

<b>POLICY TITLE:</b> MONITORING SUPERINTENDENT PERFORMANCE	<b>POLICY SECTION:</b> BOARD/SUPERINTENDENT RELATIONSHIP	<b>POLICY NO:</b> B/SR-5
<b>APPROVED BY:</b> BOARD	<b>REGULAR BOARD POLICY REVIEW FREQUENCY:</b> EVERY TWO YEARS (ODD YEARS)	<b>BOARD MONITORING OF BOARD COMPLIANCE FREQUENCY:</b> EVERY TWO YEARS
<b>DATE APPROVED:</b> SEPTEMBER 28, 2010	<b>DATE REVIEWED/REVISED:</b> SEPTEMBER 13, 2016, SEPTEMBER 27, 2016, AUGUST 11, 2017, AUGUST 27, 2019, JUNE 1, 2021, AUGUST 16, 2023	

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*B/SR-5 Monitoring Superintendent Performance*

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The Superintendent’s job performance will be monitored systematically and rigorously by the Board against the two Superintendent’s job expectations:

1. Organizational accomplishment of the Board’s *Ends* policies, and
2. Organizational operation within the risk boundaries established in the Board’s *Executive Limitations* policies.

Monitoring of the Superintendent’s job performance will be solely against these expected job outcomes.

Accordingly:

1. Monitoring will be used to demonstrate the degree to which Board policies are being met. Information that does not contribute directly to this purpose is not considered monitoring data.
2. The Board will acquire monitoring data on the Superintendent’s performance, i.e. on achievement of Ends and Executive Limitations policies by one or more of three methods:
  - a. By **internal report**, in which the Superintendent provides performance data on the Board stated policy criteria demonstrating achievement of/compliance with Board policy such that a majority of the Board believes that a reasonable interpretation of the policy has been achieved.
  - b. By **external report**, in which an external, impartial third party selected by the Board assesses compliance with Board policies. Such reports must assess executive performance only against policies of the Board, not those of the external party, unless the Board has previously indicated that party’s opinion to be the standard.
  - c. By **direct Board inspection**, in which the Board directly assesses compliance with the appropriate policy criteria. This can be completed by a Board Member, a Board Committee, or the Board as a whole. This is a Board inspection of documents, activities or circumstances directly by the Board which allows a prudent person test of policy compliance. Such an inspection is only undertaken at the instruction of the Board, and with the Superintendent’s knowledge.
3. In every case, the standard for compliance shall be whether the Superintendent has reasonably interpreted and achieved the Board policy being monitored. The Board will make the final decision as to whether a Superintendent interpretation is reasonable and whether the evidence

demonstrates achievement of/compliance with the policy. The Chair will gather individual Board member input regarding each Board member's analysis of the reasonableness of the interpretation and the rationale for why the Board member believes the evidence shows or does not show policy achievement /compliance. The Board Chair will draft an overall Board response document for Board consideration/approval. The Board will then provide the Superintendent a Monitoring Response Document outlining the Board's assessment of performance on that specific Board policy topic.

4. All policies that instruct the Superintendent will be monitored on schedule according to a frequency and by a method chosen by the Board. The Board may monitor any policy at any time by any method, but ordinarily will depend upon the schedule and method outlined in Appendix 1.
5. In conjunction with the conclusion of the Board's annual planning cycle, each March and June the Board will conduct a formal annual evaluation of the performance of Superintendent. This formal evaluation will be conducted by cumulating the regular monitoring data provided throughout the year. A written summary evaluation document will be prepared, compiling the content of ongoing Board decisions outlined in the Board response documents and the related Board motions regarding acceptance or non-acceptance of Monitoring Reports. This summary will identify performance trends evidenced by the data. The Superintendent will review the document with the Board in Executive Session, if necessary. The report will be signed by the Superintendent and the Board Chair. The evaluation document will consist of:
  - a. Findings generated during the year from monitoring the Board's policies on *Ends* and *Executive Limitations*.
  - b. Conclusions as to whether each End has been achieved (or whether reasonable progress has been made toward its achievement) and whether the Superintendent has operated within the boundaries established in Executive Limitation policies.

All employment decisions regarding the Superintendent remain within the sole and continuing discretion of the Board.

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## *Superintendent Performance Assessment*

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### **BACKGROUND**

The Superintendent performance assessment should be conducted on an ongoing basis with regular feedback between the Board and the Superintendent. Progress on "organization results" should be reported on and be evident throughout the academic year. The biannual reviews are conducted to formally record the nature of the ongoing performance discussion between the Board and the Superintendent. There should be no surprises at the biannual performance review meetings.

### **POLICY**

Systematic and rigorous monitoring of Superintendent job performance will be measured against the expected Superintendent job outputs including:

1. Organizational accomplishment of Board Ends policies. The Ends Policies criteria relate to the short and long-term results which the Superintendent is expected to achieve. The Superintendent's reasonable interpretation of Ends Policies should include the most important short-term results/milestones for the year. The outcomes in the interpretation should not be exclusively short-term; they should also include key milestone results in a longer-term strategic journey.

2. Organizational operation within the boundaries established in Board policies on Executive Limitations.

Performance assessment of the Superintendent is conducted by the Board:

1. To ensure Ends are achieved within Executive Limitations.
2. To ensure Board accountability for overall achievement of the organization's mission and vision.
3. To provide another forum for constructive feedback between the Superintendent and the Board.
4. To develop specific actions required to address any areas for improvement or development on the part of the Superintendent and/or the Board.
5. To provide input for the Superintendent compensation.

Accordingly:

1. The monitoring process determines the degree to which Board policies are being met given that the Board policies outline the job performance expectations of the Superintendent.
2. The Board will acquire monitoring information by one or more of three methods:
  - a. By internal executive report, in which the Superintendent discloses interpretations, achievement of Ends (results) and Executive Limitations policy compliance information to the Board.
  - b. By external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies.
  - c. By direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.
3. In every case, the Board will assess:
  - a. The reasonableness of the Superintendent's interpretation.
  - b. Whether data demonstrate appropriate achievement of the Ends Policies within Executive Limitations, as measured by the specific outcomes/milestones/metrics outlined in the Superintendent interpretation (objective standard).
4. The Board will perform a factual, logical and objective biannual assessment of the Superintendent's performance based on the Board's ongoing monitoring feedback to the Superintendent.

### **THE PROCESS FOR BIENNIAL ASSESSMENT**

The intent of the biennial performance assessment is to summarize the Board's assessment of Ends achievement within the boundaries of executive authority, provided at the Board meetings throughout the year. The biennial performance assessment will assess overall performance across the various policy direction topics addressed by the Board in its policies. The Board will also provide feedback on "leadership" and "communication" around achievement of the Ends. Action plans and course corrections will then be addressed. Compensation based on performance will also be covered.

Each year there will be a mid-year discussion with the Superintendent and the Board regarding overall performance in order to keep very clear lines of communication. A final annual performance assessment will also take place at academic year end.

### **Data Sources**

Sources to be considered for inclusion in the Superintendent performance appraisal (as it relates to the Ends and Executive Limitations criteria established by the Board):



- Internal Executive Monitoring Reports submitted to Board throughout the year and Board response (primary source)
- Feedback from the Superintendent (self-evaluation)
- Conclusions/Feedback from Individual Board Members upon review of the Monitoring Track Record
- External Monitoring Report Results (e.g. Financial Audit and any other external reviews completed)

**APPENDIX 1**  
**BOARD MONITORING OF SUPERINTENDENT PERFORMANCE SCHEDULE**

<b>POLICY TITLE</b>		<b>METHOD</b>	<b>FREQUENCY</b>
<b>ENDS</b>			
Sub E-1	Graduation and Advancement	Internal Report	Annually
Sub E-2	Academic Achievement	Internal Report	Annually
Sub E-3	Personal Responsibility and Citizenship	Internal Report	Annually
<b>EXECUTIVE LIMITATIONS</b>			
<b>EL-1</b>	<b>Human Resources Related Policies</b>		
EL-1a	Expectations of the Superintendent	Internal Report	Annually
EL-1b	Organizational Continuity and Executive Succession	Internal Report	Annually
EL-1c	Staff Relations	Internal Report	Annually
EL-1d	Staff Compensation	Internal Report	Annually
EL-1e	Staff Evaluations	Internal Report	Annually
<b>EL-2</b>	<b>Student Related Policies</b>		
EL-2a	Relationship with Students, Parents/Guardians, and the Public	Internal Report	Annually
EL-2b	Academic Program, Standards, and Practices	Internal Report	Annually
EL-2c	Academic Program - Advanced Program	Internal Report	Annually
EL-2d	Student Conduct and Discipline	Internal Report	Annually
<b>EL-3</b>	<b>Financial and Asset Protection</b>		
EL-3a	Financial and Budget Planning	Internal Report	Annually
EL-3b	Budget Execution	Internal Report	Annually
EL-3c	Financial Condition	Internal Report and Annual External Audit	Annually  Annually
EL-3d	Asset Protection	Internal Report	Annually
EL-3e	Real Property and Facilities Protection	Internal Report	Annually
<b>EL-4</b>	<b>Communication, Support, and Compliance</b>		
EL-4a	Communication and Counsel to the Board	Internal Report	Annually
EL-4b	Communication to the Public	Internal Report	Annually
EL-4c	Mandatory Policies	Internal Report	Annually