

Chief School Administrator Evaluation & Board Self-Evaluation Process & Tools



Presented by your
Field Service Representative

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Superintendent Evaluation Tool



Agenda

Legal
Guidelines

Evaluation
Process

Evaluation
Tools



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

Accountability

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



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

Is the use of NJSBA's Evaluation tool and process required?

Optional service offered to Boards

Provides for a standardized methodology to meet the statutory requirements

**NJSBA's
Evaluation
Tool &
Process**

Allows for full participation by all **non-conflicted** members

Developed in collaboration with **NJASA**

Make the Process Seamless

Before Using NJSBA's CSA Evaluation Tool & Process

1

Is the District Census up-to-date?

- Board President designated
- All Board Members & Sending District Reps added
- All board members & sending reps emails accurate

2

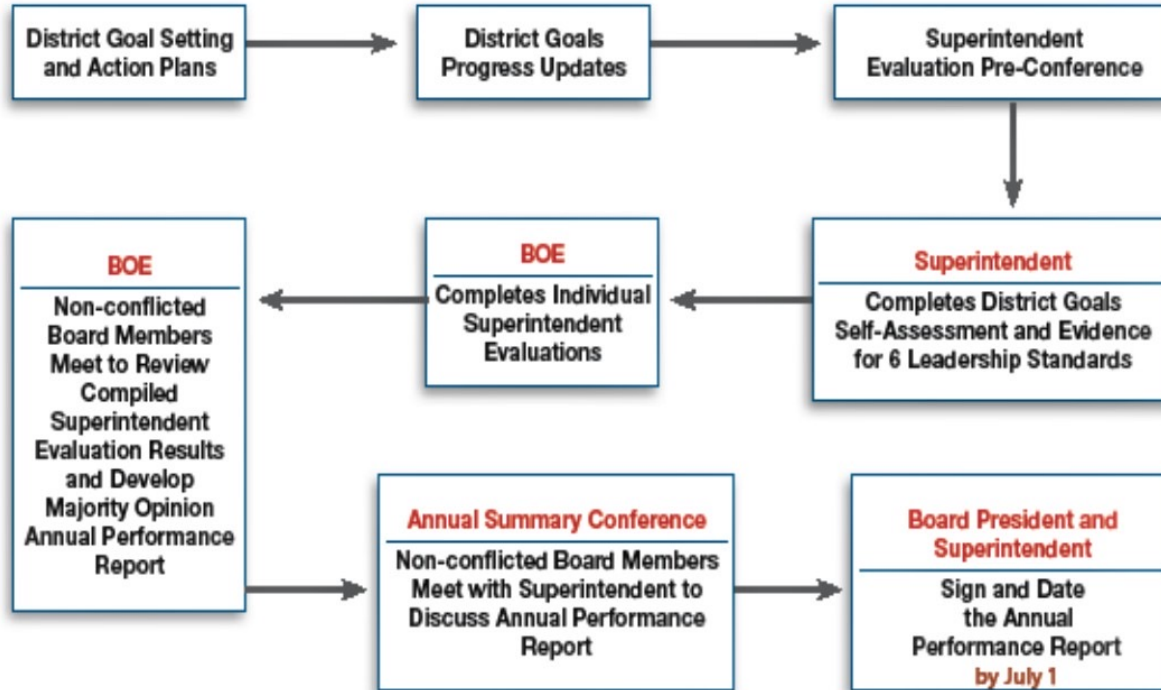
Has the Board identified all members conflicted from participating in the CSA Evaluation Process?

If President is conflicted, is alternate member assigned to lead the process?

3

Has the Board developed a CSA Evaluation Calendar?

Evaluation Process



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

Pre-Evaluation Conference



Pre-evaluation Conference

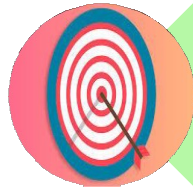
to discuss/share:

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

District Goals Assessment

N.J.S.A. 18A:17-20.3a Evaluation of Superintendent's Performance

...The evaluation shall be based on the goals and objectives of the district...



3-5 most critical focus areas for the year to move the district forward and advance student achievement. Holds superintendent accountable through the evaluation process.



Annual collaborative process between Board and the Superintendent.
(Some goals may be multi-year.)



Action plans are developed by the superintendent that include indicators of success. Board should receive regular progress updates.

Annual Performance Report

Compilation –

Data source to determine majority opinion. Includes all non-conflicted members opinions.

Compilation
of Non-
Conflicted
Members
Opinions

Majority Opinion -

Basis of Annual Performance Report.

Majority
Opinion

Annual Performance Report –

Evaluation that reflects majority opinion of performance on goals, standards, strengths, and focus areas.

Annual
Performance
Report

Annual Performance Report

Steps to Final Outcome

All Non-Conflicted Board Members Meet to Discuss / Identify Majority Opinion in Executive Session (CSA Riced)

Non-Conflicted Board
Members start with compilation

or

Start with compilation and draft written
by Board President

**Annual Performance Report Written by Board President
or Designee if BP conflicted**

Actual Evaluation

Reflects Agreed Upon Majority Opinion

**Discussed at Annual Summary Conference in Executive
Session (CSA Riced)**

All non-conflicted members attend.
Minority opinion may be expressed
verbally.

Two copies each signed and dated by
superintendent and board president.

Annual Summary Conference

**Non-Conflicted Board
Members & Superintendent
meet to discuss evaluation in
Executive Session.**

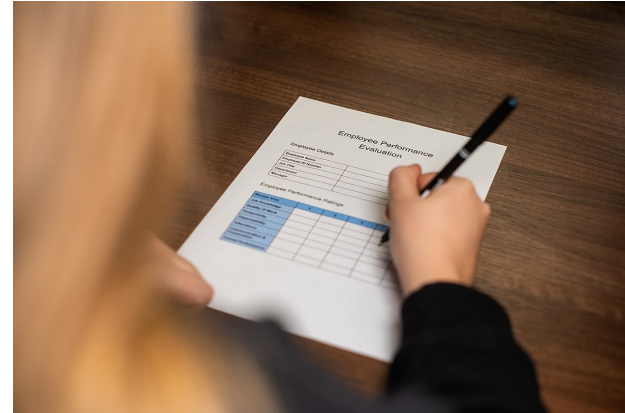


Completed by July 1

- RICE notice to CSA
- Share CSA Evaluation with CSA prior to Conference
- Majority of total members
- Minority opinion may be expressed
- Minutes of Exec. Session should reflect Annual Superintendent Summary Conference was held.

Who Keeps a Copy?

- NJSBA **cannot** keep the compiled CSA eval as it is a personnel document.
- NJSBA purges all CSA evals on or about December 31st of each year.
- **Recommendation:**
 - CSA keeps signed paper or electronic copy for him/herself.
 - Board keeps signed copy that goes to the board attorney.



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.

Annual



Self-Evaluation

Board Self-Evaluation

- Provides self-reflection of the board as a whole and individual board members
- Can be completed by **all** board members
- No statutory deadline
- Not required



Board Self Evaluation







- Improves governance and management
- Results used to develop future Board Goals
- Brings individuals together as a team
- Sets standards for board conduct and operations

Board Self Evaluation

how?

- Board completes annually - may include CSA
- Two components: board goals and standards
- Determines priorities in 6 areas of board governance
- FSR compiles results, delivers summary, and reviews findings with the Board
- Recommend completion timelines based on reorganization and goal setting dates

Identify the District

	Board	Position	Complete Status	Print My Evaluation	Print Board Status
ENTER	MSU Charter	Trustee	Not Started		
	MSU District	Board Member	Complete		

The Board Self Evaluation (BSE)

Your Board recognizes the importance of evaluating its effectiveness as a governance team. Conducting a self-assessment reflects accountability, a commitment to continuous improvement, and a focus on student achievement.

NJSBA's tool compiles each member's assessment of the Board's performance into an anonymous summary document subject to public disclosure. Responses and comments should reflect the performance of the Board team over the past year, and not individual members or staff, otherwise a review and possible redaction by the board attorney may be warranted. The superintendent, as an ex-officio member of the Board, may complete all sections about the Board except for the one section where individual board members evaluate their contribution to the Board's work.

Your Field Service Representative can meet with the Board to discuss the strengths and areas for growth and identify priorities that may inform Board goals and guide the Board's future work as a governance team.

The guidance below is provided to assist with your assessment of the Board's performance over the past year. **To enhance the value of every voice in contributing to a meaningful evaluation outcome, all fields in the evaluation tool require a response.** To begin the process, the board president must enter the board goals. **If the board does not currently have board goals, the president must check the box to indicate there are no current goals. Once this step is completed the full board will be able to access the self-evaluation and enter their their individual assessments.**

Evaluation Sections	General Guidance	Who Participates
Board's Overall Performance in Six Leadership Standards	Using the rating scale below, rate the Board's overall performance for every indicator within the six standards.	Board Members Superintendent (as ex officio member of Board)
Board's Overall Strength and Overall Challenge/Opportunity for each Standard	Provide an open-ended comment for each of the six standards on what you believe is the Board team's greatest strength and greatest challenge/opportunity relative to the standard.	Board Members Superintendent
Individual Member's Contribution	Rate your own effectiveness in 11 indicators that consider your contribution to the Board team.	Board Members only
Board Goals (May skip if no Board goals.)	Your board president input the Board's goals and provided evidence links of the Board's work to use as a reference when rating if each Board goal was achieved, satisfactory progress was made, or little or no progress was made.	Board Members only
Overall Reflective Questions	Provide your summative opinion of the Board's greatest strengths and challenges/opportunities.	Board Members Superintendent
Compilation Report and Summary Charts	NJSBA's tool compiles each member's assessment of the Board's performance into anonymous summary documents subject to public disclosure. *	NJSBA

*Responses and comments should reflect the performance of the Board team, and not individual members or staff, otherwise a review/possible redaction by the board attorney may be warranted.

Ratings Description

Ratings Description

To ensure consistency in evaluating the Board's performance for each indicator and standard, below is the definition of the rating scale used in the evaluation rubric.

Scale	Rating	Definition - The Board fulfills this indicator/standard:
4	Exemplary	All the time
3	Proficient	Most of the time
2	Area for Growth	Some of the time
1	Unsatisfactory	Rarely
-	Not Observed	Insufficient personal experience to evaluate

New Ratings align with the CSA Evaluation

Your Field Service Representative can meet with the Board to discuss the strengths and areas for growth and identify priorities that may inform Board goals and guide the Board's future work as a governance team.

PROCEED TO EVALUATION

Previous Ratings Used:

Commendable, Good, Adequate, Unsatisfactory, Not Observed






The Business Administrator must enter the Board President as the Board President into NJSBA platform/census.



New Feature – Evaluate Board Goals

 **BSE GOAL SETTING**

Board has no goal. Check this box if board has no goal to evaluate. Click "Save" below to save this setting.

Enter one board goal without goal number
Goal number will be added automatically. Empty goal is ignored, not saved into database.

The board will complete the superintendent's evaluation by July 1, 2025.

The Board president can enter up to 5 goals, adding them one at a time.

Enter one hyperlink pointing to support evidence

President can add one hyperlink to evidence of progress on goal.

Enter one board goal without goal number
Goal number will be added automatically. Empty goal is ignored, not saved into database.

The board will continue our professional development in 2025 in order to achieve certification.

Check box if no Board goals.

Board President must log in first and enter the Board goals information

Board Goals – Members' View



BOARD SELF EVALUATION (BSE)

Michelle Kennedy

***If there are no board goals members will not see this screen.**

You are completing the Self Evaluation for the MSU District.

BOARD GOALS

Board Goal	Achieved	Satisfactory Progress Made	Little or No Progress Made
1) The board will complete the superintendent's evaluation by July 1, 2025.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
2) The board will continue our professional development in 2025 in order to achieve certification. Evidence of Progress https://en.wikipedia.org/wiki/Primary_education	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
3) The board will review and revise our board bylaws as required by NJQSAC. Evidence of Progress https://www.nj.gov/education/code/current/title6a/chap2.pdf	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

PREVIOUS

NEXT

Like the CSA evaluation, Board members will see the goals and may click on the evidence links provided by the Board president to rate the Board's progress.




Board Standards

Members will evaluate the Board's overall performance in 6 standards. A member's self-assessment is a separate section and is no longer part of each standard.



The origin of these standards is NSBA's *The Key Work of School Boards*.

Standard 1 – Vision, Mission, Goals

New: **Standards statement** – Our Board is committed to a shared vision of our district’s future, its mission, and goals to move our district forward that are focused on student achievement, guide district strategies, and reflect community values 

Our Board is committed to a shared vision of our district’s future, its mission, and goals to move our district forward that are focused on student achievement, guide district strategies, and reflect community values.

Our Board:	Exemplary	Proficient	Area for Growth	Unsatisfactory	Not Observed
a) Revisits, reaffirms, or revises our vision, mission, and goals regularly to ensure our constancy of purpose.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Considers our vision, mission, and goals as the guiding force for district operations and the Board’s planning, oversight, and policy decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Demonstrates through our vision, mission, and goals our focus on student achievement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Uses relevant data to engage in continuous district improvement by the annual setting of district goals through collaboration with the superintendent that establishes priorities aligned with the vision and mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e) Ensures the superintendent develops measurable plans to achieve district goals and engages in regular discussions about the progress.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f) Ensures the vision, mission, and goals are clearly articulated to all district stakeholders and progress updates are communicated.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Our team’s greatest strength in this area:

Instead of providing one open-ended comment for each standard, members will comment on the **team’s greatest strength in this area** and

the **team’s greatest challenge/opportunity in this area . . .**

Rating Individual's Contribution to Board Team

INDIVIDUAL MEMBER'S CONTRIBUTION TO THE BOARD TEAM		
As a member of the Board team, I:	Exemplary	Proficient
a) Can clearly articulate the vision, mission, and goals of the district.	<input type="radio"/>	<input type="radio"/>
b) Value learning and enhance my effectiveness through study, training, and reflection.	<input type="radio"/>	<input type="radio"/>
c) Make every effort to attend all board meetings and come prepared to make informed decisions.	<input type="radio"/>	<input type="radio"/>
d) Comply with all state requirements including training, financial disclosures, conflicts of interest, and the Code of Ethics.	<input type="radio"/>	<input type="radio"/>
e) Review, understand and evaluate the financial reports including the annual audit to ensure that educational dollars are used in an efficient and effective manner.	<input type="radio"/>	<input type="radio"/>
f) Operate with a governance mindset – systems thinker with strategic focus, commitment to deep learning, and respectful public manner.	<input type="radio"/>	<input type="radio"/>
g) Contribute toward creating a positive board culture.	<input type="radio"/>	<input type="radio"/>
h) Act ethically and professionally in personal conduct, relationships with others, decision-making, stewardship of the district's resources and all aspects of district leadership.	<input type="radio"/>	<input type="radio"/>
i) Am familiar with the Board's bylaws and act in accordance with their direction.	<input type="radio"/>	<input type="radio"/>

11 indicators. No comments section.

Ending - Overall Reflective Questions

OVERALL REFLECTIVE QUESTIONS

What do you consider to be the Board's greatest strengths that we can build from?

What governance areas will we need to focus on to further our work as an effective board team?

Available Reports



- **Individual Board Member Evaluation Report**
 - Board members can only see their own report
- **Tracking Report**
 - All board members can see who started and completed the evaluation
- **Compilation Report**
 - All board members results are compiled together. Reach out to your FSR for your report.

I. VISION/MISSION/GOALS		Sample compilation report Standard 1				
Our Board is committed to a shared vision of our district's future, its mission, and goals to move our district forward that are focused on student achievement, guide district strategies, and reflect community values.						
Our board:	Exemplary	Proficient	Area for Growth 2	Unsatisfactory 1	Not Observed	Average
	4	3				
a) Revisits, reaffirms, or revises our vision, mission, and goals regularly to ensure our constancy of purpose.	4	4	0	0	0	3.50
b) Considers our vision, mission, and goals as the guiding force for district operations and the Board's planning, oversight, and policy decisions.	2	5	1	0	0	3.13
c) Demonstrates through our vision, mission, and goals our focus on student achievement.	4	4	0	0	0	3.50
d) Uses relevant data to engage in continuous district improvement by the annual setting of district goals through collaboration with the superintendent that establishes priorities aligned with the vision and mission.	2	4	1	0	1	2.75
e) Ensures the superintendent develops measurable plans to achieve district goals and engages in regular discussions about the progress.	2	5	0	1	0	3.00
f) Ensures the vision, mission, and goals are clearly articulated to all district stakeholders and progress updates are communicated.	3	2	3	0	0	3.00
Average:						3.15

Our team's greatest strength in this area:

- * We have a strategic plan that guides our work.
- * Strengths are we share a vision

Our team's greatest challenge/opportunity in this area:

- * Challenge is we don't always share the same vision on how to get there
- * We need to review our progress towards goals in a regular basis.

Chart I – Summary of Evaluation Responses

New chart that summarizes the ratings for each of the 6 standards in an easy-to-read format.

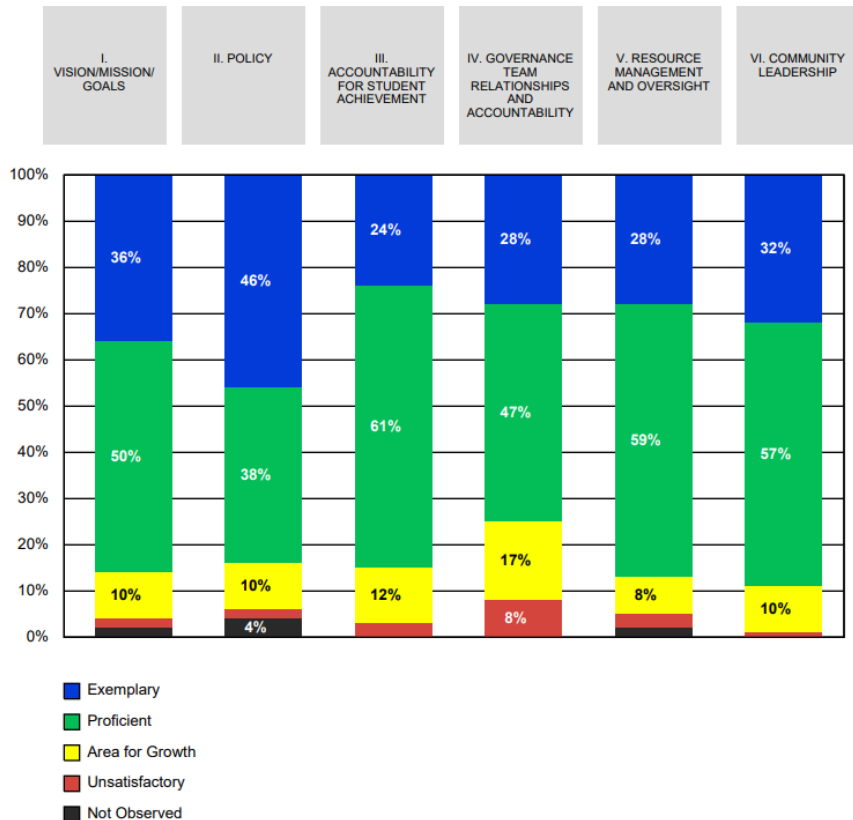
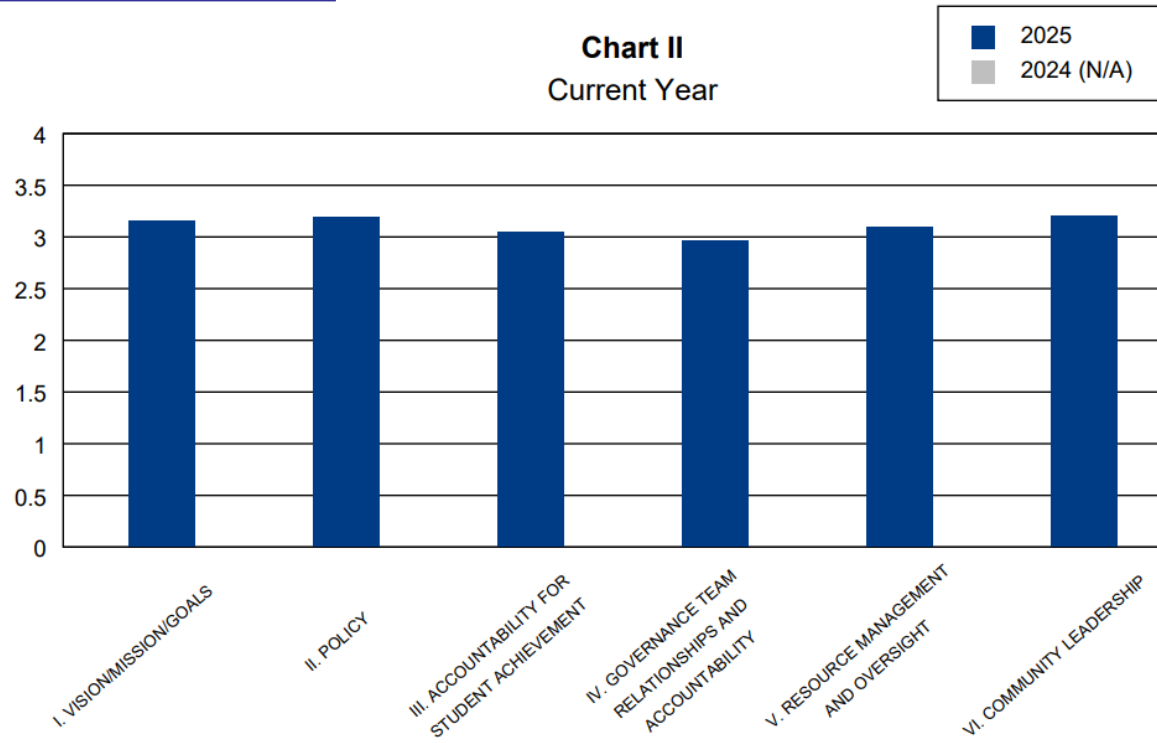


Chart II – Comparison of Current Year to Previous Year



Board Self Evaluation Resources

NJSBA can assist the board in completion of a Board's Self-Evaluation that provides an opportunity to review their processes and procedures and identify their strengths and opportunities for growth.

[Begin Now](#)

- [Frequently Asked Questions](#)
- [Board Self Evaluation Adobe PDF](#) (resource only)
- [Webinar: 2025 New Board member Self-Evaluation](#)

CSA Evaluation

State law requires school boards to evaluate the performance of their superintendent each year.

[Begin Now](#)

- [Frequently Asked Questions](#)
- [How to Use the CSA Evaluation Alternate Lead Position](#)
- [How to Monitor Board Member CSA Evaluation Completion Status – Board Tracking Report](#)
- [Superintendent Tips for CSA Evaluation Evidence Links](#)
- [CSA Evaluation Guidebook](#)
- [PowerPoint Presentation – Guide to the Chief School Administrator Evaluation Process](#)
- [PowerPoint Presentation – Guide to the Chief School Administrator Evaluation Process](#)
- [Webinar: The CSA Evaluation](#)
- [Superintendent Evaluation Adobe PDF](#) (resource only)
- [Supt Annual Performance Report Template Adobe PDF](#) (resource only)
- [Webinar: NJSBA's Superintendent Evaluation Tool: A Path to Effective Board/Superintendent Collaboration](#)

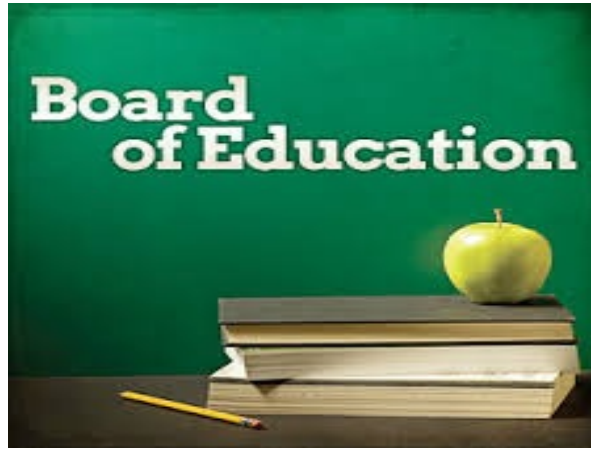
Online Evaluation Reports

[Access Your Evaluation Report](#)

<https://www.njsba.org/services/field-services/online-evaluations/>



Remember... You are Evaluating **only the Board** - Your Board Team's Performance and Efficacy - **NOT** the district and **NOT** the staff



Use the opportunity as a conscious governance tool for improvement.

What questions might you have?





Thank

for all you do for you students, staff and community!

You

