



CSA Evaluation

A Purposeful Process

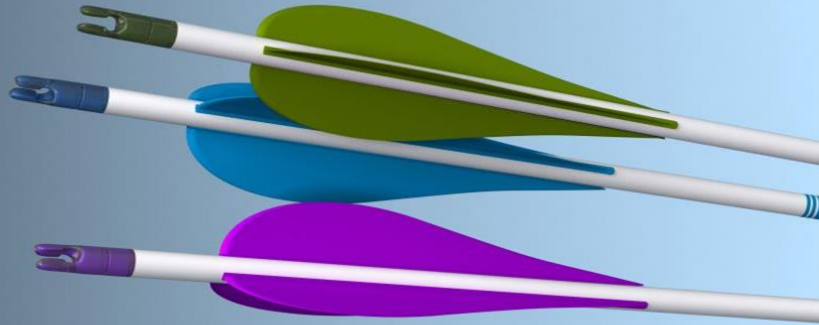


Presented by Charlene Peterson

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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.

Evaluation Process Checklist



Evaluation calendar



Member Training on the
Process



Goal Setting as part of the
Evaluation



Evidence/Documentation



Evaluation Tool



Preparation of the
Evaluation Document



Evaluation Conference with
Board & CSA

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:	
<p>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.</p>	7
<p>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).</p>	6

Evidence of training: Governance 1

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

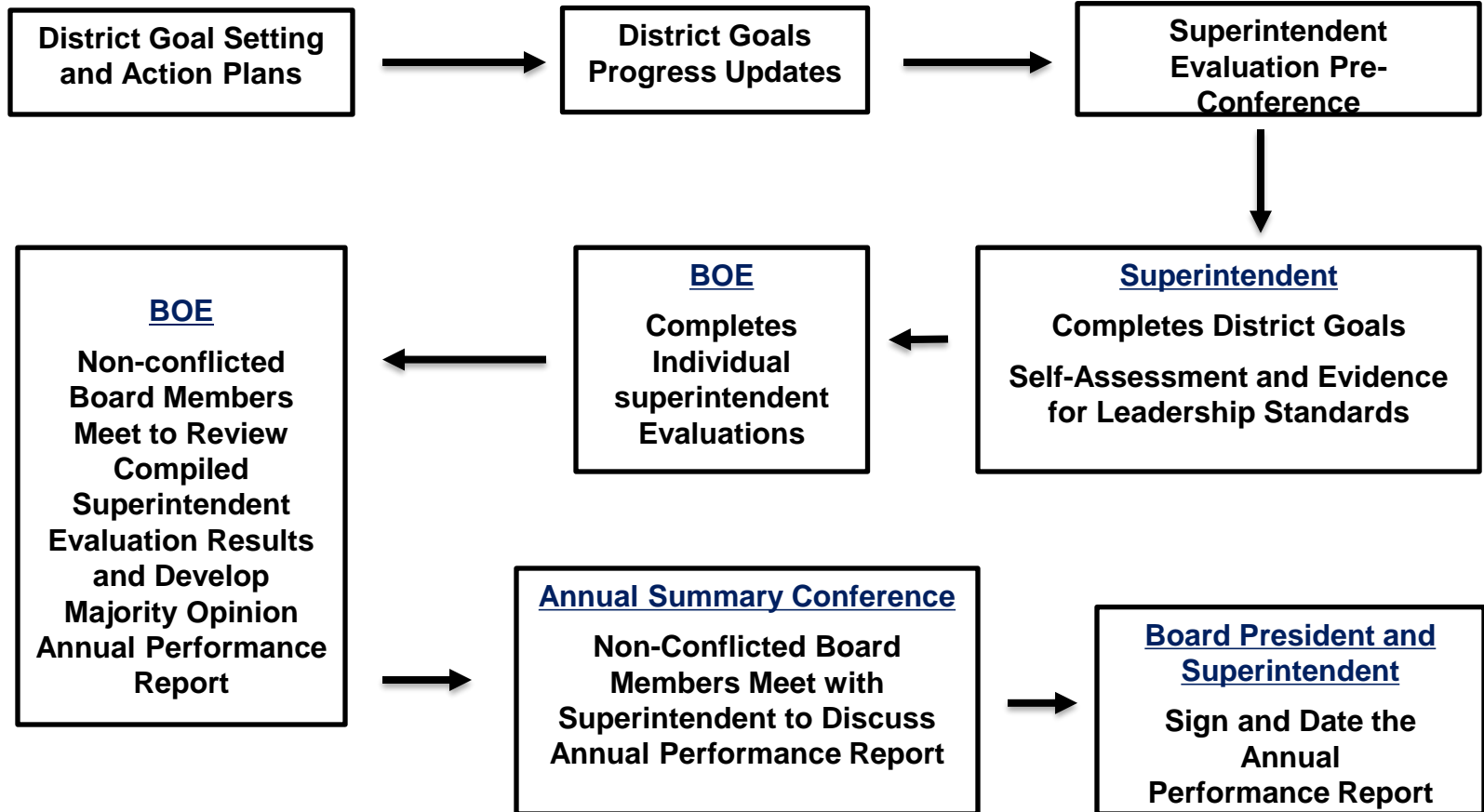


Evaluation Calendar

- **Legally Required:**
 - The evaluation procedure shall be completed by **July 1.**
- **NJSBA's Supports:**
 - Evaluation tool opens in February.
 - Email to all CSAs in state with link to tool.
 - Sample evaluation calendar.
 - Board president has electronic access to compiled document upon completion by the Board members.
 - Members can track completion.



Evaluation Process



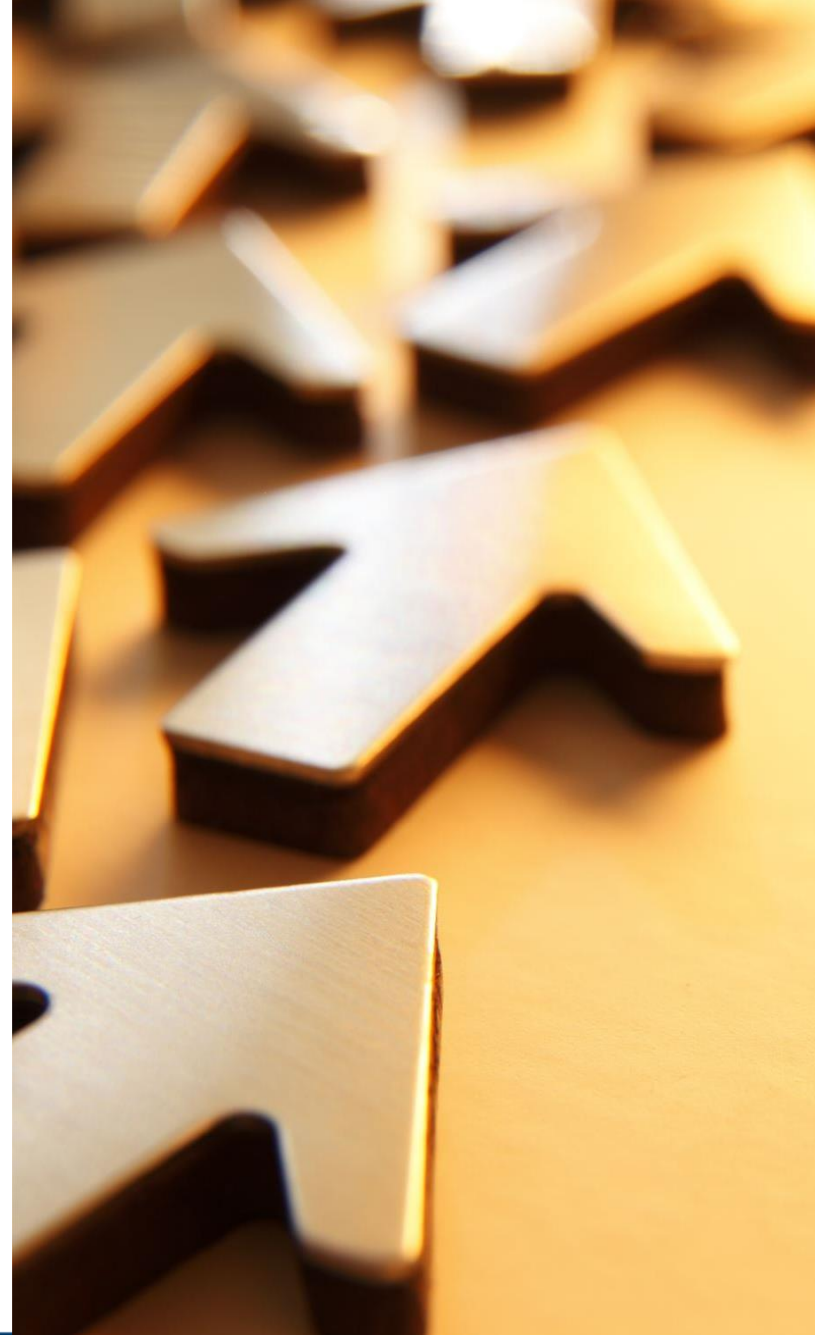
Goals as Part of Evaluation

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.



Evaluation Preconference

An Evaluation Preconference is an optional step to ensure all board members feel prepared to begin the evaluation.



Considering that members have different committee assignments, length of time of the Board, etc. a sit-down discussion can help all the Board members have the knowledge needed to write a meaningful evaluation. This evaluative conversation would be based on outcomes and expectations.

Documentation/Evidence



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

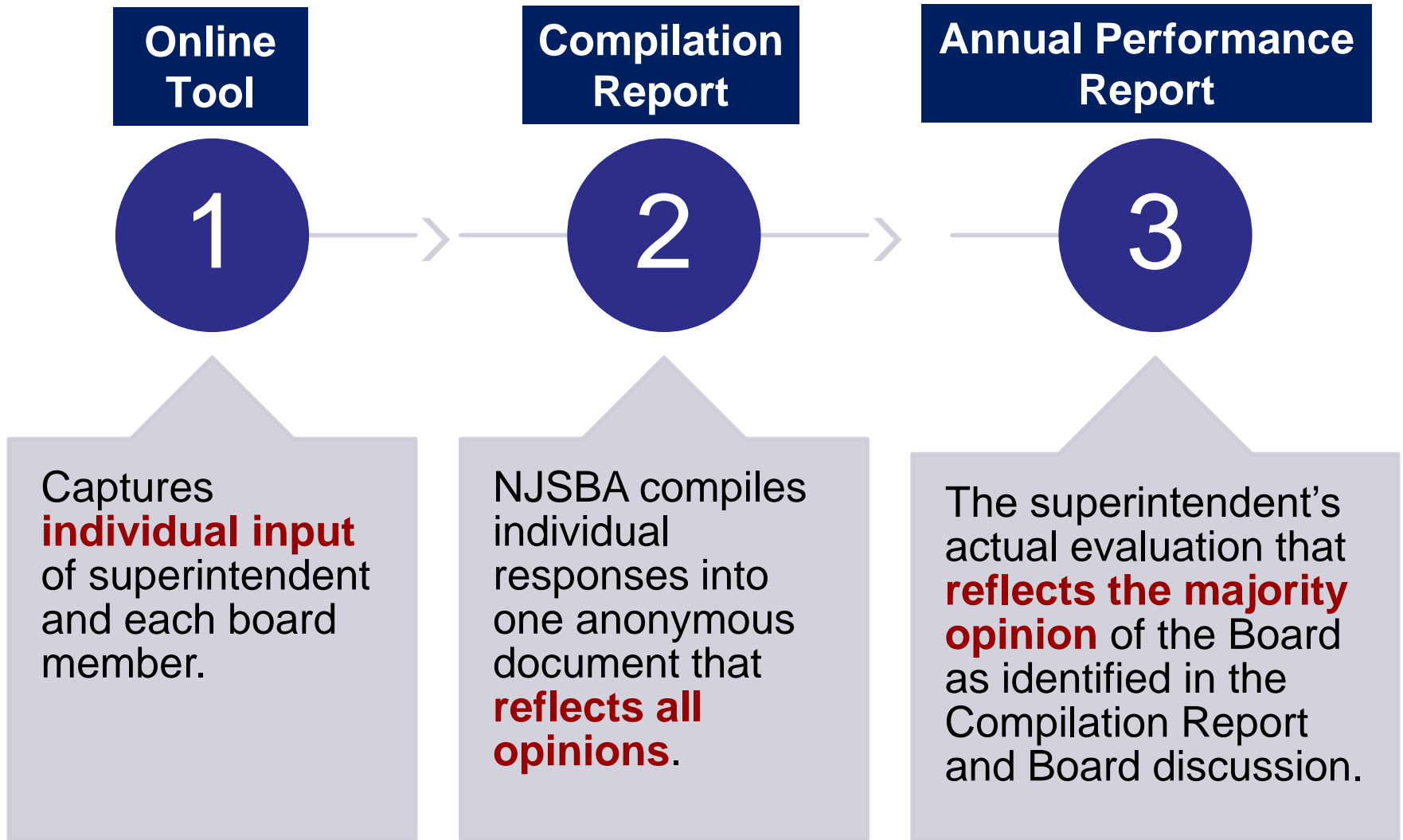


There should be an understanding of what success looks like. For example, in the goals portion of the evaluation, there are usually indicators of success identified. The Board now has a guide to measure the accomplishments against the success indicators.



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

Evaluation Tool Progressions





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."

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 their coding and 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

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

*Not Observed allows new board members to participate where they feel comfortable and select a rating that is neither positive or negative where they have insufficient personal experience.

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.

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

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 School Leader

STANDARD 1 INDICATORS	PERFORMANCE LEVEL				
	Exemplary	Proficient	Area for Growth	Unsatisfactory	Not Observed
Effective educational leaders advocate, enact, and communicate a shared mission, vision and core values of high quality education.					
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

Indicators

BOARD MEMBER ASSESSMENT OF STANDARD 1

EXEMPLARY	PROFICIENT	AREA FOR GROWTH	UNSATISFACTORY	NOT OBS
○	●	○	○	○

Overall rating of performance on the standard

Board member comments

Board member comments supporting rating:



Compilation Report

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

New Jersey School Boards Association

Evaluation Reports

OURTOWN Bd Of Ed, MyCounty
Position: Board President
Position: Board Member

- 2023 Superintendent Evaluation, Board Member Report
- 2023 Superintendent Evaluation, Board Tracking Report
- 2023 Superintendent Evaluation, Compilation Report Part 1
Goals compilation
- 2023 Superintendent Evaluation, Compilation Report Part 2
Standards compilation
- Download Superintendent Annual Performance Report Word Template

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

Board members comments also displayed.

STANDARD 2 INDICATORS	PERFORMANCE LEVEL				
	Exemplary	Proficient	Area for Growth	Unsatisfactory	Not Observed
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.					
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



Annual Performance Report



Compilation Report

Downloaded by Board president



Board meets in Executive Session* to identify majority opinion.

*Supt. receives RICE notice

Board reviews Compilation Report and through discussion identifies majority opinion.

Board president or designee may prepare a draft of the Annual Performance Report to guide the conversation.



Annual Performance Report

Superintendent's Evaluation written by Board president or designee using direction from Board majority.

NJSBA Annual Performance Report Template

- The Annual Performance Report is a blank template provided by NJSBA to capture the majority opinion and serve as the CSA's actual evaluation.
- Signed by the Board president and CSA for NJQSAC proof.

SUPERINTENDENT ANNUAL PERFORMANCE REPORT

Superintendent: _____ School Year(s): _____

District: _____

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*.

OVERALL SUMMARY EVALUATION COMMENTS/REMARKS

This template is one of the reports available to the Board president.

Board President

Superintendent

Date: _____

Date: _____



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>		
	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.
	PROFICIENT	The superintendent advocates, enacts and communicates a shared mission, vision and core values in a manner that promotes student success.
	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.
	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:		

Based on majority opinion.



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 checked="" 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

Superintendent

Date: _____

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.

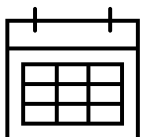
Suggest:

- 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 using existing meetings when possible.

When	Action	Sample Date
Last Board Meeting in June	Evaluation Conference with Board & CSA	6/9 meeting – Executive Session
Last Board Meeting in May	Board discussion of NJSBA compilation report to identify majority opinion. May also include draft.	5/19 meeting – Executive Session.
Late April – Early May	Member completion of evaluation via NJSBA site.	5/9 – complete 4/23 - start
Mid to Late April	CSA completes their portion of evaluation	4/21- CSA completed. Board receives access link in 48 hours.



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 collaborative CSA – Board partnership through mutual support and respect.
- Compliance with statute and code.
- **A framework for student success.**



Considerations



Not a “once a year” event – ongoing.



Reflect on performance over a full year.



Opportunity to celebrate successes in the past year.



Progress updates and two-way communication are critical. No surprises!



Responsibility of all eligible members to fully participate.



Maintain the evaluation focus on the goals and standards.