professional goals and development)</li> <li>• Leadership team development plan</li> <li>• District staff professional development plan</li> </ul>						
	If you were to suggest one improvement to Professional Leadership for the upcoming year, what would it be?						

*\*Grey-highlighted questions indicate that they are asked only to the superintendent in the self-evaluation.*





**Standard VIII: Board-Superintendent Relations**

*The superintendent collaborates with the board to define district expectations, policies, and goals to support instruction and student learning.*

Please indicate what you feel is the most accurate descriptor to the following statements.  
The Superintendent . . .

		Excellent	Good	Average	Fair	Poor	Unsure
VIII.a.	Maintains an appropriate and professional relationship with the board.						
VIII.b.	Keeps all board members informed with consistent and open communication.						
VIII.c.	Demonstrates support and respect for the board and refrains from public criticism of the board.						
VIII.d.	Demonstrates collaborative problem solving and decision-making.						
VIII.e.	Supports board committee work as part of effective board decision-making.						
VIII.f.	Collaboratively supports or opposes, local, state and/or federal legislation impacting the district.						
	Provide evidence to support your choices above. <i>*Suggested supplemental evidence for this standard includes but is not limited to:</i> <ul style="list-style-type: none"> <li>• Superintendent performance plan/goals</li> <li>• Board committee minutes</li> <li>• Communication plan</li> <li>• Board development plan</li> <li>• Board policies</li> <li>• Meeting agendas/minutes</li> <li>• Retreat agendas/minutes</li> </ul>						
	If you were to suggest one improvement to Board-Superintendent Relations for the upcoming year, what would it be?						





**Superintendent’s Response:**

**Superintendent Evaluation Summary**

The superintendent should identify no more than four performance areas on which to focus their growth professionally. Note: Targeting in excess of four performance areas will make it difficult for the individual to address the areas adequately. When his/her performance is at a high-level, sustaining, refining, and replicating the performance is the goal. Follow through will ensure the success of the superintendent and the board.

The Performance Plan should consist of:

- goals (**what** must he/she do to achieve the objective or what is the intended result)
- performance indicators (**how** will the board measure progress and/or success)
- timeline (**when** will progress/success be assessed or completion date)
- signature (once the Performance Plan has been completed and reviewed the board president and superintendent will both sign and date placing a copy in the superintendent’s personnel file and a copy will be retained by the board president)

Note: The Performance Plan should be reviewed and updated throughout the year to assess progress and success. Modifications should only be made if the board/superintendent discuss and agree upon appropriate changes.

(Signature of Superintendent)	(Date)

(Signature of Board President)	(Date)



# Nebraskaland Public Schools

## Superintendent Evaluation

Spring 2021

Superintendent  
John Smith

Board of Education  
John Doe, President  
David Hart  
Leslie Johnson  
Jane Miller  
Joseph Smith  
Karen Swanson

## Board Evaluation Standard Averages

*(listed highest to lowest)*

Standard VI: Community Relations	5.24
Standard II: Policy	5.14
Standard VIII: Board-Superintendent Relations	5.13
Standard IV: Educational Leadership	5.10
Standard V: Organizational & Cultural Leadership	5.09
Standard VII: Professional Leadership	5.08
Standard III: Budget Planning & Management	4.99
Standard I: Mission, Vision, & Goals	4.96

## Self-Evaluation Standard Averages

*(listed highest to lowest)*

Standard VIII: Board-Superintendent Relations	4.83
Standard I: Mission, Vision, & Goals	4.71
Standard III: Budget Planning & Management	4.57
Standard V: Organizational & Cultural Leadership	4.50
Standard VI: Community Relations	4.44
Standard II: Policy	4.40
Standard VII: Professional Leadership	4.16
Standard IV: Educational Leadership	3.90

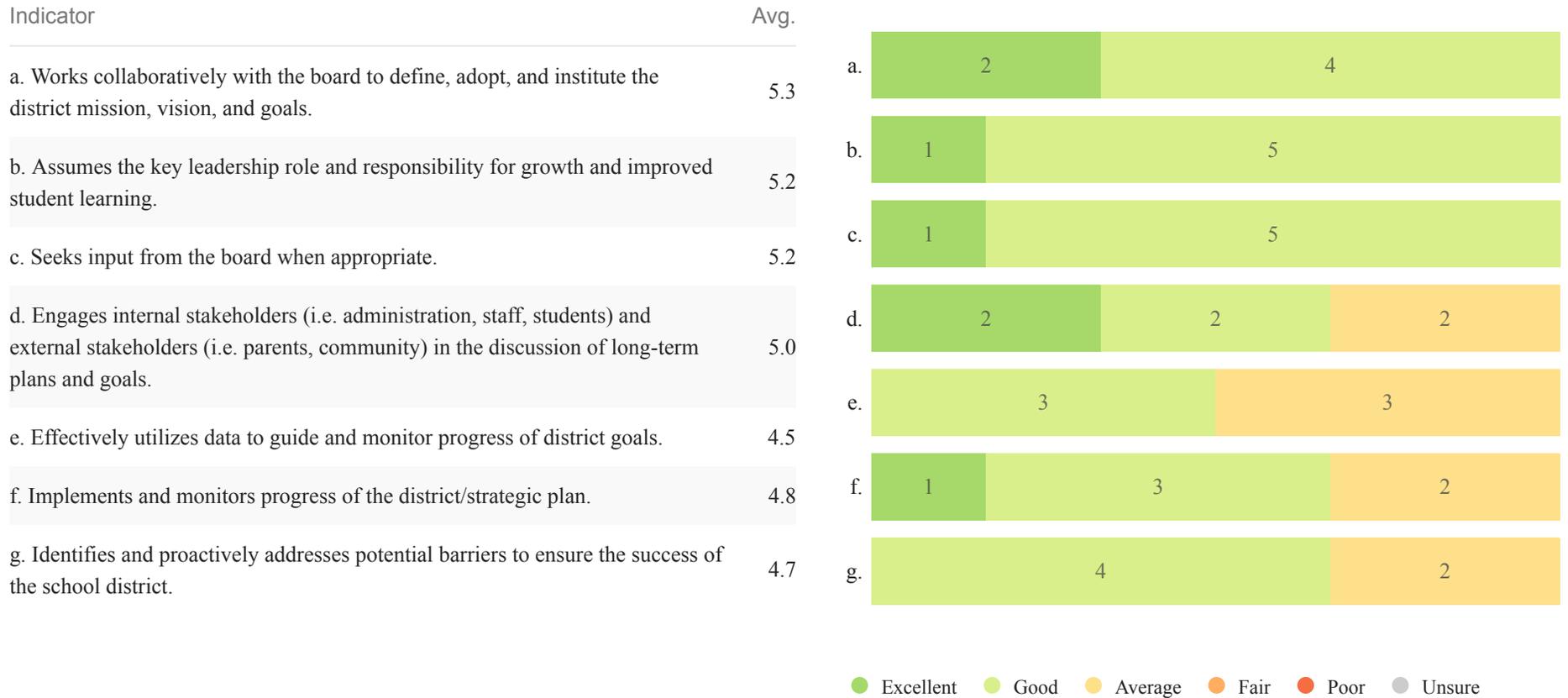
*Averages range from 1.00-6.00 with averages closer to 6.00 indicating strengths and averages closer to 1.00 indicating areas for growth.*

## Standard I: Mission, Vision, & Goals

*Standard Descriptor: The superintendent works collaboratively with the board to define, adopt, and institute the district mission, vision, and goals to ensure the progress and success of student learning and achievement.*

**Please indicate what you feel is the most accurate descriptor to the following statements.**

The Superintendent . . .



*Values are as follows:* Excellent: 6    Good: 5    Average: 4    Fair: 2    Poor: 1    Unsure: 3

## Standard I: Mission, Vision, & Goals

Provide evidence to support your choices above.

---

Cras fringilla egestas massa! Turpis rhoncus amet cursus massa velit.

Elit dapibus felis temporibus elementum tortor lacus viverra. Magnis vehicula duis eget.

Cursus odio consectetur iaculis lorem vehicula facilisis pede ligula luctus! Porta cras. Vestibulum elementum mattis.

Fringilla. Vestibulum aliquam id facilisi nibh porttitor euismod ut a dignissim egestas egestas laoreet.

Convallis dolorem etiam. Vitae montes placerat? Felis fringilla porttitor dignissim turpis! Amet eleifend est donec.

Tortor? Posuere consectetur faucibus! Odio sit! Porttitor vulputate purus posuere eros porta.

If you were to suggest one improvement to Mission, Vision, & Goals for the upcoming year, what would it be?

---

Rhoncus? Blandit nulla rutrum morbi eros! Mattis eu lacus atque.

Temporibus. Accusamus consectetur venenatis dolorem eleifend eros magnis! Diam. Dignissim.

Augue! Aenean ipsum donec fringilla suspendisse cursus malesuada ac. Pretium orci! Vivamus.

Justo aliquam iaculis accusamus vel. Lacus vestibulum ridiculus montes felis.

Lacus purus duis tempor venenatis non odio consectetur potenti lectus? Volutpat etiam.

Ut, maecenas vestibulum dictumst rutrum, a. Nulla? Ultricies orci luctus cras? Proin! Elit.

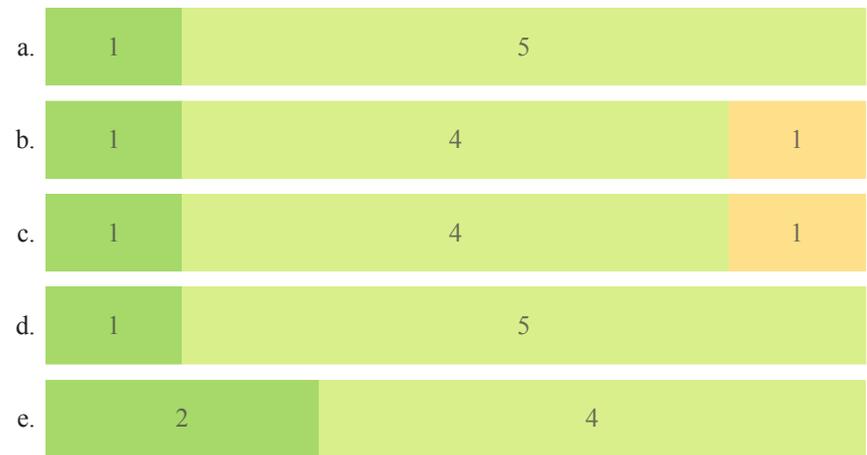
## Standard II: Policy

*Standard Descriptor: The superintendent works collaboratively with the board to define, update, and adopt effective and purposeful district policy.*

**Please indicate what you feel is the most accurate descriptor to the following statements.**

The Superintendent . . .

Indicator	Avg.
a. Works with the board to review, update and adopt effective and purposeful district policy.	5.2
b. Governs consistently through board policy and administrative protocol and procedures.	5.0
c. Provides public access to district policy.	5.0
d. Ensures all handbooks are aligned to district policy.	5.2
e. Implements a policy to ensure curriculum is reviewed and aligned with current state standards.	5.3



*\*Only the Superintendent was asked questions f, g, and h.*

● Excellent ● Good ● Average ● Fair ● Poor ● Unsure

## Standard II: Policy

**Provide evidence to support your choices above.**

---

Curabitur! Sodales! Blandit natoque wisi scelerisque quis. Primis vitae risus fusce vitae.

Ac vel proin massa ligula neque ullamcorper. Dolor ut ut nibh tellus imperdiet.

Dui natoque cursus faucibus faucibus integer lectus! Eu enim convallis! Odio.

Purus facilisi risus eget ante vivamus lacus felis placerat amet. Neque mauris fringilla nibh atque.

Dictumst platea suspendisse sem magna gravida! Sagittis. Sollicitudin ab. Justo.

Scelerisque morbi vehicula, venenatis est, consectetur! Lectus. A faucibus diam risus. Posuere, magna vestibulum.

**If you were to suggest one improvement to Policy for the upcoming year, what would it be?**

---

Vel! Bibendum lectus! Aenean. Nullam! Ante! Sed sed? Lacus rutrum.

Duis ullamcorper odio primis at laoreet eros. Facilisis sollicitudin ut.

Dolor etiam posuere venenatis eros morbi velit mauris! Massa urna? Donec nibh venenatis.

Sollicitudin vel? Vulputate pellentesque sodales vehicula vestibulum velit vel atque tempus.

Porta, tincidunt duis sem. Risus aenean tincidunt. Amet curabitur lacus.

Commodo primis mi amet enim scelerisque eu pretium ac magna? Turpis eros nonummy.