

Guide to the **NEW** Chief School Administrator Evaluation Process



Presented by Field Services



New Jersey School Boards Association

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Collaborative Effort

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A special thank you to the committee who worked for over two years to develop an evaluation tool and process more engaging and relevant to today's standards of leadership as adopted by the State Board of Education.



What's New



What's NEW?

Overview of:

- New standards and ratings
- New steps in the process
- New tool and Annual Performance Report template



New Standards & Indicators

Now

General Responsibilities
Instructional Leadership
Personnel Administration
Financial Management
Chief Executive Officer
School/ Community Relations

New

Mission, Vision, Core Values
Governance, Ethics Professional Norms
Operations Management
Curriculum, Instruction, Assessment & School Improvement
Community of Care, Equity & Family Engagement
Professional Capacity/ Community



Sources for Standards Development

Professional Standards
for Educational Leaders

National Policy Board for Educational Administration

2015

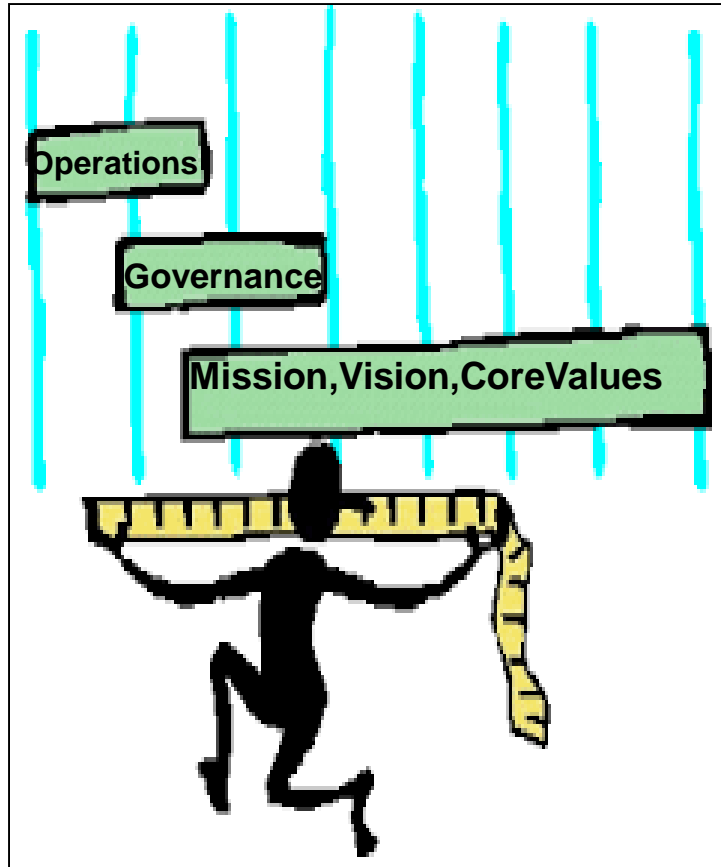
Formerly known as
ISLLC Standards
October 2015

Also considered:

- **Evaluation tools from other states**
- **Superintendent's job description**
- **Current NJSBA evaluation tool**
- **Consistency with Board's role**



New Evaluation Standards



The new standards better reflect the:
qualities and values of leadership work integral to student success.

Standards assist Boards in identifying areas of strength and where more focus is needed.



New Rating Scale

Now – rate each indicator

- ☐ Commendable
- ☐ Meets Expectations
- ☐ Needs Improvement
- ☐ Unsatisfactory
- ☐ Not Observed

New – rate each indicator & overall rating for each standard

- ☐ Exemplary
- ☐ Proficient
- ☐ Area for Growth
- ☐ Unsatisfactory
- ☐ Not Observed



Overview of Evaluation Process



Ethics Reminder: A Board member whose **relative** works **in the district** may not take part in the evaluation process.



Legal Guidelines

N.J.S.A. 18A:17-20.3a

- Board shall evaluate performance of superintendent at least **once a year**.
- Evaluation shall be **in writing**.
- Board and superintendent shall **meet to discuss** findings.
- Evaluation will be based on **goals and objectives** of district, **responsibilities** of superintendent and other such **criteria** prescribed by **State Board of Education**.

N.J.A.C. 6A:10-8.1

Annual performance report shall be prepared by **July 1** by majority of Board's total membership and shall include:

- Areas of **strength**
- Areas **needing improvement**
- Recommendations for **professional growth**
- Indicators of **student progress** and growth

Summary conference meeting shall include a majority of the total Board membership.



QSAC Requirements

NJQSAC District Performance Review – Effective July 1, 2018

Governance Indicators	Points
2. The district board of education:	
a. Establishes a policy and a contract with the CSA to annually evaluate him or her based on the adoption of goals and performance measurements that reflect the highest priority is given to student achievement and attention is given to subgroup achievement and each new member has received training on CSA evaluation. N.J.S.A. 18A:17-20.3.	7
b. Completes the CSA evaluation by July 1 [[for both individual and shared district boards of education,]] in accordance with N.J.A.C. 6A:10-8.1(g).	6



Evaluation Tool and Process

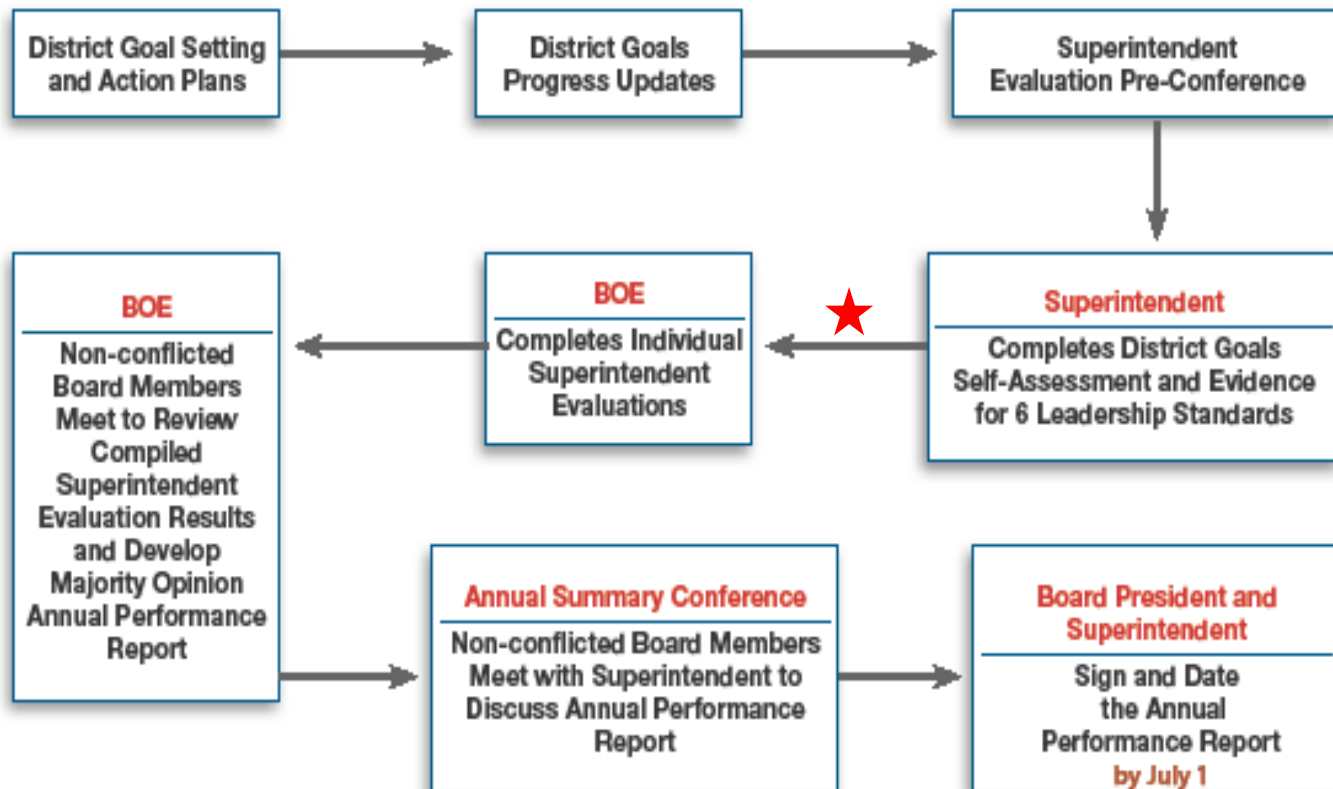
A fair and comprehensive evaluation tool and process provide objective measures of performance. Critical components include:

- **Documentation** – multiple sources of evidence
- **Ratings** – measures of performance expectations
- **Criteria** – goals and standards/indicators
- **Written Comments** – useful information for continuous improvement
- **Majority Opinion** reflected
- **Evaluation Conferences** – face-to-face communication to develop a common vision and understanding.



Evaluation Process

SUPERINTENDENT EVALUATION PROCESS FLOWCHART AND CALENDAR



★ BOE access to the CSA Evaluation occurs 48 hours after the superintendent completes his/her self-assessment.



Sample Evaluation Calendar

SUPERINTENDENT EVALUATION PROCESS CALENDAR

District Goal Setting:

Who	What	When
Board and Superintendent	Establish annual district goals	June-July
Superintendent	Develop action plans to support goals	July-Aug
Superintendent	Provide progress updates	Ongoing

Superintendent Evaluation Process: (Non-conflicted Board members only)

Who	What	When
Board and Superintendent	Evaluation Pre-Conference	March/ April
Superintendent	Inputs: District goals, achievement assessment, & supporting comments. Links to evidence for the 6 standards for board member consideration.	Late April Early May
Board	Individual members complete their evaluation.	Mid-May
NJSBA	Compiles individual responses	End May
Board	Executive Session meeting to review compilation & determine majority opinion.	End May
Board President or Designee	Develops Summative Evaluation (majority opinion). NJSBA template available or own format. Shares with Superintendent prior to Summary Conference.	June
Board and Superintendent	Executive Session Summary Conference with full Board and Superintendent to discuss Summative Evaluation.	by July 1



New Process

Pre-evaluation Conference



Pre-evaluation Conference

to discuss/share:

- Progress on goals
- Performance based on standards
- Student progress
- Questions/ concerns



Goals Assessment

Rating process the same

Progress Toward District Goals and Objectives

District Goals	Superintendent's Rating			Board Members Ratings		
	Achieved	Satisfactory Progress Made	Little or No Progress Made	Achieved	Satisfactory Progress Made	Little or No Progress Made
Input by CSA	CSA Self-Assessment	first		Individual Board member rating		
Superintendent's Comments						
To Board members to support self-assessment rating.						
Board Members Comments						
To fellow Board members to support rating.						



Standards Assessment

Standard Name

Standard

STANDARD 1 Mission, Vision, and Core Values

Effective educational leaders advocate, enact, and communicate a shared mission, vision and core values of high quality education.

Rating scale definition specifically for this standard - **NEW**

Resources to Consider - **NEW**

Sample Resources for Standard 1 may include: Communication regarding mission statement, vision statement and connections to district initiatives; agendas/minutes; connections between allocation of resources in budget ...

Superintendent Selected Evidence for Standard 1

(Links to supporting documents provided by Superintendent)

Evidence links provided by Superintendent - **NEW**

Indicators

STANDARD 1 INDICATORS	PERFORMANCE LEVEL				
Effective educational leaders advocate, enact, and communicate a shared mission, vision and core values of high quality education.	Exemplary	Proficient	Area for Growth	Unsatisfactory	Not Observed
1. Has strong shared beliefs and values and a vision of high expectations ...	X				
2. In collaboration with the board, creates processes to ensure that the district's vision, mission and goals establishes priorities, drives decisions ...		X			

Indicator ratings help determine overall standard rating

BOARD MEMBER ASSESSMENT OF STANDARD 1

EXEMPLARY	PROFICIENT	AREA FOR GROWTH	UNSATISFACTORY	NOT OBSERVED
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Overall rating of performance on the standard - **NEW**

Board member comments

Board member comments supporting rating:



Next Steps

- NJSBA compiles individual responses.
- RICE notice to CSA.
- Board reviews/discusses compilation to determine majority opinion.
(non-conflicted members only)
- Board president/designee writes Annual Performance Report.
(New template available.)



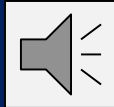
Annual Performance Report Template

District Goals Overall Assessment

Using the
Compilation



and board
discussion



Indicate the
viewpoint of the
Board majority

Superintendent Annual Performance Evaluation

Superintendent: _____ School Year(s): _____

District: _____

The Board of Education met on _____ to discuss and compile this summative evaluation of both the progress toward the achievement of the district's goals for _____ and the Superintendent's leadership skills.

In this meeting we reviewed the completed evaluation from _____ board members. The resulting summative report reflects the opinion of the majority of the board as is required by N.J.S.A. 18A:17-20.3 and NJAC 6A:10-8.1.

Progress Toward District Goals

District Goal #1:

Indicators of Student Progress:

- | | |
|--|---|
| <input checked="checked" type="checkbox"/> | This goal has been achieved. |
| <input type="checkbox"/> | Satisfactory progress has been made on this goal. |
| <input type="checkbox"/> | Little to no progress has been made on this goal. |

Supporting remarks:



Annual Performance Report Template

Leadership Standards Overall Assessment

Leadership Standards

Standard 1: Mission, Vision and Core Values

Effective Educational Leaders advocate, enact, and communicate a shared mission, vision and core values of high quality education.



	EXEMPLARY	The superintendent consistently advocates, enacts, communicates and sustains a shared mission, vision and cores values in a manner that includes all district stakeholders and has a strong positive impact on student success.
	PROFICIENT	The superintendent develops the professional capacity/ community of district personnel in a manner that promotes student success and well-being
	AREA FOR GROWTH	The superintendent has some success in advocating, enacting and communicating a shared mission, vision and core values. Progress is anticipated in this standard.
	UNSATISFACTORY	The superintendent does not advocate, enact or communicate a shared mission, vision and core values in a manner that promotes student success.
	NOT OBSERVED	Neither positive nor negative. Insufficient personal experience to evaluate.

Remarks supporting rating:



Annual Performance Report Template

Overall Strengths/Growth Areas



Can check
more than
one box.

The Superintendent demonstrates strength(s) in the following standards:

<input type="checkbox"/>	Standard 1: Mission, Vision and Core Values
<input type="checkbox"/>	Standard 2: Governance, Ethics and Professional Norms
<input type="checkbox"/>	Standard 3: Operations Management
<input type="checkbox"/>	Standard 4: Curriculum, Instruction, Assessment and School Improvement
<input type="checkbox"/>	Standard 5: Community of Care, Equity and Family Engagement
<input type="checkbox"/>	Standard 6: Professional Capacity of School Personnel / Professional Community for Teachers and Staff

Supporting Remarks:

Note:

These open-ended questions are no longer asked of each individual Board member.

Of the six standards, which areas require professional growth and improvement?

<input type="checkbox"/>	Standard 1: Mission, Vision and Core Values
<input type="checkbox"/>	Standard 2: Governance, Ethics and Professional Norms
<input type="checkbox"/>	Standard 3: Operations Management
<input type="checkbox"/>	Standard 4: Curriculum, Instruction, Assessment and School Improvement
<input type="checkbox"/>	Standard 5: Community of Care, Equity and Family Engagement
<input type="checkbox"/>	Standard 6: Professional Capacity of School Personnel / Professional Community for Teachers and Staff

Supporting Remarks:



Annual Summary Conference

**Board & Superintendent
meet to discuss evaluation**

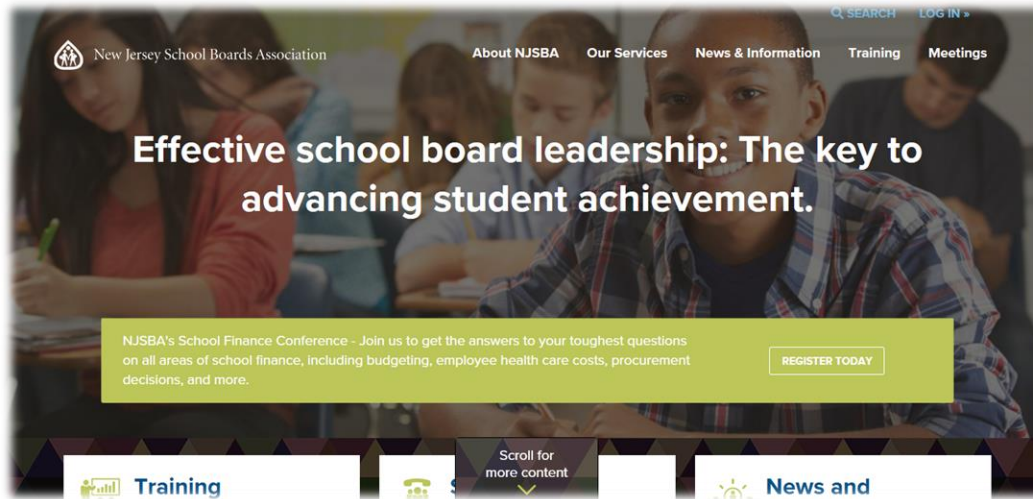


By July 1

- **RICE notice to CSA**
- **Share Narrative prior to Conference**
- **Majority of total members present**
- **Minority opinion may be expressed**



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User name and password needed

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Considerations



Not a “once a year” event – ongoing.



Review performance over a full year.



Develop a system to retain evidence.



Progress updates and two-way communication are critical.



Responsibility of all eligible members to fully participate.



Questions?

