

# Chief School Administrator Evaluation Process



Presented by Field Services



New Jersey School Boards Association

[www.njsba.org](http://www.njsba.org) | 609. 695. 7600 | 888.88NJSBA

# 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
<b>2. The district board of education:</b>	
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



# Accountability

Evaluation of the Chief School Administrator is the board's means of oversight and appraisal of the effective management of the school district.



# Why is this important?

- How are we doing as a district?
- Were last year's goals achieved?
- Why not?
- What can we do better as we move forward as a school district?



# Evaluation Tool

A fair and comprehensive evaluation tool and process provides 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.





# NJSBA Evaluation Tool



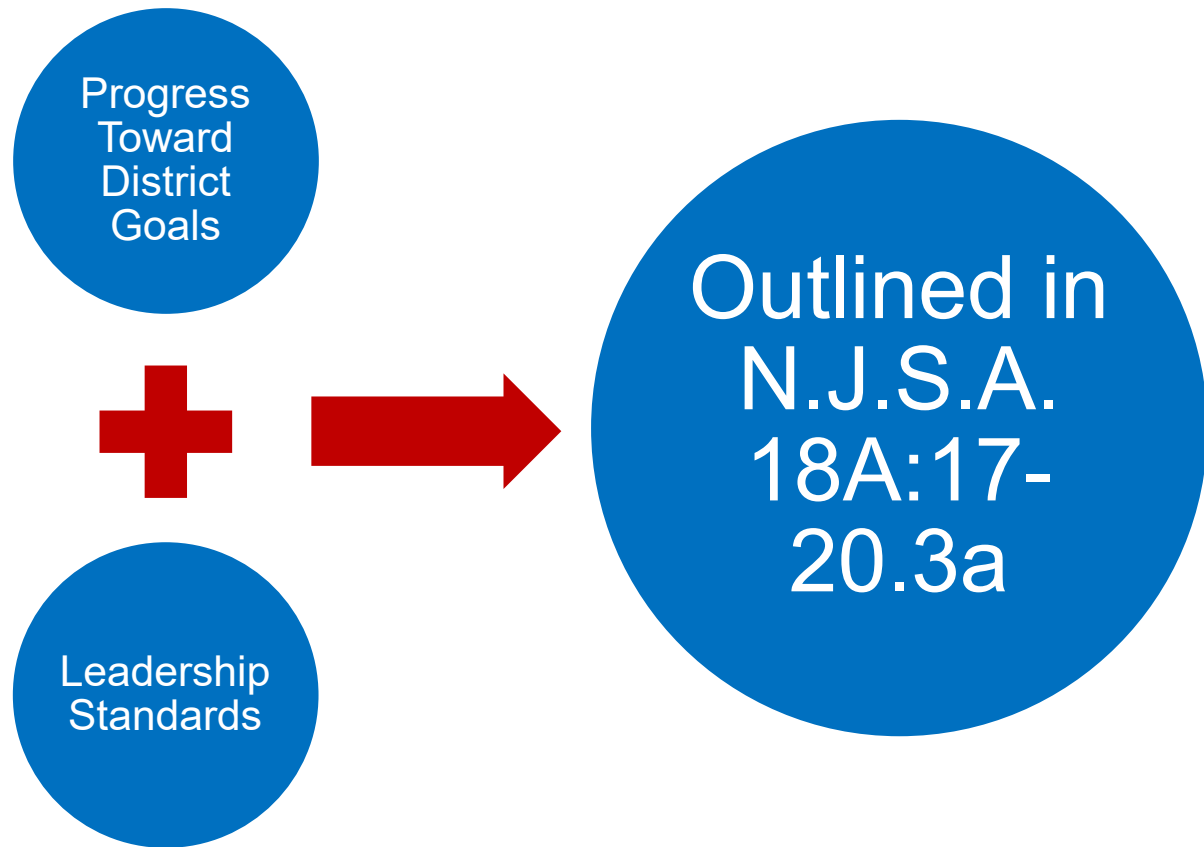
**Collaborative effort  
with NJASA**

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





# Two Components



# District Goals Assessment

GOAL 1		SUPERINTENDENT SELF-RATING		
Description of goal:		Achieved	Satisfactory Progress made	Little or no progress made
Superintendent Comments/Remarks Supporting Rating				
Insert comment here				
GOAL 1		BOARD MEMBER RATING		
		Achieved	Satisfactory Progress made	Little or no progress made
Board Member Comments/Remarks Supporting Rating				
Insert comment here				



# Standards

## Professional Standards for Educational Leaders

National Policy Board for Educational Administration

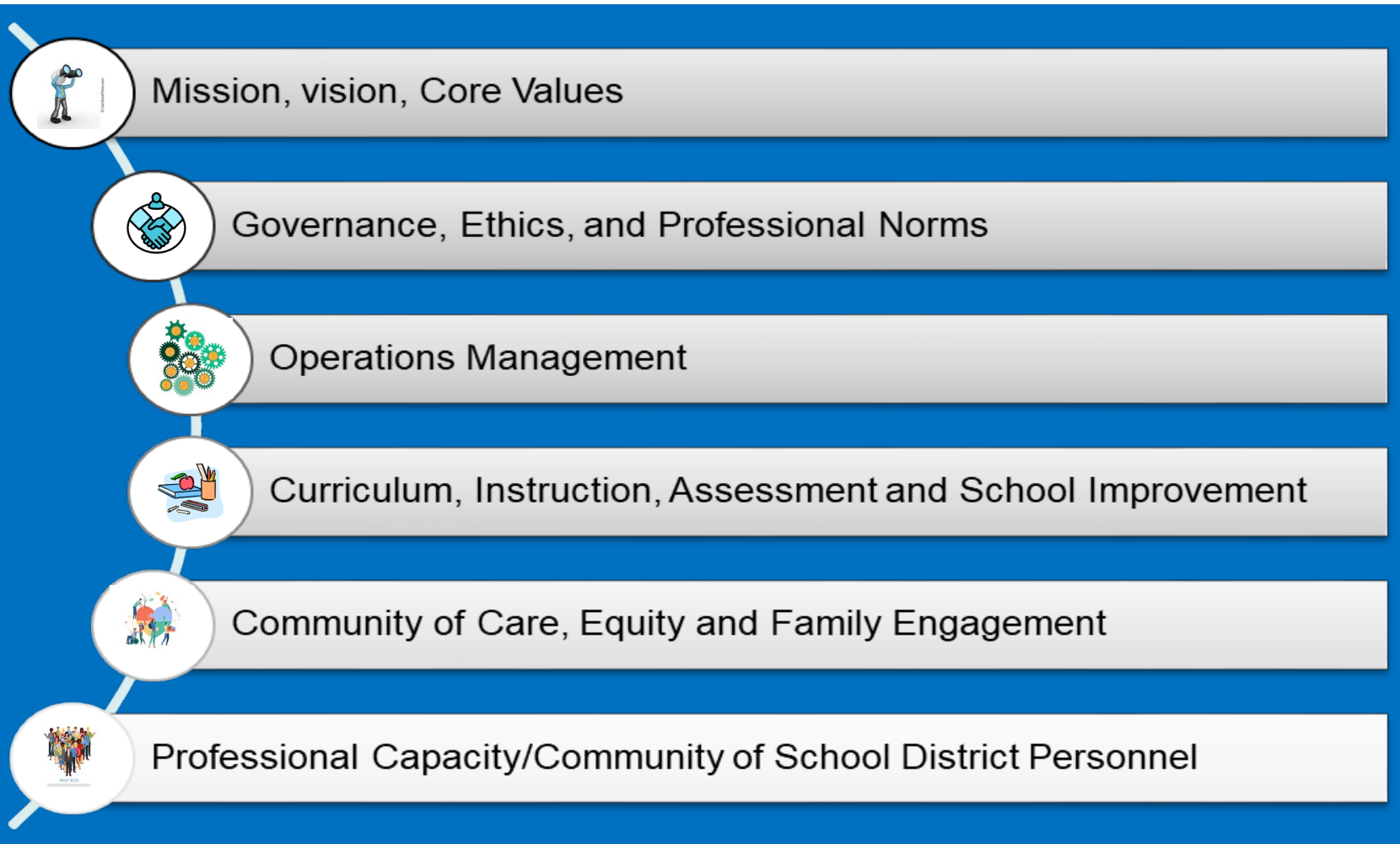
FORMERLY KNOWN AS ISLLC STANDARDS

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

Reflect qualities and values of leadership work integral to student success.



# Evaluation Standards



# Standards Ratings Scale

Each rating contains its own definition in relation to the standard.



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



# 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

Resources to Consider

**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 CSA (Optional)

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

Board member comments

Board member comments supporting rating:



# Documentation/Evidence

A fair and informed evaluation should be guided by **evidence**.



## What Evidence Areas are Needed

- Progress updates on district goals
- Student performance data
- Competency of the standards to assess strengths and focus areas

## Where Might Find Evidence

- Document/evidence sharing system specific to your district
- Your personal evidence collection system
- NJSBA Evaluation Process/Tool
  - Pre-evaluation Conference
  - Superintendent input on goals self-assessment and supportive comments
  - Listing of sample resources to consider for each standard
  - Superintendent provided links to web-based documents for standards (**optional**)





# Sample Evaluation Calendar

## SUPERINTENDENT EVALUATION PROCESS CALENDAR

### District Goal Setting:

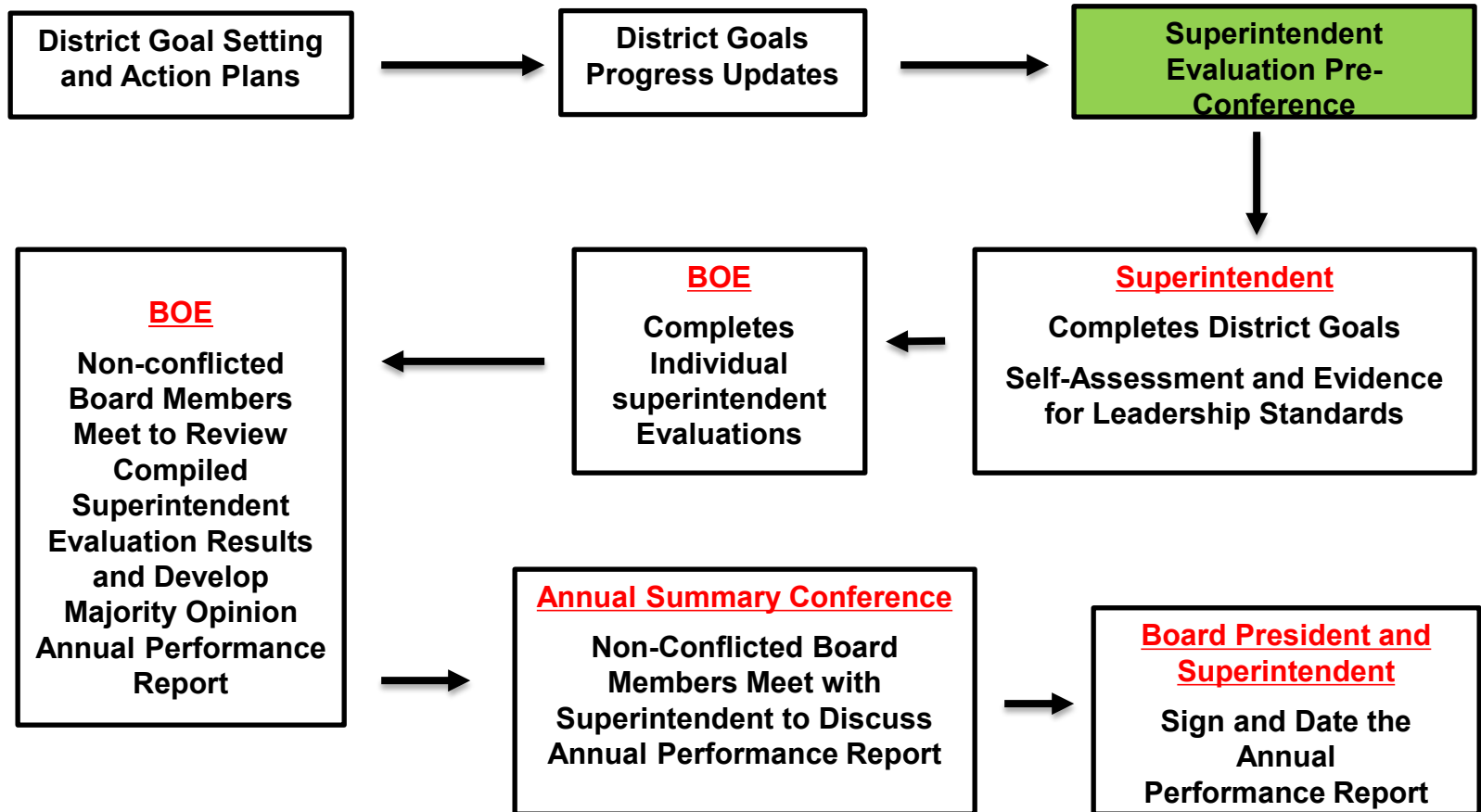
Who	What	When
Board and Superintendent	Establish annual district goals	June-July
Superintendent	Develop action plans to support goals	July-Aug
Superintendent	Provide progress updates	Ongoing

### 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



# Evaluation Process



# Pre-evaluation Conference



## Pre-evaluation Conference

to discuss/share:

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

Public session – progress updates

Executive Session – evaluative conversations



# Accessing the Evaluation Tool



\*Link also available  
on NJSBA website.

NJSBA user name and password needed.



# Online Access

njsba.org

http://www.njsba.org/services/field-services/

Field Services - New Jersey ...

Google Paychex Time and Labor ... AppliTrack Login - New Je... Expense management, si... Paychex eServices - Login http--www.businessballs...

SEARCH LOG IN »

New Jersey School Boards Association

About NJSBA Our Services News & Information Training Meetings

Home > Our Services > Field Services

## Field Services

Your field service representative (FSR) is a wonderful resource and your district's primary point of contact with NJSBA. Our highly skilled team provides direct, on-site services to boards of education across the state. Read the descriptions below to learn more about these valuable services.

Find Your FSR

District Name

Find

### Online Evaluations

State law requires school boards to evaluate the performance of their superintendent each year. An important prerequisite is the board self-evaluation. NJSBA provides online resources to help your board complete this requirement.

[Access the Evaluation Tools Now](#)

### Superintendent Search

To help you find a school leader to match your district's needs, NJSBA offers three levels of superintendent search, all with your Field Service Representative serving as professional consultant. We guide the board through identification of search criteria, placement of advertising, facilitation of community input, and development of interview questions and techniques.

NJSBA can help you find a new school leader

NJSBA membership has its rewards.

User name and password needed



# Board President Retrieval of Compilation



New Jersey School Boards Association

## Member Portal

### CSA Evaluation Reports

Evaluation of a superintendent's performance is one of a school board's most important and statutorily required responsibilities. A high quality evaluation process provides common understandings, and provides for accountability.

Had your school board started the evaluation process, here are some reports available to you.

**Before accessing these documents, please ensure that your Pop-Up Blockers within the browser settings of your device (PC, cellphone, tablet) are turned off.**

#### MSU District *(School Board President)*

My entry to the CSA Evaluation

School Board Tracking Report

School Board President's Compilation Report I

School Board President's Compilation Report II

Superintendent Annual Performance Report Template



# Sample of Compilation for a Goal

## Goal 1

### Future Ready Schools

**Superintendent's Comments:** • Completed the Commitment and Certification Phases towards FR Certification

- Future Ready Team is in place and includes teachers, administrators, the technology department, and students.
- Self-Assessment is in process
- Submitted Pre-Application
- Activities and/or programs that gain points towards certification are being vetted and sorted into shared folders in Google Drive to collect and submit evidence. Final application due June 30. If not certified this year, we will be well prepared for next year.

### Member Comments

- \* The district is well positioned to earn its certification this year.
- \* The Board provided the resources for success for this goal. Should be seeing more progress.
- \* Continue to be proactive in regards to the school, staff and students.
- \* N/A

RATINGS	SUP	MBR
Achieved		1
Satisfactory Progress Made	X	7
Little or No Progress Made		1





# Sample of Compilation for a Standard

STANDARD 2 INDICATORS		PERFORMANCE LEVEL				
Effective Educational Leaders exhibit an understanding of board and superintendent roles, manage the district consistent with board policies and demonstrate the skills to work effectively with the board that promotes each student's academic success and well-being.		Exemplary	Proficient	Area for Growth	Unsatisfactory	Not Observed
1. Provides professional advice and keeps the board regularly informed with data, reports, and <u>information which</u> enables the board to make effective, timely decisions.		1	5	2	0	0
2. Promotes a culture of mutual respect and professionalism in their working relationship with the board.		2	5	1	0	0
3. Actively and continuously encourages board development by seeking and communicating opportunities.		1	4	3	0	0
4. Assists and advises the board in the development and revision of policies and establishes regulations to implement adopted policies.		0	3	4	0	1
5. Supports and enforces all board policies and communicates changes to those who are affected.		0	5	3	0	0
6. Acts ethically and professionally in personal conduct, relationships with others, decision-making, and all aspects of school leadership.		2	6	0	0	0
7. Acts with cultural competence and addresses matters of equity and cultural responsiveness in all aspects of leadership.		1	6	1	0	0
BOARD MEMBER ASSESSMENT OF STANDARD 2						
EXEMPLARY	PROFICIENT	AREA FOR GROWTH		UNSATISFACTORY	NOT OBSERVED	
1	5	2		0	0	

Board members comments would also be displayed.

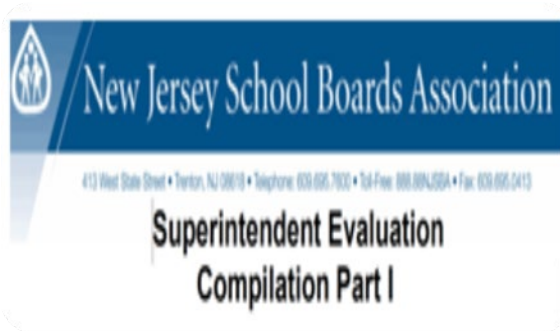


**ARE WE  
DONE  
YET?**

Not yet!



# Next Steps



**Compilation is not the evaluation.**  
**Compilation = everyone's opinions.**  
**Evaluation = opinion of Board majority.**



**Board meets to determine majority opinion using the compilation as a tool.**

**SUPERINTENDENT ANNUAL PERFORMANCE REPORT**

**= Majority Opinion**  
**= Superintendent's Evaluation**



# Annual Performance Report

## Annual Performance Report



Written by Board President or designee



Executive session meeting with members to determine **majority opinion** and **supportive comments**. Use compilation as discussion guide.



Must meet legal requirements – progress toward goals, areas of strength, focus areas, etc.



# NJSBA Template

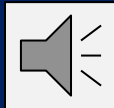
## Annual Performance Report

### 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.*



	<b>EXEMPLARY</b>	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.
	<b>PROFICIENT</b>	The superintendent develops the professional capacity/ community of district personnel in a manner that promotes student success and well-being
	<b>AREA FOR GROWTH</b>	The superintendent has some success in advocating, enacting and communicating a shared mission, vision and core values. Progress is anticipated in this standard.
	<b>UNSATISFACTORY</b>	The superintendent does not advocate, enact or communicate a shared mission, vision and core values in a manner that promotes student success.
	<b>NOT OBSERVED</b>	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"/>	<b>Standard 1: Mission, Vision and Core Values</b>
<input type="checkbox"/>	<b>Standard 2: Governance, Ethics and Professional Norms</b>
<input type="checkbox"/>	<b>Standard 3: Operations Management</b>
<input type="checkbox"/>	<b>Standard 4: Curriculum, Instruction, Assessment and School Improvement</b>
<input type="checkbox"/>	<b>Standard 5: Community of Care, Equity and Family Engagement</b>
<input type="checkbox"/>	<b>Standard 6: Professional Capacity of School Personnel / Professional Community for Teachers and Staff</b>

**Supporting Remarks:**

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

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

**Supporting Remarks:**



# Annual Summary Conference

**Board & Superintendent  
meet to discuss evaluation –  
Annual Performance Report**



**By July 1**

- **RICE notice to CSA**
- **Share Evaluation prior to Conference**
- **Majority of total members**
- **Minority opinion may be voiced**





# Give Your Board Enough Time...

To create a quality evaluation



To be fair



To reflect on the “big picture”



To comply with timelines and requirements



To complete by **July 1**



# 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.**



# Board Census

## Member Portal



Click or drop an image here to update your photo.

Geraldine B. Administrator  
MSU District

[Access My Transcript Report](#)

 [Reset Password](#)

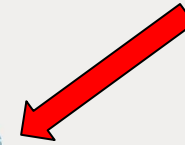
### My In Progress Certifications

[Track My Certification Progress for New Board Member Boardmanship Certification \(NBM\)](#)

### Manage Census

MSU District

[Update Board Information](#)  
[Manage Board Members](#)  
[Manage Board Leadership Positions](#)  
[Manage Board Staff](#)



### District Certifications

#### Board Certification

Window Start Date: 9/1/2020  
Account Credits: 1.00  
Carole E. Larsen Eligibility End Date: 9/1/2022  
End Date: 9/1/2024

#### Carole E. Larsen Master Board Certification

Window Start Date: 3/1/2022  
Account Credits: 0.00  
End Date: 9/1/2024

 [CALENDAR](#)

[MANDATED TRAINING](#)

 [UPCOMING PROGRAMS](#)

 [MY TRANSCRIPT](#)

 [ORDER HISTORY](#)



# Role Identification

## Manage Board Positions

Select a current board member to serve in a position on the board. Start and end dates are required. To vacate a position, select the drop-down in the Member column and select Vacant. Press Submit to confirm your updates.

Position	Member	Start Date	End Date
President	<input type="text" value="Vacant"/>	<input type="text"/>	<input type="text"/>
Vice President	<input type="text" value="Vacant"/>	<input type="text"/>	<input type="text"/>
Delegate	<input type="text" value="Vacant"/>	<input type="text"/>	<input type="text"/>
Alternate Delegate	<input type="text" value="Vacant"/>	<input type="text"/>	<input type="text"/>
Policy Chairperson	<input type="text" value="Vacant"/>	<input type="text"/>	<input type="text"/>
Rep to the County SBA	<input type="text" value="Michelle Ker"/>	<input type="text" value="01/01/2022"/>	<input type="text" value="12/31/2023"/>
CSA Evaluation Alternate Lead (only use if Board President has conflict)	<input type="text" value="Vacant"/>	<input type="text"/>	<input type="text"/>



# Online Resources

## Online CSA Evaluation

**Begin the Superintendent Evaluation Process Now**

 [Frequently Asked Questions](#)

 [Superintendent Tips for CSA Evaluation Evidence Links](#)

 [CSA Evaluation Guidebook](#)

 [PowerPoint Presentation – Guide to the New Chief School Administrator Evaluation Process](#)

[Webinar: Guide to Using NJSBA's New Chief School Administrator Tool](#)

 [New Superintendent Evaluation Adobe PDF \(resource only\)](#)

 [Supt Annual Performance Report Template Adobe PDF \(resource only\)](#)

