

**YELLOW MEDICINE EAST ISD 2190
SPECIAL BOARD MEETING
FEBRUARY 26, 2008 @ 7:00 PM
LOCATION: YME HIGH SCHOOL BOARD ROOM**

AGENDA

1. **Call to Order** 2
2. **Approval of Agenda**
3. **Approval of February 11, 2008 Minutes** 3
4. **Opportunity for Citizens to Speak**
5. **Reports**
6. **Policy Updates**
7. **Personnel Items**
 - A. Leave of Absence Request - K. Shackelford
8. **Action Items** 6
 - A. Schoolhouse Closing - H.A. Hagg Site
 - B. Committee to Address Student & Parent Needs at the Clarkfield Site
9. **Consent Items**
10. **Discussion Items**
 - A. Tentative 08-09 Budget Reductions
 - B. Superintendent Search
11. **Correspondence** 14
 - A. Article - Developing a Fair and Effective Superintendent Evaluation
12. **Upcoming Events & Activities** 17
13. **Adjourn**

YELLOW MEDICINE EAST PUBLIC SCHOOLS

Independent School District 2190

To: Members of the YME School Board
From: Dick Orcutt, Interim Superintendent
Date: February 22, 2008
RE: February 26, 2008 Special Meeting Notes

Enclosed are the agenda, agenda notes and supporting exhibits for the February 26th special Board meeting. Please let Denise know if you will be unable to attend.

Item Description

5.0 Opportunities for Citizens to Speak

At this time, no one has asked to address the Board.

5.A.1. No Special Reports

There will be no reports given at Tuesday's meeting.

7.A. Leave of Absence Request – K. Shackelford

Kerri Shackelford is requesting a 3 week childcare leave of absence to begin upon notification of the arrival of her adopted child. Her leave would begin mid to late March with the possibility of adding additional time if she feels it is necessary. She is also requesting the use of sick leave if her adopted child develops a serious illness. *Recommend approval of a childcare leave of absence for Kerri Shackelford beginning mid to late March.*

8.A. Schoolhouse Closing – H.A. Hagg Site

The Findings, Conclusions and Recommendations in the matter of the proposed closing of H.A. Hagg Elementary are attached for your review. If it is your intent to close the H.A. Hagg site at the end of the 2007-2008 school year, an appropriate motion would be necessary.

8.B. Committee to Address Student & Parent Needs at the Clarkfield Site

I am requesting your permission to hold a meeting in Clarkfield, with parents and others who might be impacted should the decision of the board be to close the building. This would be a proactive meeting to stave off any questions and/or concerns for those parents who might be on the fringe of decisions whether they should open enroll; go to the charter; etc. *Recommend approval of holding a meeting in Clarkfield with parents, students, staff and community members.*

10.A. Superintendent Search

Our superintendent vacancy has been posted on the MASA web-site, the MSBA web-site, the St. Cloud State EdPost web-site, the YME web-site, and will be in the next edition of the MSBA Boardcaster. How would you like to review the applications that are received? Denise scanned and uploaded to BoardBook the applications received for the interim position. Would you like the superintendent applications handled the same way?

11.A. Article – Developing a Fair and effective Superintendent Evaluation

The attached article was taken from January/February 2008 edition of the MSBA Journal.

**YELLOW MEDICINE EAST ISD #2190
SPECIAL MEETING MINUTES**

**PUBLIC HEARING
FEBRUARY 11, 2008 – 6:00 P.M.
YME HIGH SCHOOL AUDITORIUM**

Board Members Present: Kathy Busack, Chad Fischer, Warren Formo, Art Rillo, Elmo Volstad

Board Members Absent: Cheryl Eckhardt, Rich Jepson

Community/Staff Members Present: Kathy Anderson, Mark Anderson, Brian Barber, David Bartels, Deb Beckler, LeeAnn Boushek, Barb Bruflat, Tom Cherveney, Todd Cole, Liz DeBlicek, Wayne DeBlicek, Paul DeZeeuw, Deb Gau, Mary Grey, Gail Hansen, Dan Jahn, Robin Jones, Darcy Josephson, Tim Knapper, Peggy Kvam, Spencer Kvam, Caroline Linden, Sharon MacFarlane, Amanda Macziewski, Theresa Moritz, Karen Norell, Sheldon Olson, Jen Schwankl, Jim Sopland, Francis Staab, Dwayne Strand, Denise Streich, Kathy Velde, Paul Wilson, Tammy Zieske

Chairman Volstad called the meeting to order.

Superintendent Strand gave a Powerpoint presentation regarding the proposed closing of H.A. Hagg Elementary School.

The Board heard testimony from a number of those in attendance.

The meeting was adjourned.

**YELLOW MEDICINE EAST ISD #2190
SCHOOL BOARD MEETING MINUTES
FEBRUARY 11, 2008 – 7:00 P.M.
YME BOARD ROOM**

Board Members Present: Kathy Busack, Chad Fischer, Warren Formo, Art Rillo, Elmo Volstad

Board Members Absent: Cheryl Eckhardt, Rich Jepson

Community / Staff Members Present: Kathy Anderson, Deb Beckler, LeeAnn Boushek, Liz DeBlicek, Wayne DeBlicek, Deb Gau, Jeff Iverson, Tim Knapper, Peggy Kvam, Karen Norell, Brian Olson, Kelly Olson, Linda Richter, Rita Strand, Dwayne Strand, Denise Streich, Scott Tedrick, Kathy Velde,

Chairman Volstad called the meeting to order.

Chairman Volstad approved the agenda for the meeting with the addition of one personnel item and one discussion item.

Motion by Busack, second by Rillo and carried to approve the minutes from the January 22, 2008 meeting.

The opportunity for citizens to speak received no response.

Motion by Rillo, second by Busack and carried to approve bills for payment in the amount of \$241,089.98, with checks numbered 8602 through 8753 and to approve investments for the District.

Fund balance, enrollment and food service reports were submitted.

Principal Norell and Curriculum/Staff Development Coordinator Josephson submitted written reports for the Board to review.

The Negotiation Committee met on February 6 with the MSEA negotiators and representatives from the supervisory/confidential group. An agreement was reached with both parties.

Motion by Formo, second by Busack and carried to approve the First Reading of Policy 425 – Staff Development.

Motion by Formo, second by Busack and carried to approve the First Reading of Policy 614 – School District Testing Plan and Procedure.

Motion by Formo, second by Busack and carried to approve the First Reading of Policy 620 – Credit for Learning.

Motion by Formo, second by Busack to approve all personnel items as listed in the board agenda.

Motion by Rillo, second by Busack to remove the interim superintendent contract from the list of personnel items from the previous motion.

Amended motion by Formo, second by Busack and carried to approve personnel items A through D and F through J, as follows:

- the contract extension of 15 minutes per day through the remainder of the 2007-2008 school year for Vickie Skalbeck and Mae Thielen.
- the resignation of Jeff Iverson as the junior high musical director.
- the employment of Rita Anderson as a long-term substitute in the ESL program. Employment will begin on or about April 28, 2008 through the remainder of the 2007-2008 school year.
- the long-term substitute elementary Secretary 3 contract for Sharon Bucholz to begin on March 24, 2008.

-advertising for a full-time superintendent for 2008-2009.

-the employment of Trevor Schulte as JV baseball coach for the 2007-2008 season.

-the employment of David Wingert as junior high track coach for the 2007-2008 season.

-the employment of Clint Schiller as junior high track coach for the 2007-2008 season.

-a medical leave of absence was granted for an employee through the remainder of the 2007-2008 school year.

Motion by Formo, second by Fischer and carried to approve the contract with Dick Orcutt as interim superintendent from February 18, 2008 through June 30, 2008. Those voting in favor: Fischer, Formo, Volstad. Those opposed: Rillo, Busack

Motion by Formo, second by Rillo and carried to approve the 2008-2010 MSEA contract, as presented.

Motion by Formo, second by Rillo and carried to approve the 2008-2010 Supervisory/Confidential Staff contract, as presented.

Motion by Formo, second by Rillo and carried to approve the 2007-2008 budget adjustments, as presented. Copy on file in the District Office.

Motion by Rillo, second by Busack and carried to approve the 2008-2009 school calendar, as presented.

Motion by Rillo, second by Busack and carried to approve an early out for students on Monday, March 10, 2008 at 1:15 pm to host the large group music contest.

The Board discussed the continued use of the information from the facilities study.

Correspondence items included a continued requested leave of absence letter received from Pam Jensen & a letter received from Steve Koetter notifying the District of his intent to return from requested leave of absence in the 2008-2009 school year.

Upcoming Events & Activities:

Event	Date	Location	Time
Early Out	February 13, 2008	District	1:11 PM
Inservice Day - No School	February 14, 2008	District	
President's Day - No School	February 18, 2008	District	
Special Board Meeting	February 26, 2008	YME Board Room	7:00 PM
Board Meeting	March 10, 2008	YME Board Room	7:00 PM

Motion by Formo to adjourn the meeting.

YELLOW MEDICINE EAST – ISD 2190

450 9th Avenue - Granite Falls, MN 56241
Phone: 320-564-4081 - Fax: 320-564-4781



Independent School District 2190 Yellow Medicine East

In the Matter of the Proposed Closing of H. A. Hagg Elementary School

FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

A hearing on the proposed closing of H.A. Hagg Elementary by Independent School District 2190, Yellow Medicine East (hereafter “School District”) was held on Monday, February 11, 2008, at 6:00 p.m. in the YME High School Auditorium.

The hearing was conducted pursuant to Minn. Stat. 123B.51, subd. 5. The hearing was video taped. Exhibits were offered, received, and are kept as a part of the record of the hearing. All individuals wishing to speak and offer evidence in favor of or in opposition to the closing were given the opportunity to testify during the hearing.

FINDINGS

1. H.A. Hagg Elementary School is located at 1204 11th Avenue in Clarkfield, Minnesota.
2. The School District’s students are currently educated in the following buildings:

<u>Building</u>	<u>Grades</u>	<u>Enrollment (02/08)</u>
H. A. Hagg Elementary	K-5	45
Bert M. Raney Elementary	K-6	399
YME High School	7-12	473

3. The School District published notice of the school closing hearing in the official newspaper for two weeks before the hearing. Exhibit 1.
4. The School District is proposing to close H. A. Hagg Elementary School, rather than Bert M. Raney Elementary school, because H. A. Hagg Elementary School has the fewest number of students (currently 45) and Bert M. Raney Elementary School can house all of the elementary students.

YME HIGH SCHOOL
Karen Norell, Principal
450 9th Avenue
Granite Falls, MN 56241
Phone: 320-564-4083
Fax: 320-564-4782

BERT RANEY ELEMENTARY
Stacy Hinz, Principal
555 7th Avenue
Granite Falls, MN 56241
Phone: 320-564-4082
Fax: 320-564-4427

H.A. HAGG ELEMENTARY
Stacy Hinz, Principal
1204 11th Avenue
Clarkfield, MN 56223
Phone: 320-669-4424
Fax: 320-669-4828

5. On the last day of school of the 2006-2007 school year, there were 113 students (K-6th grade) enrolled at H. A. Hagg. The Clarkfield Area Charter School opened their doors at the beginning of the 2007-2008 school year. On the first day of the 2007-2008 school year, H.A. Hagg began school with 41 students (K-5th Grade). The three six grade students from that site that were enrolled attended school at Bert Raney Elementary. The enrollment at H. A. Hagg as of February 2008 was 45 students.
6. The student population for the Yellow Medicine East School District has declined steadily since FY98. At that time, there were 1,364 students enrolled in early childhood programs through the twelfth (12th) grade. For FY09, we estimate that the enrollment for that same span of grade levels will be approximately 900 students.
7. If the 44 students projected to attend H. A. Hagg next year were to be transferred to the Bert Raney site, the Bert Raney site would be able to accommodate all the students. It is unlikely, however, that all 44 students would choose to come to YME and might possibly attend the Clarkfield Charter School or open enroll out of the District. However, as noted earlier, the Bert Raney site could accommodate these students.
8. With a shift of elementary students to the Bert Raney site in Granite Falls, the class size projections would be as noted here:

Class Size Projections - One Site

	20-20-20-20-20-	
K/1Grade	20	6 Instructors
Second Grade	19-19-19	3 Instructors
Third Grade	19-20-20-20	4 Instructors
Fourth Grade	18-19-19	3 Instructors
Fifth Grade	19-20-20	3 Instructors
Sixth Grade	24-24-25	3 Instructors
		22 Instructors

The class sizes noted above could be impacted by future budget cuts for the 08-09 school year. Those cuts could reduce the number of staff positions and increase the class size.

9. Based on current budget projections for the 2008-2009 school year, it is estimated that the District will need to reduce the current budget by \$600,000.00. Exhibit 2.
10. The closing of H. A. Hagg is projected to save at a minimum \$368,931.00. The anticipated savings reflect the retention of the current student population attending Hagg. A reduction in student numbers will affect the anticipated savings. However, other items yet to be considered and that are not included in the anticipated savings

noted here include: transportation; technology licenses; contracted services such as Johnson Controls, Musser Environmental, Schwickert Roofing; insurance; other District costs; capital expenditures and food service. Exhibit 3.

11. The 44 students projected to attend H. A. Hagg next year will generate \$315,000.00.
12. Students currently attending Hagg would be bussed to Bert Raney Elementary. The Bert Raney site could accommodate all of the anticipated Hagg students.
13. There would be no change in the current transportation of the students projected to transfer from Hagg to Bert Raney. The three routes currently in place for the west end of the District would remain intact. The pickup/dropoff locations for in town students would remain intact. An additional pickup/dropoff site would be established at the current school site. The charter school students would be picked up and dropped off as is currently being done. This would only change if the charter school were to provide their own transportation next year. The number of students being transported from the west end of the District would determine if students could be transported from Clarkfield to Granite Falls on two buses or three buses.
14. The closing of H. A. Hagg will not have a negative affect on students currently enrolled in special needs programs. It may, in fact, strengthen the program for all special education students. The availability of access to specialized programs and services will be enhanced. Caseloads for all elementary special education instructors could be equalized. The time saved by not having staff travel between sites would increase the time specialized staff would have to devote to instructional activities with students.
15. There would be no change in the educational opportunities offered to students at either site, with the exception of other possible program reductions necessary to obtain a balanced 2008-2009 budget. In fact, the educational opportunities for all students may be increased. The availability of access to specialized programs and services will be enhanced.
 - *Class sizes would be equalized. Additional combined classrooms or multiage classrooms would continue to be used to help make budget reductions when necessary and practical.
 - *The time saved by not having staff travel between sites would increase the time specialized staff would have to devote to instructional activities such as Reading Recovery, Title I, ESL, music, physical education and technology.
 - *Students currently attending H. A. Hagg and Bert Raney would have an opportunity to make new friends - bringing students together as they begin their school careers instead of during their junior high years.
 - *Parents and students would have increased opportunity for teacher choice.
 - *An administrator would always be on site.

- *After school opportunities would be increased and run more efficiently.
- *Students and parents would always have access to nursing and social work services.
- *Educational resources and supplies can be allocated more equally among grade levels and classrooms.
- *Staff will have increased opportunities to interact with other staff.

16. Reductions in certified staff is stipulated in the EMYME Master Agreement. Less tenured staff licensed in the areas to be reduced or eliminated will be the first to be terminated. Tenured staff being laid off will be placed on Unrequested Leave of Absence. Non-certified staff have no seniority rights and will be terminated as necessary. The reduction procedure will be determined by the Board. Any necessary reductions may be offset by retirements that may occur effective at the close of the 2007-2008 school year.
17. The School Board will need to determine whether the building will be used in some capacity, other than educating students. The School Board will further need to decide if the H.A. Hagg building and adjacent school properties will be leased, sold or demolished.
18. It is anticipated that our enrollments will continue to drop over the next three years as larger classes graduate and smaller classes enroll in kindergarten.

07-08	922
08-09	890
09-10	877
10-11	851

The reduction in the number of students translates into a loss of revenue to the District through the 2010-2011 school year.
19. As the state budgets face deficits, future increases in per pupil entitlements are uncertain and unpredictable.
20. The District's \$401 operating levy sunsets during the 2011-2012 school year. A new levy would need to be approved by voters in the fall of 2011 to replace this levy for the 2012-2013 school year. Failure to replace the levy will create further financial hardship for the District.

CONCLUSIONS

1. The closure of H. A. Hagg Elementary School is necessary and practicable.
2. The School District has complied with the procedural requirements of Minn. Stat.123B.51, subd. 5., for the purpose of closing H. A. Hagg Elementary.

RECOMMENDATIONS

Based on the above Findings and Conclusions, it is recommended that the School Board of Independent School District No. 2190 close H. A. Hagg Elementary School at the end of the 2007-2008 school year.

Superintendent

Date

**NOTICE OF PUBLIC HEARING ON THE PROPOSED
CLOSING OF H.A. HAGG ELEMENTARY SCHOOL**

**Special Meeting of the School Board
Independent School District No. 2190**

**MONDAY, FEBRUARY 11, 2008 at 6:00 PM
YME HIGH SCHOOL AUDITORIUM**

- 1.0 Call to Order
- 2.0 Approval of Agenda
- 3.0 Public Hearing on the Proposed Closing of H.A. Hagg Elementary School, located at 1204 11th Avenue, Clarkfield, Minnesota.
 - 3.1 The School Board of Independent School District No. 2190 is considering closing the H.A. Hagg Elementary School for the following reasons:

Declining enrollment and the loss of revenue based on the projected enrollment which negatively impact the School District's financial condition for the 2008-2009 school year.
 - 3.2 Parties may give testimony for and against the proposal.
- 4.0 Adjourn

Estimated Reductions 08-09

1-14-08

General Ed/Levy

Wadms (Weighted Average Daily Membership) *	-64	5863	-375232
Compensatory down (based on previous year free & reduced)			-82000
1% Increase in basic aid	1060	50	53000
	<hr/>		-404232

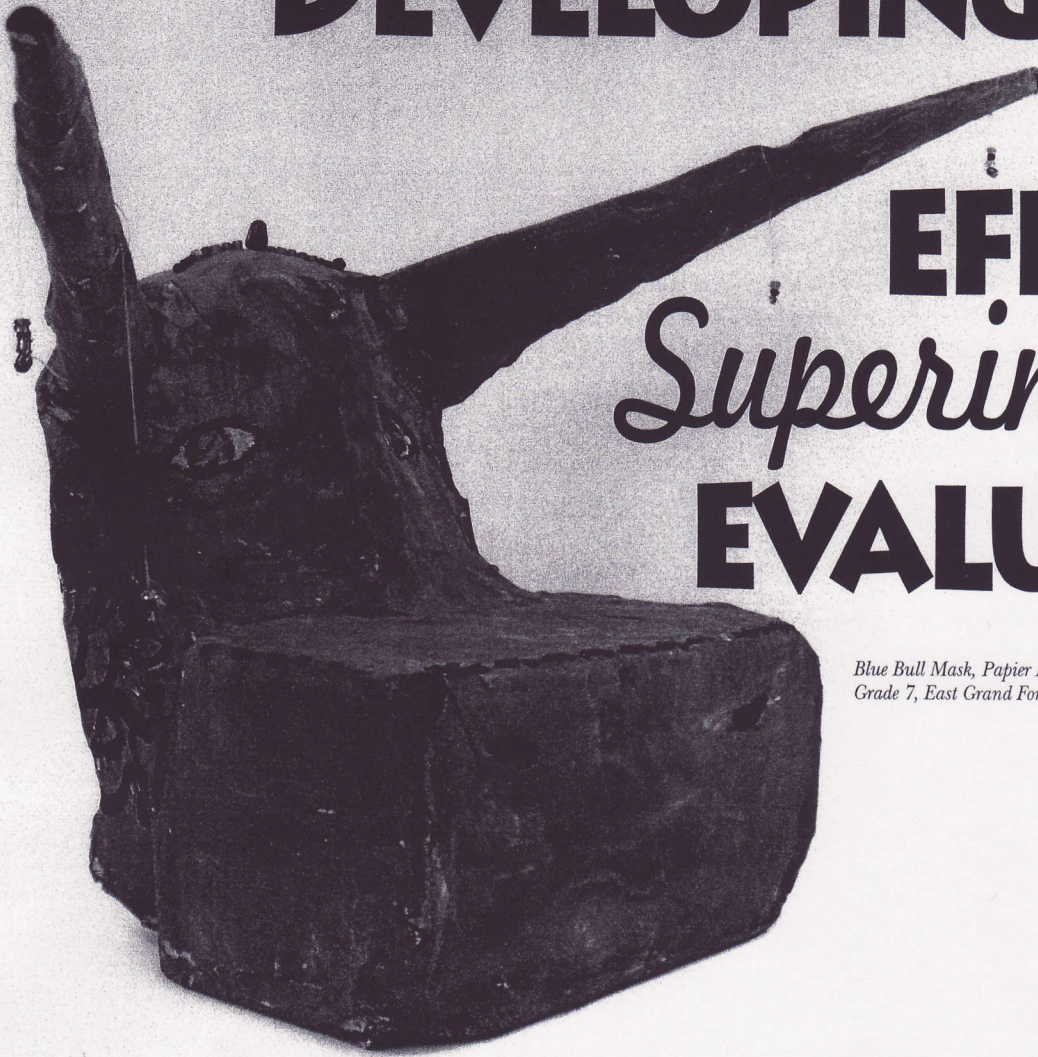
30 students @ 1.3 (7-12)	39	
5 students @ 1.0 (1-6)	5	
23/77 split (30-fy08/10-fy09)	20	
	<hr/>	
	64	*

Salaries/Benefits	<hr/>	6,000,000	3.50%	210,000
				(614,232)

- Other items to consider:
- MVCC
 - PSEO
 - Additional student drops/adds
 - Special Ed. Revenues/Expenses

PROGRAM	07-08 Budget	08-09 Savings	Savings Detail
School Nurse	\$ 500.00	\$0.00	The only budgeted amount for nursing services at Hagg for 07-08 was nursing supplies - all other costs were budgeted elsewhere (BR and High School).
Maintenance	\$ 165,464.00	\$ 131,708.00	The reduction includes 1 FTE custodial position with related benefits as well as a partial reduction in utility costs and supply costs. This reflects the possibility of keeping heat in building if needed. There was no reduction in the cost of maintenance supervision attributed to that site nor to the outside maintenance costs.
Principal's Office	\$ 65,249.00	\$ 32,260.00	The reduction includes the office secretary position and related benefits. There was no reduction to office supplies, travel, postage and other miscellaneous expenses associated with maintaining an office.
General Instructional	\$ 246,993.00	\$ 140,768.00	This reduction includes the reduction of 2.25 FTE instructional positions and related benefits. This includes 2 classroom positions and a quarter time PE position. Each FTE is estimated at the cost of the least senior positions. It also reflects a partial reduction in instructional supplies, as well as a reduction in field trip costs and other miscellaneous instructional expenditures. It does not include a reduction in TAG, Title I, Reading Recovery or LEP costs. It also does not include a reduction in the music or technology programs.
General Education Paraprofessionals	\$ 16,788.00	\$ 16,788.00	This reduction includes the cost of the general education paraprofessionals. It does not include a reduction in Title I or LEP costs.
Extra Curricular	\$ 377.00	\$ 377.00	This reduction includes the cost of supervisors for student council and school patrol.
Special Needs Paraprofessionals	\$ 86,905.00	\$ 39,633.00	This reduction includes the two paraprofessional positions. It reflects the actual cost to the district after the state reimbursement.
Media	\$ 18,841.00	\$ 7,397.00	This reduction includes the media professional position and related benefits. It also includes office supplies, as well as periodicals, books and other audio visual aids.
Potential Savings		\$ 368,931.00	
Yet to consider: Transportation, technology licenses, Johnson controls, insurance, other district costs, capital expenditures, food service			

DEVELOPING A FAIR AND EFFECTIVE Superintendent EVALUATION



*Blue Bull Mask, Papier Maché & recycled materials,
Grade 7, East Grand Forks Central Middle School*

Sandy Gundlach

School board members typically believe superintendent evaluations are important and should be conducted annually. Yet, most boards wonder if their existing process and procedures will garner information to help them identify areas of strength and growth, as well as areas in which additional progress can and should be made. More specifically, board members wonder what process they should be using, what they should be evaluating, and how they should measure progress. Not surprisingly, superintendents have the same worries and concerns. Board members and superintendents want an evaluation process that is fair, future-directed, and positive.

Ask any superintendent, and he/she will say that there are key differences between how other employees are typically evaluated and how a superintendent's evaluation is conducted. Most employees, including teachers and principals, are evaluated by a single

evaluator, and, in nearly every case, that evaluator is the employee's direct supervisor (principal or superintendent). The evaluator has firsthand knowledge of the employees' jobs and is in a position to observe the employees' work on a regular, if not daily, basis.

On the other hand, superintendents are evaluated by many evaluators, all of whom are elected members of the school boards who hired them. Because of the volunteer and governing nature of school board work, school board members have a limited knowledge of the superintendent's job and daily work, and they are also able to provide limited oversight. These differences are important and, if not understood, can result in problems.

Being aware of these differences, school boards and superintendents would be wise to keep the following basic concepts in mind when developing and implementing a

superintendent evaluation process. First, a good evaluation process and procedure doesn't happen by chance; rather, it's the result of thoughtful planning and decision-making. Second, an effective evaluation should measure the results of the superintendent's work on specific, predetermined goals and priorities. Third, a good evaluation process should also include goals and priorities that align with established district goals and priorities. Fourth, an effective evaluation is only as good as the level of board support it garners. After all, no superintendent can succeed if he/she must be accountable to multiple board members who have each set individual goals.

PLANNING AND PREPARATION

Wise school leaders recognize that they must work together to reach a consensus about the superintendent's evaluation. Therefore the board should:

- gather and review relevant documents and identify emerging issues and any areas of concern that need special attention.
- hold a meeting for the purpose of developing the evaluation process and procedures.
- agree on the evaluation method, instrument, criteria, and timeline to be used.

Most boards begin by reviewing the superintendent's job description, the district's mission statement, emerging issues of concern, and both short- and long-term district goals and priorities in order to identify the focuses of the superintendent's work for the coming year. School boards also consider any contract-related performance evaluation criteria that exist. Board members should review all of these documents and information prior to attending the evaluation planning meeting.

THE EVALUATION MEETING

The purpose of the evaluation planning meeting is to help the board decide what is most important and what should be evaluated in the future. To accomplish this task, the board and superintendent should ask the following three questions:

- What is most important and should be evaluated?
- What can we expect to see in the future as a result of the superintendent's work?
- How will we know?

Board members should limit the number of major performance goals and/or priorities they expect the superintendent to accomplish annually. The board should set no more than five goals. The board should assess the goals to determine whether they will provide the information it hopes to get from the evaluation. Many professionals assess goals for effectiveness by asking if the goal is simple and clear, measurable, achievable, results-

oriented, and timely. Therefore, the board should ask the following additional questions about each goal:

- Is the goal clear and understood by both the board and superintendent?
- Is the goal measurable? Is the superintendent clear about what the board will view as successful performance?
- Can the superintendent accomplish the goal? Is it realistic?
- Will the district benefit if the goal is accomplished?
- What can the board expect to see, and when will the members see it?

These questions and process were adapted from a MSBA-sponsored online course titled, "Constructive Superintendent Evaluation." This online workshop, which will be available through MSBA's Online Learning Center in early 2008, provides an important opportunity for boards and their superintendents to walk through the process of developing meaningful goals and priorities.

Once a goal is assessed, it should be incorporated into the existing evaluation instrument, or, if none exists, a new one should be developed. According to the National School Boards Association, evaluation instruments typically use one or a combination of four evaluation methods. The commonly used methods are checklists and/or rating forms, essays and written summaries, analysis of objectives, and analysis of outcomes/goals. While each method comes with its set of pros and cons, the school board and superintendent should choose the method(s) that make the most sense to them, based on the chosen goals and the results they hope to achieve. School boards should then reach consensus on both the chosen evaluation criteria and evaluation instrument. Finally, boards should also decide whether to schedule any interim meetings and when the final year-end summative meeting will be held.

IMPLEMENTING THE EVALUATION PROCESS AND PROCEDURES

Now the board is ready to implement the evaluation process and use these procedures to evaluate its superintendent's performance. To do so the board should:

- hold any scheduled interim/progress meeting(s),
- prepare for and hold the summative evaluation meeting, and
- understand the legal issues related to the evaluation process.

Increasingly, boards and superintendents are opting to hold two or three progress meetings. These meetings are important because they allow the superintendent to give an

Continued on page 20

Continued from page 19

update on his/her progress and to share any problems that could prevent achieving the goals. The meetings also allow for any necessary course corrections to give the superintendent a fair chance to reach the agreed-upon goals and should go a long way toward preventing surprises from popping up during the summative meeting that can derail an otherwise favorable performance. If the board decides to hold any progress meetings, it should remember to focus these meetings on the prior agreed-upon evaluation tool and criteria.

Before holding the summative evaluation meeting, a copy of the instrument should be sent to each board member to complete and return to a designated member of the board—most likely, the board chair. Prior to the meeting, the chair should compile the numeric ratings and comments into a single document for the board's discussion at the meeting. Also, the board should receive a written report from the superintendent, outlining his/her progress toward each of the agreed-upon goals and how achievement of each goal can be measured.

During the summative meeting, which may be closed under state law, the board and superintendent should use the compiled evaluation results summary to talk about each goal and how the board, individually and collectively, views the superintendent's performance in that area. As the board reviews each goal and/or priority area, it should ask two questions: what progress has been made, and what evidence exists to validate that progress? Remember, many goals are multi-year in nature, which means more progress will occur in some years than others. The superintendent should provide additional insight and input into the discussion. At the conclusion of the meeting, the board must decide what it will publicly say about the superintendent's evaluation at its next open meeting.

CAUTIONS

School boards should be aware of the laws that affect the evaluation process. First, performance evaluation data are private, personnel data, which means the data may not be publicly shared. Second, state statute allows the board to close a meeting to evaluate the performance of an individual who is subject to its authority. Remember, the same statute allows the superintendent the final choice of whether the meeting will be open or closed. Also, the board should note that it is legally required to summarize its conclusions regarding the superintendent's evaluation at its next open meeting. Third, because the evaluation data are private, personnel data, the board should be cautious when disclosing any information relative to the superintendent's (or any employee's)

performance to prevent violating the superintendent's privacy rights. Fourth, the superintendent, as an ex-officio member of the board, has the right to be at all board meetings, committee meetings, and subcommittee meetings—including any evaluation meetings. Finally, no law requires the board to annually evaluate its superintendent, but the bottom line is that such evaluation provides an opportunity to clarify expectations, establish district and superintendent work priorities and goals, and establish a basis for whether to offer a subsequent employment contract or not.

POST-EVALUATION RELATED ACTIVITIES

Most boards and superintendents feel relieved when the evaluation process is done. But there are three important tasks that still need attention. The board must:

- identify goals and priorities for the coming year and write them down;
- schedule a board self-evaluation;
- establish and/or maintain open communication between the board and superintendent, as per policy, to address problems as they arise.

Once one evaluation is complete, another cycle begins. The board should once again review the instrument and rating system to see if they're still relevant. The board should also include any goals which remain from the previous years' evaluations.

A wise board knows that its performance affects the superintendent's performance and recognizes the mutually complementary nature of their roles. They know board issues can get in the way of effective leadership and should seek to correct problems as they arise. To that end, school boards should set aside time for an annual board self-evaluation, so members can reflect on board best practices, identify board strengths, and address areas of improvement. That practice sends an important message which says improvement is both valued and important.

Finally, effective boards and superintendents realize that evaluation is an ongoing process that requires clear, open lines of communication between the board and superintendent. Good communication can eliminate and/or reduce the number of problems that arise during the year and that steal focus and energy away from the real work of educating the students of the district.

Sandy Gundlach is MSBA's director of management services. She conducts a board workshop called "Hiring the Right Superintendent." She can be reached at sgundlach@mnmsba.org.

Upcoming Events and Activities

Event	Date	Location	Time
School Board Meeting	March 10, 2008	YME Board Room	7:00 PM
Early Out	March 19, 2008	District	1:11 PM
Teacher Inservice	March 20, 2008	District	
Easter Break	March 21 - 24, 2008	District	