



CSA Evaluation

A Purposeful Process

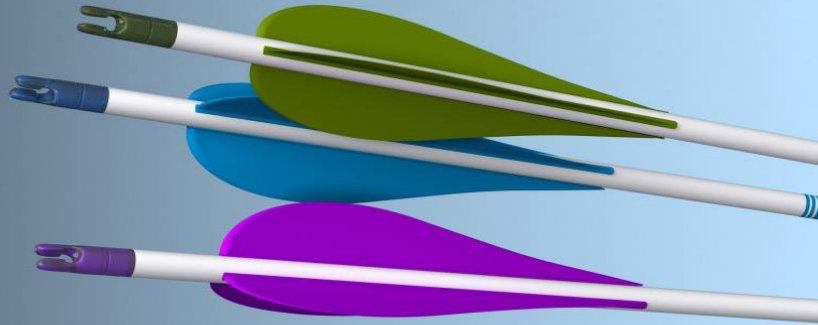


Presented by NJSBA Field Services

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Purpose of Annual Evaluation

N.J.A.C. 6A:10-8.1(b)



Purpose of the Annual CSA Evaluation:

- Promote professional excellence and improve the skills of the CSA.
- Improve the quality of education received by the students we serve.
- Provide a basis for the review of the CSA's performance.

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.

School Ethics Commission Guidance

A board member who has a relative employed in the district would be prohibited from participating in any and all issues related to the superintendent, including evaluation of performance.

A24-17



NJQSAC Requirements

NJQSAC District Performance Review – Effective July 1, 2018

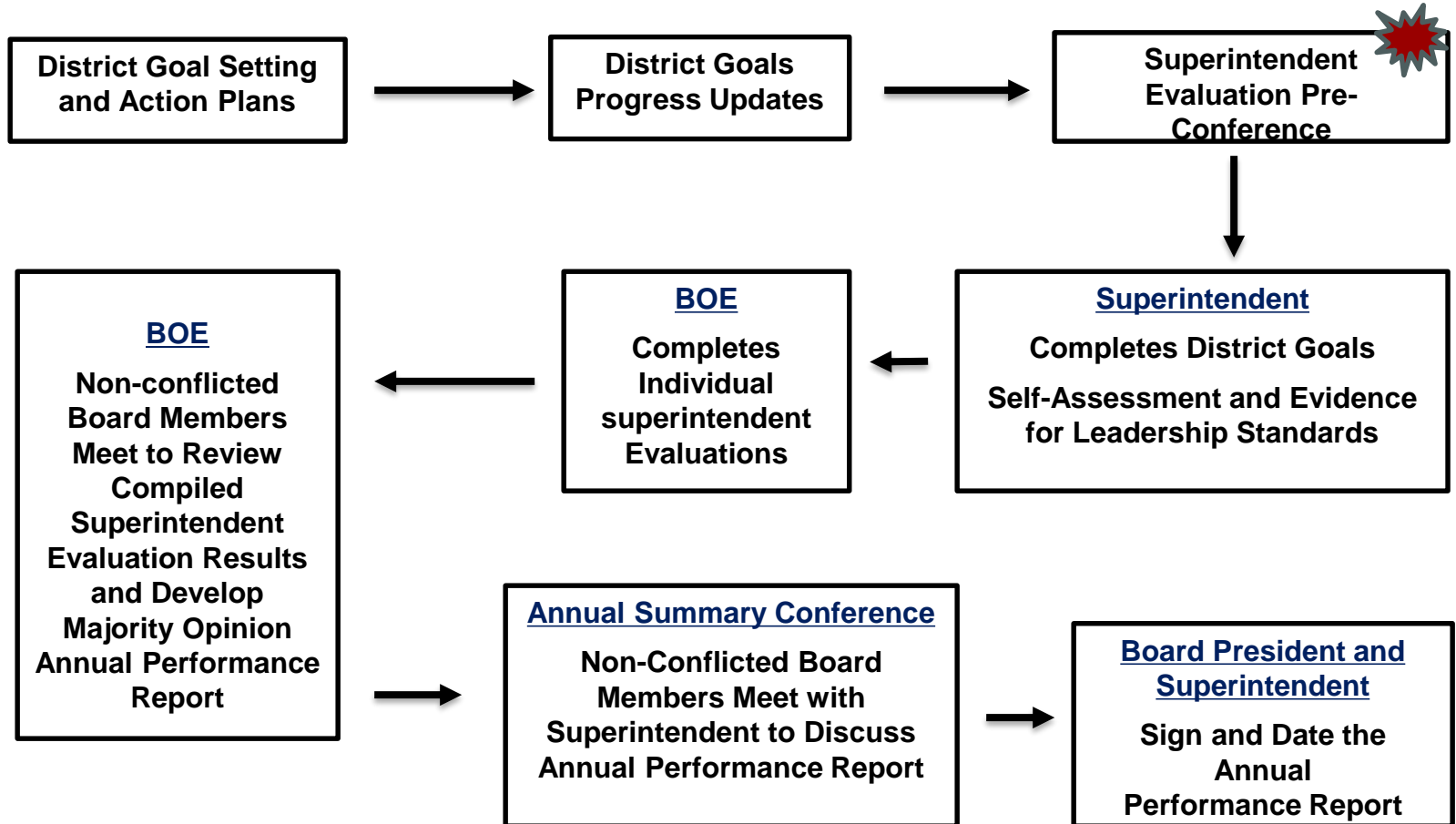
Governance Indicators	Points
2. The district board of education:	
a. Establishes a policy and a contract with the CSA to annually evaluate him or her based on the adoption of goals and performance measurements that reflect the highest priority is given to student achievement and attention is given to 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

Evidence of training: Governance 1

July 1 evidence – dated and signed copy of evaluation, meeting minutes



Evaluation Process



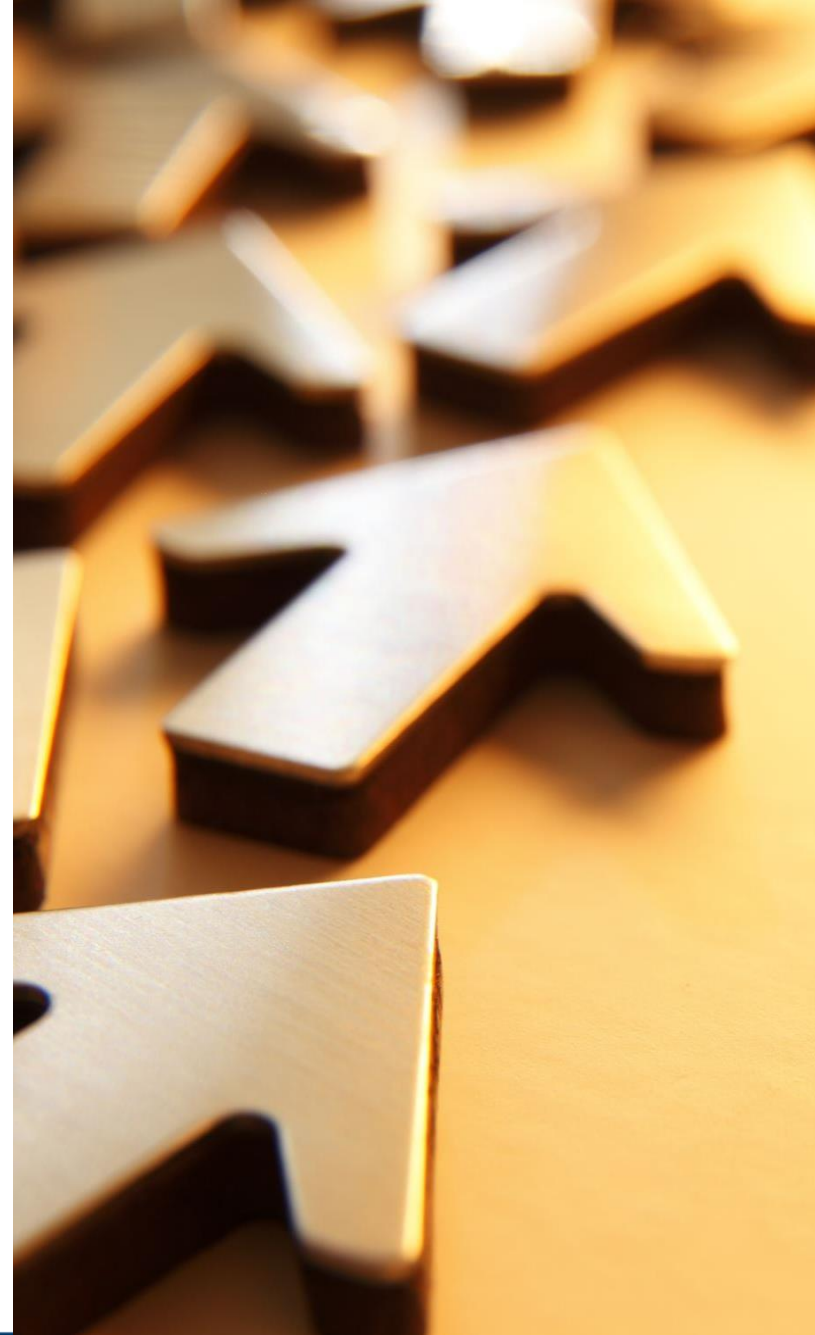
Goals as Part of Evaluation

Legally required:

- The evaluation shall be based upon the goals & objectives of the district ...
- The conference shall include progress of the CSA in achieving and/or implementing the school district's goals, ...

NJSBA Support

- Field rep can work with Board and CSA to set district goals.
- Evaluation tool includes progress on achieving/ implementing district goals.



Documentation/Evidence



The performance review of the superintendent should be based on data and evidence to minimize any individual bias or interpretation.



There should be an understanding of what success looks like. For example, in the goals portion of the evaluation, there are usually indicators of success identified. The Board now has a guide to measure the accomplishments against the success indicators.



Most policies/regulations on the evaluation process task the superintendent with the primary responsibility of data collection.

Documentation/Evidence – NJSBA Tool

District Goals

CSA can provide comments and live links viewable by the Board member while completing their portion of the evaluation.

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				

Evaluation Standards

NJSBA offers sample resources for each standard and the CSA can input live links to documents/evidence viewable by Board.

Sample Resources for Standard 1 may include: Communication regarding Mission Statement initiatives; Agendas/minutes from meetings where statements were developed, reviewed resources in budget for Mission and Vision statement; agendas where data was used to

Superintendent Selected Evidence for Standard 1

(Documents provided by Superintendent)



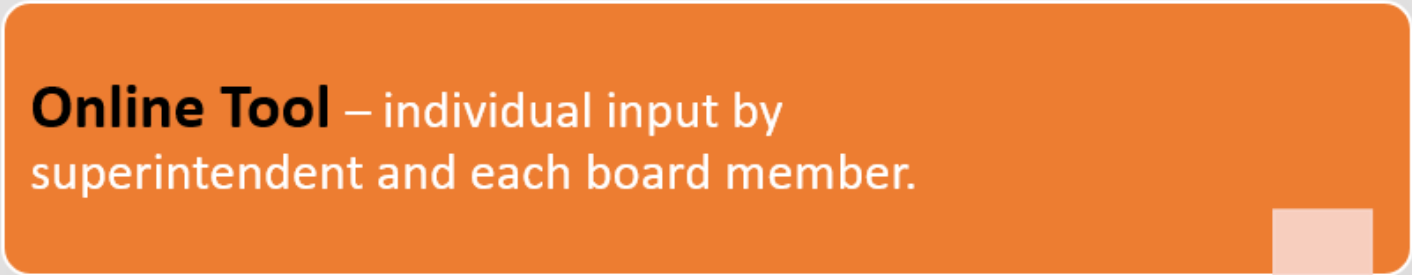


NJSBA's Evaluation Tool

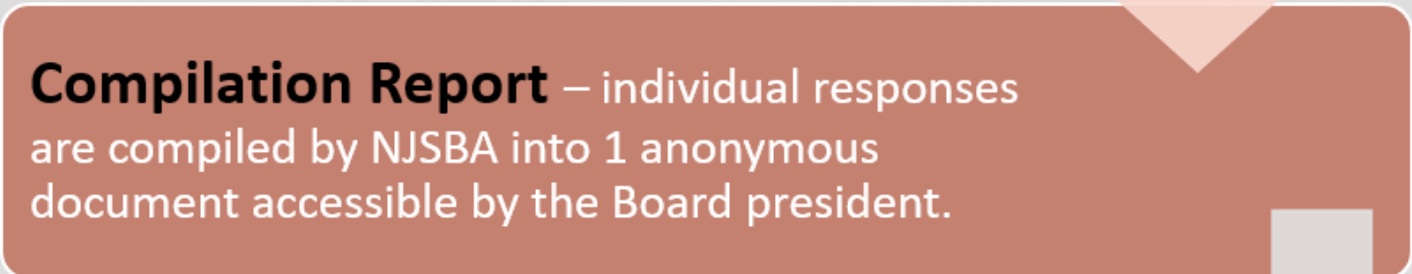
- NJSBA's CSA evaluation tool was developed in partnership with NJASA.
- **The tool has 2 sections:**
 - **District goals**
 - **6 Leadership Standards**
 - ❖ Based on National Policy Board's "Professional Standards for Educational Leaders."

3 Progressions of NJSBA's Evaluation Tool

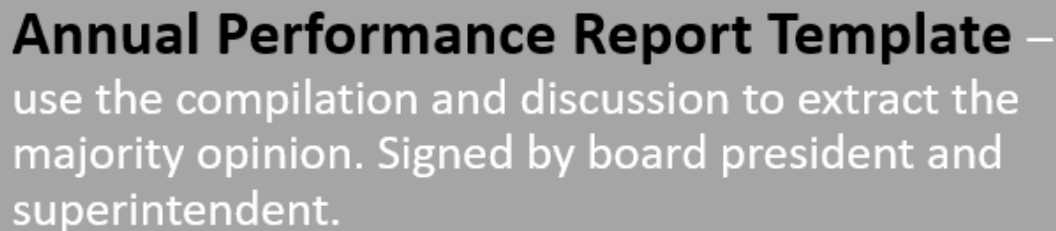
Online Tool – individual input by superintendent and each board member.

An orange rounded rectangular box containing the text 'Online Tool – individual input by superintendent and each board member.' A large, light-orange arrow points downwards from the bottom center of this box towards the next box.

Compilation Report – individual responses are compiled by NJSBA into 1 anonymous document accessible by the Board president.

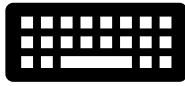
A brown rounded rectangular box containing the text 'Compilation Report – individual responses are compiled by NJSBA into 1 anonymous document accessible by the Board president.' A large, light-brown arrow points downwards from the bottom center of this box towards the next box.

Annual Performance Report Template – use the compilation and discussion to extract the majority opinion. Signed by board president and superintendent.

A gray rounded rectangular box containing the text 'Annual Performance Report Template – use the compilation and discussion to extract the majority opinion. Signed by board president and superintendent.' A large, light-gray arrow points downwards from the bottom center of this box towards the footer.

Access to the Evaluation Tool

NJSBA User-Name &
Password
User-name = email
address in Census



CSA must complete
their portion of
evaluation tool
before board has
access.

Members receive
email from NJSBA
with link 48 hours
after CSA submits their
portion.



Ensure NJSBA
Census is
current –
all members
listed.
Board president
identified in
Leadership portion.



Link to Evaluation page on NJSBA's website:
<https://www.njsba.org/services/field-services/online-evaluations/>



1. Goals Portion of Online Evaluation Tool

Board members will consider for each district goal input by the CSA, the CSA's self-assessment and evidence: comments/links.

Superintendent Self-Rating	Superintendent Comments/Remarks Supporting Rating
Satisfactory progress made	We continue to integrate STEAM learning and other cutting-edge opportunities to help students to harvest basil and cucumbers at Antrim, Beach students opportunities to hone their coding programming
<input type="radio"/>	

Each board member will provide their rating for each goal and comments to their fellow board members to support their rating.

Board Member Rating		
Achieved	Satisfactory progress made	Little or no progress made
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Board Member Comments/Remarks Supporting Rating
#Enter comments for goal 1

1. Standards Portion of Online Evaluation Tool

Mission, Vision, &
Core Values

Governance, Ethics,
& Professional
Norms



Rating Scale

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

Operations
Management

Curriculum,
Instruction,
Assessment, and
School Improvement

Community of Care,
Equity, and Family
Engagement

Professional
Capacity/
Community of
School District
Personnel

Standard 1 Example

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.

Resources to Consider

Exemplary	The superintendent consistently advocates, enacts, communicates and
Proficient	The superintendent advocates, enacts and communicates ...
Area for Growth	The superintendent has some success... Continued progress is anticipated.
Unsatisfactory	The superintendent does not advocate, enact or communicate ...
Not Observed	Insufficient personal experience to evaluate – neither positive nor negative.

Rating scale definition specifically for this standard

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 School Leader

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 OBS
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Board member comments


Board member comments supporting rating:

Overall rating of performance on the standard



2nd Progression – NJSBA Compilation

NJSBA automatically compiles reports of the individual input. When the last member is done, the reports are ready.



The screenshot shows the NJSBA Evaluation Reports interface. At the top, it says 'New Jersey School Boards Association' and 'Evaluation Reports'. Below this, there is a section for 'OURTOWN Bd Of Ed, MyCounty' with positions for 'Board President' and 'Board Member'. A list of reports is shown, including '2023 Superintendent Evaluation, Board Member Report', '2023 Superintendent Evaluation, Board Tracking Report', '2023 Superintendent Evaluation, Compilation Report Part 1', and '2023 Superintendent Evaluation, Compilation Report Part 2'. To the right of the last two reports are red arrows pointing left, with a '+' sign between them and an '=' sign below them, indicating they are combined. At the bottom, there is a link to 'Download Superintendent Annual Performance Report Word Template' with a red arrow pointing left.

Access to the reports is available to the Board President. The FSR will send an email with access instructions.

The Board will use these 2 reports to complete the Annual Performance Report template – the CSA's Evaluation.

Compilation Report – Goal Example

District Goal 1: District Goal #1: (Social and Emotional Learning) Implement Responsive Classroom by fall 2022 for students and staff.

Comments: All five drivers named in the District's action plan for Goal #1 were achieved. In anticipating district goals for the 23-24 school year, I expect to highlight the ongoing work associated with this goal in the work captured under the goal for curriculum, instruction, and assessment.

District Goal 1 Member Comments:

- * All programs fare up and running in all the schools.
- * All components of District Goal #1 have been implemented to the best of my knowledge.
- * A good job of identifying SEL programs and assessing them in conjunction with Board feedback. A decision was made within the relevant time period and the program implemented.
- * SEL has been implemented since the Fall.
- * Expected to see more progress.

Ratings	Superintendent	Board Members
Achieved	X	6
Satisfactory Progress Made		1
Little or No Progress Made		1

Compilation Report – Standard Example

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 members comments also displayed.

BOARD MEMBER ASSESSMENT OF STANDARD 2				
EXEMPLARY	PROFICIENT	AREA FOR GROWTH	UNSATISFACTORY	NOT OBSERVED
1	5	2	0	0

Transition from Compilation to Annual Performance Report

Compilation Reports

from NJSBA
accessed by
Board president

Everyone's individual opinions.
Working document for Board.

Annual Performance Report

Blank NJSBA template
Prepared by Board president
or designee

Consensus based on
Compilation and Board discussion

Represents views of
Board majority.
Superintendent's actual
evaluation to be signed.



3rd Iteration of NJSBA's Evaluation Tool – Annual Performance Report Template



The accomplishment
of the district goals



Performance on the
Leadership
Characteristics



Areas of strength/
accomplishments



Areas for Growth



Overall summative
comments

Signature lines for the Board
President and Superintendent

Annual Performance Report Template

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

In this meeting we reviewed the completed evaluation from __ board members. The resulting Annual Performance Report was prepared as required by *N.J.S.A. 18A:17-20.3* and *N.J.A.C. 6A:10-8.1*.

Progress Toward District Goals

District Goal #1:	
Indicators of Student Progress:	
<input 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:	

Leadership Standards

Standard 1: Mission, Vision and Core Values		
<i>Effective Educational Leaders advocate, enact, and communicate a shared mission, vision and core values of high quality education that promotes each student's academic success and well-being.</i>		
<input checked="" type="checkbox"/>	EXEMPLARY	The superintendent consistently advocates, enacts, communicates and sustains a shared mission, vision and core values in a manner that includes all district stakeholders and has a strong positive impact on student success.
<input type="checkbox"/>	PROFICIENT	The superintendent advocates, enacts and communicates a shared mission, vision and core values in a manner that promotes student success.
<input type="checkbox"/>	AREA FOR GROWTH	The superintendent has some success in advocating, enacting and communicating a shared mission, vision and core values. Improvement is needed in some aspects of this standard. Continued progress is anticipated in this standard.
<input type="checkbox"/>	UNSATISFACTORY	The superintendent does not advocate, enact or communicate a shared mission, vision and core values in a manner that promotes student success.
<input type="checkbox"/>	NOT OBSERVED	Neither positive nor negative. Insufficient personal experience to evaluate.
Remarks supporting rating:		

Based on
majority
opinion.



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



<input checked="" 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:

Can check more than one box.

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 Performance Report Template

Summary of overall areas of strength and areas for growth.

OVERALL SUMMARY EVALUATION COMMENTS/REMARKS

Open-ended text box.

Board President

Date: _____

Superintendent

Date: _____



Annual Summary Conference



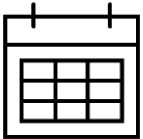
By July 1, the Annual Summary Conference between the Board, with a majority of its total membership present, and the chief school administrator shall be held in private unless the CSA requests that it be held in public.

Suggest:

- Rice notice to CSA.
- Share Annual Performance Report with CSA prior to conference.
- All non-conflicted members be present.
- Opportunity for minority opinion to be heard.

Sample Evaluation Calendar

**Start with
July 1
deadline &
work
backwards**



When	Action
Late March or Early April (Depending on timing of meeting schedule)	Board and CSA meet in Executive Session for Evaluation Preconference and clarify process/timelines
Late April – Early May	CSA completes their portion of the evaluation.
Mid-May	Members complete their individual evaluation.
Mid-May	NJSBA compiles individual responses into anonymous Compilation reports retrieved by board president.
End May (Consider May board meeting)	Board meets in Executive Session to review compilation and identify majority opinion.
June	Annual Performance Report is written by the Board president or designee.
By July 1 (Consider last June board meeting)	Annual Summary Conference to discuss evaluation attended by superintendent and at least a majority of the full membership of the Board. Suggest all non-conflicted members.

Summary of Effective Evaluation Process

- All voices heard individually – Board & CSA.
- Board consensus on the majority opinion.
- Rights of the minority opinion to be heard.
- Building a productive CSA – Board partnership.
- Compliance with statute and code.
- **A framework for student success.**



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.