

DATE: April 19, 2016

TO: Board of Trustees

FROM: Trustee Michelle Draper, Policy Review Committee
Trustee Nathan Ip, Chair Policy Review Committee
Trustee Bridget Stirling, Policy Review Committee

SUBJECT: Proposed Revised Board Policy FGB.BP – Evaluation of Superintendent of Schools

RESOURCE STAFF: Nancy Petersen, Anne Sherwood, Sandra Stoddard

REFERENCE: Board Policy CH.BP – Framework for Policy Development and Review
School Act s.113-115
Board of Trustees Strategic Work Plan for 2015–2016

ISSUE

A review of current Board Policy FGB.BP - Evaluation of Superintendent of Schools was identified in the Board of Trustees Strategic Work Plan for 2015-2016 for the Policy Review Committee.

BACKGROUND

The Policy Review Committee has reviewed and revised Board Policy FGB.BP – Evaluation of Superintendent of Schools (Attachment I) to:

- update the format to the current template for board policy
- reflect the revisions made to the Terms of Reference for the Board and Superintendent of Schools Evaluation Committee (BSEC) in 2014 since the policy was last reviewed in 2009
- link the evaluation of the Superintendent to the strategic plan
- include the responsibilities of the Superintendent as the Chief Executive Officer of the Board and the Chief Education Officer of the District under the *School Act*

The Policy Review Committee discussed the current practice of seeking stakeholder feedback to inform the Superintendent's evaluation. The proposed revised policy provides the opportunity to gather both quantitative and qualitative information to assess the Superintendent's performance in relation to the strategic plan. For example, strategic partnerships with the community are currently an outcome of the strategic plan and therefore, in addition to quantitative information, there is provision to elicit qualitative information from partners to assess the Superintendent's performance in this area. The policy is purposely not prescriptive on what qualitative information is required or from whom. The strategic plan will change over time and the BSEC requires flexibility to adjust the evaluation instrument and supporting information accordingly. In addition, provision has been made in Expectation 2 of the proposed revised policy to maintain the anonymity of individual Trustees, staff or other stakeholders providing feedback to inform the evaluation process.

RELATED FACTS

In accordance with expectations for policy development in Board Policy CH.BP – Framework for Policy Development and Review, board governance policies (such as FGB.BP – Evaluation of Superintendent of Schools) do not require three separate considerations. The BSEC has reviewed the draft policy and had no recommended edits of changes.

RECOMMENDATION

That proposed revised Board Policy FGB.BP – Evaluation of Superintendent of Schools (Attachment I) be approved.

OPTIONS

Based on the information provided in this report, the following options are considered most appropriate:

1. Approve the recommendation.
2. Amend and approve the policy.
3. Refer recommendation for revision to the Policy Review Committee.

CONSIDERATIONS & ANALYSIS

The revisions are intended to capture the Board's direction on the requirements for the evaluation of the Superintendent of Schools and to retain flexibility for the BSEC to adjust the evaluation instrument and process as necessary in the future to reflect appropriate alignment with District Priorities and/or the Strategic Plan.

The Terms of Reference for BSEC should be adjusted to reflect the revised policy should it be approved.

NEXT STEPS

Should the Board approve the revised Board Policy FGB.BP – Evaluation of Superintendent of Schools, the District's online Board Policies and Regulations section will be updated accordingly.

ATTACHMENTS & APPENDICES

ATTACHMENT I	Proposed Revised Board Policy FGB.BP – Evaluation of Superintendent of Schools
APPENDIX I	Trustees' Handbook section 6.1.1 – Board and Superintendent of Schools Evaluation Committee
APPENDIX II	Current Board Policy FGB.BP – Evaluation of Superintendent of Schools

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CODE: FGB.BP

EFFECTIVE DATE:

TOPIC: Evaluation of Superintendent of Schools

ISSUE DATE:

REVIEW YEAR:

PURPOSE

To establish the Board of Trustees' (Board) expectations for an annual performance evaluation of the Superintendent of Schools (Superintendent) that is transparent, comprehensive, based on pre-identified key performance areas and linked to the Strategic Plan.

The Board is responsible for selecting a Superintendent to be the Chief Executive Officer of the Board and the Chief Education Officer of the District in accordance with the *School Act*. The Superintendent is responsible, and held accountable to the Board on behalf of students and the public, for the total operation of the school system in a manner consistent with the requirements of the *School Act*, Alberta Education regulations, Board Policies, and the District Vision, Mission, Values and Priorities.

DEFINITIONS

District Priorities are long-range desired results of the organization established by the Board based on the District Vision, Mission and Values. District Priorities are reviewed in consultation with stakeholders every four years following the election of the Board.

District Priorities inform the development of the Strategic Plan which includes strategies, goals and measurable outcomes for addressing each priority. The Strategic Plan is implemented in annual planning cycles and serves to guide and inform the respective work of the Board, the Superintendent and staff in their collective efforts to achieving the District Vision, Mission, Values and Priorities.

POLICY

The Board believes that an annual performance evaluation of the Superintendent is a vital process for creating and maintaining a healthy and continuously improving school district. In addition, the Board believes that opportunities for regular ongoing dialogue and feedback between the Superintendent and Trustees help to model and foster a collaborative working environment critical to a high functioning District.

The Board is committed to an annual performance evaluation process that measures:

- the Superintendent's performance with respect to the roles and responsibilities of the Superintendent; and
- achievement of the District Priorities against the goals and outcomes in the Strategic Plan.

For each annual evaluation cycle, organizational outcomes and key performance indicators shall be pre-identified and clearly communicated to ensure that the Superintendent and the Board understand what is expected and what will be evaluated. Both quantitative and qualitative information shall be used to inform the Board's evaluation of the Superintendent's performance.

The evaluation process and supporting information sources shall serve to:

- provide feedback on the Superintendent's leadership and performance in key areas
- allow the Superintendent to report on successes and challenges during the year, and provide feedback relating to continuous improvement efforts and annual goals
- recognize areas and trends that are showing positive change or progress
- enable the Board and Superintendent to engage in dialogue about results, any issues or concerns associated with the role and the evaluation process
- inform the organizational outcomes, key performance indicators and Superintendent's own goals for the next evaluation cycle

EXPECTATIONS

1. A three member Trustee Committee elected at the Organizational Board meeting shall, in accordance with the Terms of Reference established by the Board for the Committee and this policy, be responsible for:
 - a. recommending the evaluation process to be used to Caucus Committee;
 - b. organizing and overseeing the evaluation process;
 - c. reporting the evaluation results to the Caucus Committee and to public Board; and
 - d. initiating a timely review and/or renewal process for the Superintendent's contract of employment in accordance with the *School Act* and provisions of the Superintendent's contract.
2. If the evaluation process calls for individual Trustees, staff or other stakeholders to provide feedback that will inform the evaluation process, the administrator assigned to assist the Committee shall compile and, or summarize the individual responses for reporting purposes to maintain respondents' anonymity.
3. The evaluation process shall provide the Superintendent with an opportunity to:
 - a. review all information used in the evaluation;
 - b. discuss the evaluation report with the Trustee subcommittee;
 - c. include a response to the evaluation in the report to Caucus Committee; and
 - d. discuss the evaluation report with the Caucus Committee.
4. The Superintendent shall be provided copies of the evaluation report submitted to Caucus Committee and the final evaluation report to Board of Trustees.
5. The Caucus Committee evaluation report and Board of Trustees' evaluation report shall be filed in the Board records. The records shall be accessible to the Superintendent, any Board Trustee for that evaluation period, or as directed by motion of the Caucus Committee.

ACCOUNTABILITY

A summary of the Superintendent's Evaluation shall be brought to a public Board meeting.

REFERENCES

Trustees' Manual - Board Role and Responsibilities

District Vision, Mission, Values and Priorities

School Act - Alberta Regulation - Superintendent of Schools Regulation

School Act Section 113

6.1.1 Board and Superintendent of Schools Evaluation Committee

(Revised Terms of Reference approved [June 17, 2014 Board meeting](#))

Purpose

The Board and Superintendent of Schools Evaluations Committee (BSEC) is responsible for assisting the Board of Trustees to conduct:

- an annual Board self-evaluation for continued Board development and improved Board performance with respect to the Board's role and responsibilities;
- an annual evaluation of the Superintendent of Schools in accordance with Board Policy [FGB.BP - Evaluation of Superintendent of Schools](#) and the review and/or renewal of the Superintendent of Schools Contract in accordance with the [School Act](#).

Composition

The committee will consist of three Trustees from among which a chair will be selected. The chair is responsible for leading the discussion at each meeting and formally reporting back to the Board about the committee's activities.

Additional resources may be involved as requested by the Superintendent of Schools and/or designate.

Terms of Reference

A. Board Self-Evaluation

The Board shall undertake an annual Board evaluation for the purpose of Board development and to model its policy of system-wide evaluation as a means of continuous improvement.

The Board Evaluation process should:

- measure Board performance with respect to the Mission, Vision, Values, District Priorities, District Strategic Plan, the roles and responsibilities of the Board, and the principles of operation of the Board;
- assist the Board in identifying Board strengths and areas for improvement, and common beliefs and values amongst Trustees;
- provide an opportunity for Trustees to reflect on how they work collectively and as individuals with respect to the Board's mandate and role and responsibilities;
- provide an opportunity for Trustees to discuss the Board Evaluation results in the context of Board development; and
- provide an opportunity to recognize the Board's accomplishments.

The Committee will:

- recommend a plan to Caucus Committee for the annual evaluation of the Board of Trustees in keeping with the terms of reference for the Board self-evaluation;
- develop and recommend to Caucus Committee a proposed Board result statement based on an analysis of the Board's self-evaluation;
- present the Board evaluation result statement on behalf of the Caucus Committee to public Board for approval; and
- in the last year of a term, assist in the creation of a summary document of the Board's results and work still to be accomplished to aid in the transition for the next Board.

B. Evaluation of the Superintendent of Schools

The evaluation of the Superintendent of Schools is a vital process toward creating and maintaining a healthy school district. The Board of Trustees believes that organizational outcomes must be clearly and explicitly stated to:

1. ensure the Superintendent of Schools understands what is being expected and evaluated;
2. ensure the Board understands what to expect of the Superintendent; and
3. ensure the Superintendent of Schools and the Board clearly understand their respective roles and responsibilities.

The evaluation process and supporting information sources serve to:

- Help to continuously improve the functioning of the District;
- Recognize areas and trends that are showing positive change or progress;
- Provide feedback to the Superintendent of Schools regarding his leadership and performance expectations in key areas;
- Provide ground work for establishing future goals;
- Allow the Superintendent of Schools to report on his successes and challenges during the year, and provide feedback relating to continuous improvement efforts and annual goals;
- Enable the Board and Superintendent of Schools to engage in dialogue about results, and discuss any issues or concerns associated with the role and the evaluation process; and
- Strengthen the relationship between the Superintendent of Schools and the Board.

Process

1. The Committee shall be responsible for:
 - a. recommending the evaluation process to be used to Caucus Committee;
 - b. overseeing the approved evaluation process; and
 - c. reporting the evaluation results to the Caucus Committee and to public Board.
 - d. initiating a timely review and/or renewal process for the Superintendent of Schools contract of employment in accordance with the [*School Act*](#) and provisions of the Superintendent's contract.

2. The evaluation process shall provide the Superintendent of Schools with an opportunity to:
 - a. review all pertinent information used in the evaluation;
 - b. discuss the evaluation report with the Trustee subcommittee;
 - c. include a response to the evaluation in the report to Caucus Committee;
 - d. discuss the evaluation report with the Caucus Committee.
3. Notwithstanding 1 and 2 above, if the evaluation process calls for individual Trustee evaluations of the Superintendent of Schools, the individual evaluations shall be compiled and summarized for reporting purposes by the administrator assigned to assist the committee and destroyed once the Superintendent of Schools has an opportunity to review them.
4. The Superintendent of Schools shall be provided a copy of the evaluation report submitted to Caucus Committee and the final evaluation report to Board.
5. The Caucus Committee evaluation report and Board evaluation report shall be filed in the Board corporate records. The records shall be accessible to the Superintendent of Schools, a Trustee for that evaluation period, or as directed by motion of the Caucus Committee.

CODE: FGB.BP**EFFECTIVE DATE:** (24-03-2009)**TOPIC:** Evaluation of Superintendent of Schools**ISSUE DATE:** (29-09-2014)**REVIEW YEAR:** (2016)**POLICY**

1. The Board of Trustees shall evaluate annually the performance of the Superintendent of Schools based on achievement of District Priorities and any other initiative that the Board of Trustees has approved.
2. A three (3) member Trustee subcommittee elected at the Organizational Board meeting shall be responsible for:
 - a. recommending the evaluation process to be used to Caucus Committee;
 - b. organizing and overseeing the evaluation process; and
 - c. reporting the evaluation results to the Caucus Committee.
3. The Chair of the Trustee subcommittee shall report to Board of Trustees at a public board meeting that the process has been completed.
4. The evaluation process shall provide the Superintendent of Schools with an opportunity to:
 - a. review all information used in the evaluation;
 - b. discuss the evaluation report with the Trustee subcommittee;
 - c. include a response to the evaluation in the report to Caucus Committee; and
 - d. discuss the evaluation report with the Caucus Committee.
5. Notwithstanding 2.c. and 4.a. above, if the evaluation process calls for individual Trustee evaluations of the Superintendent of Schools, the individual evaluations shall be compiled and summarized for reporting purposes by the administrator assigned to assist the committee and destroyed once the Superintendent of Schools has an opportunity to review them.
6. The Superintendent of Schools shall be provided copies of the evaluation report submitted to Caucus Committee and the final evaluation report to Board of Trustees.
7. The Caucus Committee evaluation report and Board of Trustees' evaluation report shall be filed in the Board records. The records shall be accessible to the Superintendent of Schools, any Board Trustee for that evaluation period, or as directed by motion of the Caucus Committee.

REFERENCES

Trustees' Manual - Board Role and Responsibilities

School Act - Alberta Regulation - Superintendent of Schools Regulation*School Act* Section 113