

**DeSoto Independent School District
Board of Trustees**

Trustee Feedback Instrument

Companion to the Interim Superintendent Formative Self-Assessment

Prepared for the July 27, 2026 Formative Evaluation of the Interim Superintendent

Trustee Name: _____]

Date Completed: _____

Purpose and Instructions

This instrument is a companion to the Interim Superintendent's Formative Self-Assessment and mirrors its eight sections. It is not an evaluation rubric and contains no numerical ratings. Its purpose is to give each trustee a structured space to record individual observations, commendations, questions, and suggested areas for growth in response to the Interim Superintendent's reflection, so that the Board's formative discussion on July 27, 2026 is focused, evidence-based, and constructive.

Please first review the Interim Superintendent's completed self-assessment in its entirety. Then complete this form individually and return it to the Board President by [RETURN DATE]. The Board President will synthesize the trustees' individual feedback into a single formative summary to be shared with the Interim Superintendent following the evaluation discussion. Please base your feedback on evidence and observed performance rather than general impressions, and keep this document confidential; the evaluation is a personnel matter appropriately discussed in closed session (see Tex. Gov't Code § 551.074).

Section 1: Vision, Goals, and Student Outcomes

The Interim Superintendent's reflection in this section addresses progress toward the Board's five adopted 2025–2030 student outcome goals (CCMR, 3rd grade reading and math, and 8th grade reading and math), the alignment of district resources to those goals, and instructional priorities for the remainder of the interim period.

Observations

What did you observe, note, or find significant in this portion of the self-reflection or in your own experience as a trustee?

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Commendations

What progress, decisions, or leadership behaviors in this area merit recognition?

Questions

What questions would you like addressed during the July 27 formative discussion?

Suggested Areas for Growth

What refinements, adjustments, or areas of focus would you suggest moving forward?

Section 2: Progress Monitoring and Accountability

The Interim Superintendent's reflection in this section addresses goal progress reporting to the Board, accountability for progress measures, and the district's trajectory under the state accountability system.

Observations

What did you observe, note, or find significant in this portion of the self-reflection or in your own experience as a trustee?

Commendations

What progress, decisions, or leadership behaviors in this area merit recognition?

Questions

What questions would you like addressed during the July 27 formative discussion?

Suggested Areas for Growth

What refinements, adjustments, or areas of focus would you suggest moving forward?

Section 3: Financial Stewardship and Operational Sustainability

The Interim Superintendent's reflection in this section addresses the district's financial condition, budget decisions, fiscal discipline, 2025 bond program oversight, and operational risks and priorities.

Observations

What did you observe, note, or find significant in this portion of the self-reflection or in your own experience as a trustee?

Commendations

What progress, decisions, or leadership behaviors in this area merit recognition?

Questions

What questions would you like addressed during the July 27 formative discussion?

Suggested Areas for Growth

What refinements, adjustments, or areas of focus would you suggest moving forward?

Section 4: Staffing, Reorganization, and Human Resources

The Interim Superintendent's reflection in this section addresses the reduction in force, the elimination of positions, and the reorganization of staff undertaken during the interim period — including the rationale and criteria for those decisions, the process and its compliance with Board policy and applicable law, how the decisions were communicated to affected employees, staff, the Board, and the community, the impact on morale and operations, and human resources priorities moving forward. Trustees are encouraged to record feedback here on both the substance of the staffing decisions and the manner in which they were implemented and communicated.

Observations

What did you observe, note, or find significant in this portion of the self-reflection or in your own experience as a trustee?

Commendations

What progress, decisions, or leadership behaviors in this area merit recognition?

Questions

What questions would you like addressed during the July 27 formative discussion?

Suggested Areas for Growth

What refinements, adjustments, or areas of focus would you suggest moving forward?

Section 5: Safe and Supportive Learning Environments

The Interim Superintendent's reflection in this section addresses school safety systems, student supports, discipline and attendance trends, and campus climate.

Observations

What did you observe, note, or find significant in this portion of the self-reflection or in your own experience as a trustee?

Commendations

What progress, decisions, or leadership behaviors in this area merit recognition?

Questions

What questions would you like addressed during the July 27 formative discussion?

Suggested Areas for Growth

What refinements, adjustments, or areas of focus would you suggest moving forward?

Section 6: Organizational Culture, Talent, and Leadership

The Interim Superintendent's reflection in this section addresses organizational culture and morale, and — apart from the reorganization addressed in Section 4 — leadership, recruitment, and retention for the 2026–2027 school year.

Observations

What did you observe, note, or find significant in this portion of the self-reflection or in your own experience as a trustee?

Commendations

What progress, decisions, or leadership behaviors in this area merit recognition?

Questions

What questions would you like addressed during the July 27 formative discussion?

Suggested Areas for Growth

What refinements, adjustments, or areas of focus would you suggest moving forward?

Section 7: Communication, Community Engagement, and Board Relations

The Interim Superintendent's reflection in this section addresses the districtwide listening tour, stakeholder communication, and the working relationship between the administration and the Board, including the quality and timeliness of information provided to trustees.

Observations

What did you observe, note, or find significant in this portion of the self-reflection or in your own experience as a trustee?

Commendations

What progress, decisions, or leadership behaviors in this area merit recognition?

Questions

What questions would you like addressed during the July 27 formative discussion?

Suggested Areas for Growth

What refinements, adjustments, or areas of focus would you suggest moving forward?

Section 8: Transition Leadership and Priorities Moving Forward

The Interim Superintendent's reflection in this section addresses accomplishments of the interim period, sequencing of remaining priorities, preparation for the transition to permanent leadership, and support needed from the Board.

Observations

What did you observe, note, or find significant in this portion of the self-reflection or in your own experience as a trustee?

Commendations

What progress, decisions, or leadership behaviors in this area merit recognition?

Questions

What questions would you like addressed during the July 27 formative discussion?

Suggested Areas for Growth

What refinements, adjustments, or areas of focus would you suggest moving forward?

Overall Formative Comments

Please share any overall reflections, priorities, or guidance you believe the Board President should incorporate into the collective formative summary.