

**Crosslake Community School**  
**Performance Review Survey**  
**Deployment Guide**

*May 2026 Deployment Cycle | 2025–26 School Year*

**1. Overview**

This guide documents the May 2026 deployment of CCS's anonymous performance review surveys. Four surveys are deployed: Superintendent, In-Person Principal, Online Principal, and Online Assistant Principal. Surveys are administered during the staff professional development days May 26–28, 2026, with intentional time built into the PD agenda for completion. Data review and report compilation are completed before the June 22, 2026 Board meeting, at which a summary and next steps overview is presented.

**Deployment responsibility**

| Kelly Bittner — Superintendent Survey   | Jenna Leadbetter — Principal & AP Surveys  |
|---|--|
| Builds the Google Form for the Superintendent survey  | Builds the Google Forms for In-Person Principal, Online Principal, and Online AP surveys |
| Compiles and confirms the Superintendent survey distribution list (staff + Board)   | Compiles and confirms distribution lists for each Principal/AP survey                    |
| Transfers Form ownership to Board Chair Joe Garcia before launch; Sheet shared with Ad Hoc Committee                        | Retains Form ownership and response Sheet access for Principal/AP surveys                |
| Sends Superintendent survey link to Board members by email (May 23)   | Coordinates PD-day in-person launch announcements and reminders                          |
| Coordinates with PD facilitators to confirm time allocation for staff completion  | Coordinates with PD facilitators to confirm time allocation for staff completion         |
| Closes the form on May 28 end of day (operational only)   | Closes each form on May 28 end of day and exports responses to designated Sheets         |
| Does NOT access response data at any point; analysis is conducted by Board Chair Joe Garcia with Ad Hoc Committee oversight | Produces aggregated reports for each leader by June 21; schedules 1:1 review meetings    |

**Approval status**

- Superintendent survey: Board Approved May 18, 2026
- In-Person Principal, Online Principal, and Online AP surveys: Operational instruments under the Superintendent's authority; no separate board approval required

**Resolved: Kelly's role and response access**

Kelly Bittner serves as the operational deployer of the Superintendent survey (Form build, distribution, in-person announcements, form closure) AND as a respondent on it. Response data is not accessible to Kelly. Form ownership transfers to Board Chair Joe Garcia before launch; the response Sheet is shared with the Ad Hoc Evaluation Committee. Joe Garcia serves as lead analyst for the Superintendent survey, with the Ad Hoc Committee providing oversight and reviewing the draft report. This separation is documented and intentional: it preserves both the integrity of Kelly's response and the independence of the evaluation.

## 2. Timeline

All key dates for the May 2026 deployment cycle.

| Date            | Milestone                                | Action   |
|-----------------|--|--|
| May 18          | Board approval                           | Board of Education approves Superintendent survey instrument at regular May meeting.   |
| May 19–22       | Pre-deployment prep                      | Kelly and Jenna build the four Google Forms. For Superintendent survey, ownership transfers to Board Chair after build; response Sheet shared with Ad Hoc Committee only. Finalize distribution lists and confirm PD agenda time allocation.             |
| May 23 (Fri)    | Board member email                       | Kelly sends Superintendent survey invitation to Board of Education by email with link, deadline (May 28 close), and brief explanation.   |
| May 26 (Tue)    | PD Day 1 — Launch                        | Brief in-person announcement at opening of PD day. Forms shared via link and QR code. Time block in PD agenda for completion. Online staff joining remotely receive announcement during same session.  |
| May 27 (Wed)    | PD Day 2 — Mid-cycle                     | Brief in-person reminder at opening. Optional time block for completion. Response counts visible to those with Sheet access (Ad Hoc Committee for Superintendent; Jenna for Principal/AP).   |
| May 28 (Thu)    | PD Day 3 — Close                         | Final in-person reminder at opening. Surveys close end of business. Forms locked.  |
| May 29 – Jun 12 | Quantitative analysis                    | Joe Garcia (Board Chair, lead analyst) exports Superintendent data and produces report tables; Ad Hoc Committee provides oversight. Jenna exports Principal/AP data and produces report tables. Both apply suppression rule and single-variable slicing. |
| Jun 15–18       | Open response analysis & report drafting | Theme-code open responses. Draft full reports for each survey.   |
| Jun 19–21       | Report finalization                      | Joe Garcia finalizes Superintendent report with Ad Hoc Committee review. Jenna finalizes Principal/AP reports.   |
| Jun 22          | Board meeting                            | Summary and next steps overview of Superintendent survey presented at regular June Board meeting (open session). Detailed review in closed session per Minnesota open meeting law for personnel matters.   |

### **Online staff during PD days**

Online staff may participate in PD days remotely or on-site. The deployment protocol is the same for both: link and QR code shared during the opening session, time allocated within the agenda, completion expected during the PD window. Confirm with the PD facilitator how online staff will receive the link in real time (chat, shared slide, email at session start).

### 3. Pre-Deployment Checklist (May 19–22)

Complete each item before PD-day launch on May 26. Items apply to all surveys unless noted as Superintendent-only.

#### Content & approval

- Survey content reviewed by deployer
- (Superintendent survey only) Board approval confirmed in May 18, 2026 board minutes
- Role explanation block reviewed for accuracy
- Respondent context categories reviewed against current org chart

#### Distribution list

- Distribution list compiled and saved
- Email addresses verified and current (for Board email distribution)
- Anyone on extended leave or recently departed removed
- PD attendance roster cross-checked against staff distribution lists

#### Response access (Superintendent survey)

- Form ownership transferred to Board Chair Joe Garcia after build**
- Response Sheet ownership transferred along with Form**
- Response Sheet shared with Ad Hoc Evaluation Committee members only**
- Kelly's access to responses removed before launch (operational Form editor access only if needed for last-minute fixes; revoke after May 22 test)
- Lead analyst confirmed: Joe Garcia (Board Chair) for Superintendent survey; Jenna for Principal/AP surveys
- Ad Hoc Committee designates one member to monitor response counts during the window (optional)

#### Lead analyst preparation (Superintendent survey)

- Lead analyst capacity confirmed; pairing or template support arranged if needed (estimate 8–12 hours of focused work across the analysis window)
- Ad Hoc Committee agrees in writing that the lead analyst will not discuss specific responses with individual respondents outside the formal report review**

#### Response access (Principal & AP surveys)

- Google Sheet created to receive responses (one per survey)
- Sheet access limited to Jenna only

#### PD-day coordination

- Time blocks for survey completion confirmed in PD agendas for May 26–28
- PD facilitators briefed on announcement script and link distribution
- QR codes generated for each survey link, printed for in-room display, and on slides
- Plan confirmed for online staff to receive links during their session
- Devices available for staff who do not bring their own (laptops or Chromebooks)
- Quiet/private completion spaces identified for staff who prefer them



## 4. Google Forms Setup

Build each survey as a separate Google Form. The settings below are critical for anonymity and data quality.

### Form settings (Settings → General)

- Collect email addresses: OFF — critical for anonymity**
- Limit to 1 response: OFF (since email is not collected; cannot enforce)
- Allow response editing: OFF
- Restrict to users in CCS domain: OFF — would log identifiable accounts even if email is hidden**

### Presentation settings (Settings → Presentation)

- Show progress bar: ON
- Shuffle question order: OFF (domains must be in order)
- Show link to submit another response: OFF
- Custom confirmation message: "Thank you for your feedback. Your response has been recorded anonymously."

### Sections (in this order)

- Section 1: Welcome — paste the role explanation block as a section description (no questions)
- Section 2: Purpose and instructions — paste content from source document as section descriptions
- Section 3: Respondent context — four required multiple-choice questions
- Sections 4 through N: One section per performance domain — each Likert item is a required multiple-choice question with six options
- Second-to-last section: Overall domain ratings — one multiple-choice question per domain with six options
- Last section: Constructive input — two paragraph-text questions, both optional

### Question settings

- Every Likert item: Multiple choice, required, exactly six options (Almost Never, Rarely, Sometimes, Often, Almost Always, Insufficient Information)
- Every respondent context item: Multiple choice, required, exact options from source document
- Every open-response item: Paragraph text, NOT required
- Do not add a "Prefer not to answer" option to respondent context items

### Response access setup (Superintendent survey)

The Superintendent survey requires a stricter access pattern than the Principal/AP surveys. Follow this sequence:

- Kelly builds the Form on her account during May 19–22
- Once approved and tested, Kelly transfers ownership of the Form to Board Chair Joe Garcia (lead analyst for the Superintendent survey)

- The linked response Sheet ownership transfers with the Form
- Joe shares the response Sheet with Ad Hoc Evaluation Committee members only
- Kelly's access to the Form and Sheet is revoked, or restricted to view-only on the Form structure (not responses)
- Confirm the access transfer is complete before May 26 launch — verify by signing in as Kelly and confirming the response Sheet is not accessible

### **QR code generation**

- Use Google's built-in QR code generator (Share menu of the Form) or a trusted standalone tool
- Print large enough to scan from across a PD room (8.5x11 sheet, one QR per page)
- Also prepare a slide with each QR code for projection

### **Pre-launch test (May 22)**

- Deployer takes the form themselves as a test submission
- Verify all questions render correctly on desktop and mobile
- Verify response destination receives the test response
- Verify Insufficient Information is selectable on every Likert item
- Test QR code scan from typical phone distance
- Delete test response from the destination Sheet before launch
- (Superintendent survey) Confirm access transfer is complete; Kelly cannot view responses

## 5. Distribution

Surveys reach respondents through two channels: in-person at PD days (staff) and email (Board members for the Superintendent survey only).

### Staff distribution (PD days)

- Brief announcement at start of each PD day (May 26, 27, 28) — see Section 6 for scripts
- Survey links and QR codes displayed on slides and shared via the PD chat/communications channel
- Staff complete during time block built into the PD agenda
- Online staff joining remotely receive the same announcement and the link in chat at start of session
- Staff may also complete outside the PD time block — completion is optional regardless of when

### Board distribution (Superintendent survey only)

- Kelly sends Superintendent survey invitation to all seven board members by email on May 23
- Email uses Template A in the Appendix
- Reminder email sent May 27 (Template B)
- Board members complete on their own time before May 28 end of business

### Staff respondent pools by survey

#### Superintendent survey

- Board of Education: all 7 directors (email distribution)
- Principals and AP: Rose Bierce, Mindy Glazier, Monique VonEnde
- District managers and coordinators: Kelly Bittner, Gena Jacobson, Molly Papillon, Will Lyke, Jennifer Miller, Abigayle Swenson, Amy Miller, Kathy Faust, Bud Roberts, Matthew Wadman
- District Administrative Assistant: Paula Green
- Program leads: Mitch Swaggert, Amy Scheuman, Callista Klaus, Heidi O'Brien
- Selected teachers, learning coaches, and specialists who interact directly with the Superintendent

#### In-Person Principal survey

- All in-person teachers
- In-person special education and student support services staff
- In-Person Engagement Lead: Heidi O'Brien
- In-person administrative assistant
- In-person facilities and food service staff
- District support staff who work directly with the in-person program

#### Online Principal survey

- Online Assistant Principal: Monique VonEnde

- All online teachers and learning coaches
- Online special education and student support services staff
- Online leads: Mitch Swaggert, Amy Scheuman, Callista Klaus
- Online administrative assistants
- District support staff who work directly with the online program

**Online Assistant Principal survey**

- All online teachers and learning coaches
- Online special education and student support services staff
- Online leads: Mitch Swaggert, Amy Scheuman, Callista Klaus
- Online administrative assistants
- District support staff who work directly with the Online AP

## 6. PD-Day Announcements & Reminders

Brief, consistent announcements at the start of each PD day frame the surveys correctly and maintain trust in the process. The Superintendent survey announcement may be delivered by Kelly as the operational deployer (she does not have access to responses); Principal/AP survey announcements may be delivered by Jenna or the PD facilitator.

### Day 1: Tuesday May 26 — Opening announcement (5 minutes)

#### Suggested script — adapt as needed

This year, as part of our commitment to continuous improvement, we're administering anonymous performance review surveys for the Superintendent, both Principals, and the Online Assistant Principal. These surveys gather structured feedback on observable leadership behaviors — they are not a venue for personal complaints or grievances.

We've built dedicated time into the PD agenda this week for you to complete the surveys that apply to you. The links and QR codes are on the screen now and in the PD chat. You may complete on your own device, on a laptop provided here, or in one of the quiet spaces we've set up if you'd prefer privacy.

A few things to know. Responses are fully anonymous — we are not collecting email addresses, names, or any identifying information. Items with fewer than five responses are suppressed in reporting, so anonymity is protected both technically and statistically. For the Superintendent survey, responses are held by the Board Ad Hoc Evaluation Committee; for the Principal and AP surveys, by Jenna for review with each leader.

If you have process questions, please reach out to Kelly for the Superintendent survey or Jenna for the Principal and AP surveys. If you have concerns about a specific staff member that don't belong in a survey, those go through HR or your supervisor as usual.

Thank you for taking the time to provide thoughtful feedback. Surveys close at end of business on Thursday.

### Day 2: Wednesday May 27 — Mid-cycle reminder (1–2 minutes)

#### Suggested script

Quick reminder that the anonymous performance review surveys are open through end of day tomorrow. If you haven't completed yet, the QR codes and links are still in the PD chat. There's time built into today's agenda; you can also complete on your own time before close. Thank you to those who have already submitted.

### Day 3: Thursday May 28 — Final reminder (1 minute)

### **Suggested script**

Final reminder: the performance review surveys close at end of business today. If you've been meaning to complete and haven't yet, please do so before you leave. Thank you to everyone who has shared feedback this week — it's genuinely valuable.

### **During PD days — what NOT to do**

- Anyone with response Sheet access: do not look at individual responses during the open window
- Do not announce response counts publicly during the window
- Do not check in with specific staff about whether they've completed
- Do not discuss specific responses with anyone, including the leader being evaluated
- Do not stand near completion areas in a way that could appear to monitor

## 7. Closing & Data Export (May 28 EOD)

### Superintendent survey

- Kelly closes form at end of business on May 28 (Settings → Accept responses: OFF)
- Kelly confirms no further responses accepted (test by opening form link in incognito)
- Joe Garcia (Board Chair, lead analyst) exports responses to Sheet and downloads CSV backup to secure storage
- Joe Garcia confirms total response count matches form's reported count
- Joe Garcia computes response rate: count / invitees
- Joe Garcia makes a working copy of the data; does not analyze on the live response Sheet

### Principal & AP surveys

- Jenna closes form at end of business on May 28
- Jenna confirms no further responses accepted
- Jenna exports responses to Sheet and downloads CSV backup
- Jenna confirms total response count and computes response rate
- Jenna makes a working copy of the data for analysis

## 8. Analysis & Reporting (May 29 – June 18)

Board Chair Joe Garcia serves as lead analyst for the Superintendent survey, with the Ad Hoc Evaluation Committee providing oversight and reviewing the draft report before it goes to the full Board. Jenna conducts analysis and report production for the Principal and AP surveys herself. Both analysts apply the suppression rule, single-variable slicing, and reporting structure documented below.

### Capacity considerations for the lead analyst

The Superintendent survey analysis represents roughly 8–12 hours of focused work: exporting and cleaning data, computing frequency distributions and means across approximately 46 items, applying the suppression rule, theme-coding open responses, and drafting the report. If the lead analyst would benefit from analytical support, the Ad Hoc Committee may pair the lead analyst with a second Committee member, use a pre-built analysis template (a Google Sheet with formulas for distributions, means, and suppression flags), or engage an outside consultant for the quantitative phase. The decision is the Committee's; surface the choice during pre-deployment so the analysis window remains realistic.

### Confidentiality among Board members and Cabinet during analysis

The lead analyst will see individual responses, including those submitted by other Board members, Cabinet members, and District leadership. Before launch, the Ad Hoc Committee agrees in writing on how the lead analyst handles cross-Board candor: specifically, that the lead analyst does not discuss specific responses with the individual respondent outside the formal report review process.

This protects respondent confidence in anonymity and supports candid future participation. A short written acknowledgment among Committee members is sufficient documentation.

### **Phase 1: Quantitative analysis (May 29 – June 12)**

- Per item: frequency distribution and mean score (Almost Never=1 through Almost Always=5; exclude Insufficient Information from mean; report Insufficient Information count separately)
- Per domain: mean score across items + frequency distribution of overall domain rating
- Apply  $n \geq 5$  suppression rule to all reporting
- Single-variable slicing only (do not cross-tabulate)

### **Phase 2: Open response analysis (June 15–18)**

- Read all responses to each prompt
- Identify 3–5 themes per prompt (Continue and Develop)
- For each theme: label, count, representative paraphrased phrasing (not verbatim)
- Do not include verbatim text in any report
- Do not include responses that name other staff members
- If a response raises a safety, ethical, or compliance concern, follow the appropriate channel separately

### **Phase 3: Report drafting (June 18–21)**

- Page 1: Executive summary — response rate, top three strengths, top three growth areas
- Page 2: Methodology — instrument, deployment, response rate, suppression rule
- Pages 3 to N: Domain-by-domain results
- Final pages: Constructive input themes — Continue and Develop
- Appendix: Aggregated demographics (single-variable only)

## 9. June 22 Board Presentation Framework

Board Chair Joe Garcia, as lead analyst, presents the Superintendent survey summary and next steps overview at the June 22 Board meeting, supported by the Ad Hoc Evaluation Committee. Detailed review of results occurs in closed session per Minnesota open meeting law for personnel matters. The open-session presentation provides public accountability for the process without disclosing personnel evaluation content.

### Open vs. closed session — confirm with legal counsel

Minnesota Open Meeting Law (Minn. Stat. § 13D) generally allows boards to close sessions for evaluation of a public employee. Detailed review and discussion of Superintendent survey results would typically be conducted in closed session at the Board Chair's discretion. The open-session presentation should describe the process and high-level themes, not specific ratings or quotes. Confirm session structure with Jennifer Earley or Christian Shafer at Ratwik before the June 22 meeting.

### Open session content (suggested 10–15 minutes)

- Process overview: instrument used, board approval date (May 18, 2026), deployment dates (May 26–28, 2026), respondent pool size, response rate
- Methodology summary: behaviorally-anchored frequency scale, anonymity protections, n≥5 suppression rule, Board Chair as lead analyst with Ad Hoc Committee oversight
- High-level results: number of domains rated as strengths and number identified for development focus — without specific ratings or item-level detail
- Next steps: 2–4 specific commitments for the coming year based on the data
- Timeline for follow-up: when the Board will receive an interim update, when next cycle of survey occurs

### Closed session content

- Full report including all domain-level ratings
- Item-level distributions where Board members want to dig in
- Open-response themes (paraphrased, not verbatim)
- Discussion with the Superintendent on response to the data and proposed growth plan

### What is NOT presented in either session

- Verbatim open responses
- Individual respondent data
- Any slice of data with fewer than five respondents
- Names of staff members that appear in open responses (these are redacted during analysis)

## 10. Sharing Results for Principal & AP Surveys

Principal and AP survey results are not part of the June 22 board meeting. They are reviewed privately by Jenna and the leader being evaluated.

- First recipient: Jenna receives report by June 18
- Jenna reviews report privately and prepares for 1:1 conversation
- Each leader receives their own report in a scheduled 1:1 (dedicated time, not folded into regular weekly 1:1)
- Discussion focuses on themes, growth opportunities, and supports needed — not on identifying who said what
- Filed: District personnel records

## 11. Records Retention

- Raw response data retained per CCS records retention policy applicable to personnel evaluation records
- Aggregated reports retained in the leader's personnel file
- Individual respondent data never stored in any personnel file
- Aggregated, de-identified data may be retained beyond the personnel record period for multi-year trend analysis
- Destruction of raw responses at end of retention period documented per policy
- Superintendent survey raw data and working files held by Joe Garcia (Board Chair, lead analyst); transferred to Board archives or destroyed at the end of the retention period per Ad Hoc Committee direction

### Appendix: Email Templates (Board Members Only)

*Staff respondents receive in-person announcements (see Section 6); Board members for the Superintendent survey receive the templates below by email.*

#### Template A: Initial Invitation (Send May 23)

**Subject: Anonymous Performance Review of CCS Superintendent — Board Member Input Requested**

Dear Board Members,

Following the Board's approval of the Superintendent performance review survey instrument on May 18, you are invited to participate as a respondent. Your feedback is one of several inputs the Board Ad Hoc Evaluation Committee uses to support the Superintendent's professional growth and identify where additional support is needed.

The survey takes approximately 15–20 minutes and is open through end of business Thursday, May 28, 2026. Responses are anonymous; no identifying information is collected, and items with fewer than five responses are suppressed in reporting. Response data is accessible only to the Ad Hoc Evaluation Committee; I (as deployer) do not see individual responses.

A note on what this survey is for, and what it is not: this is a structured tool for gathering feedback on observable leadership behaviors. It is not the right place for concerns about other staff members, personal grievances, or matters that belong in a different process. If you need to raise concerns of that nature, please contact Board Chair Joe Garcia directly.

Survey link: [link]

The Ad Hoc Evaluation Committee will produce a summary report before the June 22 Board meeting, at which a process overview and next steps will be presented in open session. Detailed results will be reviewed in closed session per Minnesota open meeting law.

If you have questions about the survey process, please contact me directly. For questions about the substance of the evaluation or response access, please contact Board Chair Joe Garcia.

Thank you,  
Kelly Bittner District HR / Business Manager

### Template B: Reminder (Send May 27)

**Subject: Reminder — Superintendent Performance Review Survey Closes Tomorrow**

Dear Board Members,

This is a reminder that the anonymous Superintendent performance review survey closes at end of business tomorrow, May 28, 2026. If you have not yet completed and would like to provide feedback, please do so before close.

Survey link: [link]

Thank you to those who have already submitted.

Kelly Bittner District HR / Business Manager

### Sign-Off

*Deployer sign-off confirms that all checklist items have been completed and the survey is ready to launch.*

Survey: \_\_\_\_\_ Launch Date: \_\_\_\_\_

Deployer: \_\_\_\_\_ Date: \_\_\_\_\_

Signature: \_\_\_\_\_