

*Adopted: January 5, 2004*

*Revised: November 21, 2005*

### **304 SUPERINTENDENT CONTRACT, DUTIES AND EVALUATION—AND PERFORMANCE PAY DETERMINATION**

#### **I. PURPOSE**

The purpose of this policy is to provide for the use of an employment contract with the superintendent, a position description and the use of an approved instrument to evaluate performance. ~~a systematic evaluation of the Superintendent and for determination of the Superintendent's performance payment as outlined in the employment contract with the Superintendent.~~

#### **II. GENERAL STATEMENTS**

- A. The superintendent's contract shall be used to formalize the employment relationship and to specifically identify and clarify all conditions of employment with the superintendent.
- B. The specific duties for which the superintendent is accountable shall be set forth in a position description for the superintendent and shall be measured by a performance appraisal instrument in consultation with the superintendent. The school board shall use this instrument to periodically evaluate the performance of the superintendent. ~~Measurement of those duties shall be by the performance appraisal outlined in this document.~~
- C. The school board may use the model contract approved by the boards of the Minnesota School Boards Association and the Minnesota Association of School Administrators as a model instrument. ~~A Superintendent Evaluation shall be conducted at least annually. This evaluation shall be per this document and the results of this evaluation shall be documented, shared with the Superintendent, and a record copy of this evaluation retained in the Superintendent's personnel file.~~

#### **III. ~~PROCESS AND REQUIREMENTS~~**

##### **A. ~~Setting of Goals~~**

~~In **July** of each year the School Board and the Superintendent shall meet to establish the below items. Agreement of the below items shall be by consensus between the majority of the board and the Superintendent. These goals and action plans shall be documented. This group may establish multiple year goals and action plans, however only the upcoming year's goals and action plans shall be used for evaluation purposes of the Superintendent.~~

- ~~• School district goals for the upcoming year~~

●—~~Superintendent Action Plan for the upcoming year~~

~~B. Monitoring Progress~~

~~Periodically throughout the year the Superintendent shall update the School Board on progress made toward the district's goals and Superintendent's action plan. This update shall be at a frequency mutually agreed to by the Superintendent and the School Board.~~

~~C. Evaluation~~

~~Prior to the end of June of each school year the School Board shall complete its annual evaluation of the Superintendent and conduct a meeting with the Superintendent for the purpose of reviewing performance. This meeting may be a meeting closed to the public; however a summary of the Superintendent's evaluation shall be made public at the next regularly scheduled public board meeting.~~

~~The Superintendent's evaluation shall be made up of two parts: 1) results based section and 2) activities based section. These two sections are to provide the necessary balance between maintaining a focus on achieving the district's goals and also providing a fair evaluation to the Superintendent on items that are within his area of control.~~

~~Results Based Section:~~

~~The results section shall be based on the level of achievement of the district's established annual goals. These goals shall be established during the July meeting and shall contain specific and measurable targets. See attachment A for an example. In unusual circumstances, and by mutual agreement of the School Board and the Superintendent, the district goals may be adjusted throughout the year prior to the start of the evaluation process.~~

~~Activities Based Section:~~

~~The activities section shall be based on the quantity and quality of the completed items established in the Superintendent action plan. See table 1 for a determination of level of achievement for each established area of evaluation. Each active School Board member shall independently provide an evaluation rating of 0 to 5 for each of the categories established. Individual board members should identify specific examples and explanations for their ratings and include those as comments on their evaluation form.~~

~~Process:~~

~~Individual board member ratings shall be turned in to the School Board Chair. The School Board Chairman shall summarize the data and provide each board member a copy of this summary. The School Board should then meet without the Superintendent present to review this summary and discuss the overall rating as well as any significant differences between board member ratings. Any improvement items should be discussed as a board prior to presenting to the Superintendent.~~

Following the board only meeting, the Superintendent shall be present for the board to present and discuss its evaluation rating and calculated performance payment.

The percentage division between the results section and the activities sections may be per the following schedule:

	Results	Activities
2003-2004	10%	90%
2004-2005	15%	85%
2005-2006	20%	80%
2006-2007	25%	75%
2007	30%	70%

Calculation of the Performance Pay:

The results based section shall identify the specific level of achievement of the district's goals and take the identified percentage directly from that scorecard.

To obtain the activities based section rating complete the following:

- a) Determine the percentage rating for each activity area.
- b) Add the total of all activities.

To obtain the overall Superintendent evaluation rating add the results based section total to the activities based section.

Multiply this overall rating times the performance payment specified in the Superintendent's contract. This is the value of the performance payment with the following exceptions:

- a) Achievement of at least 90% shall result in full payment.
- b) A score of less than 90% reduces the amount of the performance pay by each percentage point less than 90%. I.e. A score of 88% would reduce the total performance pay amount by 2%.**
- c) Achievement of less than 60% shall result in no performance pay.**

Superintendent Probation:

The School Board should consider actions to place the Superintendent on probation if a rating of 30% or less is achieved in any one year. It should also consider probation if multiple year ratings are less than 40%.

**Legal References:** Minn. Stat. § 123B.143 (Superintendent)

**Cross References:** MSBA Service Manual, Chapter 3, Superintendent of Schools (See Model Contract, Sample Performance Appraisals, and Model Job Description)

**Attachment A – Example of a Superintendent Evaluation**

**Superintendent Evaluation  
2005-06**

**Results Based Portion – 20%**

	<b>0%</b>	<b>2%</b>	<b>3%</b>	<b>4%</b>
NCLB progress	< 50% of the building meet AYP	50% of the bldings meeting adequate progress	75% of the bldings meeting adequate progress	All programs meeting adequate progress
ACT / SAT scores (3-year average)	Below three year local avg	.5% increase in local avg	Between .5% below to .5% above State Avg	> than .5% above state average
Attendance	< 93% Dist. Ave	93-95% Dist Ave.	> 95% Dist Ave.	> 94% average each building
Budget	> 2% over budget	Within 1-2% over budget	-1 +1 of budget	> 1% under budget
Parent or Student Survey	< 70% satisfaction or ACT survey decrease in satisfaction of > 2%	70% - 80% satisfaction or ACT survey 0-1% increase in satisfaction	80-95% satisfaction or ACT survey increase of 1-2%	> 95% satisfaction or ACT survey increase in satisfaction of > 2%

Results based portion of evaluation is on actual achievement. No subjective ratings for this portion. For example if the overall district attendance was 96% then 2% of the bonus is provided just for that result. Up to a maximum of 20% of the bonus allowed for this section

**Activity Based Portion – 80%** Each Board member will evaluate all tasks within a goal area and assign a per centage as indicated below based on the level of completion indicated

<b>Activity</b>	<b>Needs Improvement</b>	<b>Making Progress</b>	<b>Completed</b>
Goal 1 – 20%	0-5%	6-19%	20%
Goal 2 – 8%	0-2%	3-7%	8%
Goal 3 – 15%	0-3%	4-14%	15%
Goal 4 – 10%	0-2%	3-9%	10%
Goal 5 – 15%	0-3%	4-14%	15%
Goal 6 – 12%	0-4%	5-11%	12%
Totals			

**Discretionary Rating:**

Board members may assign points for discretionary items they wish to note in the evaluation. These refer to things that came up outside of the stated goals for the year. The board members can list these things and provide a rating of between -5 to +5. A negative rating would indicate that the situation was not handled well from the point of view of the board member and a + rating is giving the superintendent credit for the way in which the situation was handled. The combined total of discretionary rating should not fall below -5 or rise above +5. A rating will

be deducted from the total percentage of the total score of the evaluation and a + rating will be added to the total percentage of the evaluation.

**Final Computation:**

**Results Based** — **Total %** \_\_\_\_\_ %

**Activity Based** — **Total of Three Columns =** \_\_\_\_\_ %

**Sub Total** \_\_\_\_\_ %

**Plus or Minus Discretionary Rating of -5 to +5%** \_\_\_\_\_ %

**Grand Total** \_\_\_\_\_ %

**Grand Total x Performance Pay (2006 = \$9,000)** \_\_\_\_\_ **Total**