



# HOWARD LAKE • WAVERLY • WINSTED

**DAN EDWARDS, ED. D., SUPERINTENDENT**

8700 CTY RD 6 SW • PO BOX 708 • HOWARD LAKE, MN 55349

PHONE: 320-543-4646 • FAX: 320-543-4630

## Superintendent Annual Evaluation (Overall Expectations)

### Board Relations and Governance

Indicator	Highly Effective	Effective	Needs Improvement	Unsatisfactory
Demonstrates transparency by providing the board with timely, accurate, and complete information	Evidence of going above and beyond expectations.	Consistently meets stated expectations.	Partially meets expectations with some gaps.	Does not meet expectations.
Models professionalism in board meetings, showing respect for diverse opinions	Evidence of going above and beyond expectations.	Consistently meets stated expectations.	Partially meets expectations with some gaps.	Does not meet expectations.
Engages in proactive communication with the board, not just reactive updates	Evidence of going above and beyond expectations.	Consistently meets stated expectations.	Partially meets expectations with some gaps.	Does not meet expectations.

### Leadership and Staff Support

Indicator	Highly Effective	Effective	Needs Improvement	Unsatisfactory
Visits schools regularly and engages with students, teachers and staff	Evidence of going above and beyond expectations.	Consistently meets stated expectations.	Partially meets expectations with some gaps.	Does not meet expectations.
Supports professional learning, staff development and collaboration	Evidence of going above and beyond expectations.	Consistently meets stated expectations.	Partially meets expectations with some gaps.	Does not meet expectations.



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Works with principals and other district leaders to provide clear communication and build trust and transparency with staff across the district	Evidence of going above and beyond expectations.	Consistently meets stated expectations.	Partially meets expectations with some gaps.	Does not meet expectations.
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## Community and Stakeholder Engagement

<b>Indicator</b>	<b>Highly Effective</b>	<b>Effective</b>	<b>Needs Improvement</b>	<b>Unsatisfactory</b>
Builds trust and connection through visibility (attends school/community events consistently)	Evidence of going above and beyond expectations.	Consistently meets stated expectations.	Partially meets expectations with some gaps.	Does not meet expectations.
Communicates effectively with district families, community members and stakeholders	Evidence of going above and beyond expectations.	Consistently meets stated expectations.	Partially meets expectations with some gaps.	Does not meet expectations.
Seeks out and provides opportunities for input from internal and external stakeholders and uses the input in decision making	Evidence of going above and beyond expectations.	Consistently meets stated expectations.	Partially meets expectations with some gaps.	Does not meet expectations.



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## Organizational and Operational Management

Indicator	Highly Effective	Effective	Needs Improvement	Unsatisfactory
Uses data-driven practices to allocate resources and assess/anticipate future needs	Evidence of going above and beyond expectations.	Consistently meets stated expectations.	Partially meets expectations with some gaps.	Does not meet expectations.
Demonstrates fiscal responsibility by presenting budgets clearly and aligning them with district goals	Evidence of going above and beyond expectations.	Consistently meets stated expectations.	Partially meets expectations with some gaps.	Does not meet expectations.
Responds calmly and decisively during crises or emergencies	Evidence of going above and beyond expectations.	Consistently meets stated expectations.	Partially meets expectations with some gaps.	Does not meet expectations.

## Personal Leadership and Professionalism

Indicator	Highly Effective	Effective	Needs Improvement	Unsatisfactory
Demonstrates ethical decision-making even under pressure	Evidence of going above and beyond expectations.	Consistently meets stated expectations.	Partially meets expectations with some gaps.	Does not meet expectations.
Shows adaptability when faced with unexpected challenges	Evidence of going above and beyond expectations.	Consistently meets stated expectations.	Partially meets expectations with some gaps.	Does not meet expectations.
Seeks ongoing professional growth through conferences, mentoring, or other learning opportunities	Evidence of going above and beyond expectations.	Consistently meets stated expectations.	Partially meets expectations with some gaps.	Does not meet expectations.



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## Superintendent Evaluation Framework (2025–2026)

This framework is designed to evaluate the Superintendent’s progress on the annual goals established for the 2025–2026 school year. The evaluation aligns with the district’s Mission, Vision, and Strategic Plan.

### Goal 1: Facilities Planning and Infrastructure

Indicator	Highly Effective	Effective	Needs Improvement	Unsatisfactory
Completion of site assessments and building evaluations by February 2026.	Evidence of going above and beyond expectations.	Consistently meets stated expectations.	Partially meets expectations with some gaps.	Does not meet expectations.
Prioritization of capital needs clearly identified (immediate, medium-term, long-term).	Evidence of going above and beyond expectations.	Consistently meets stated expectations.	Partially meets expectations with some gaps.	Does not meet expectations.
Presentation of facility audit findings and cost projections to the Board by April 15, 2026.	Evidence of going above and beyond expectations.	Consistently meets stated expectations.	Partially meets expectations with some gaps.	Does not meet expectations.

### Goal 2: Fiscal Stewardship and Budget Development

Indicator	Highly Effective	Effective	Needs Improvement	Unsatisfactory
Integration of enrollment projections and demographic trends into the plan.	Evidence of going above and beyond expectations.	Consistently meets stated expectations.	Partially meets expectations with some gaps.	Does not meet expectations.



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Alignment of the budget with facilities audit results and district needs.	Evidence of going above and beyond expectations.	Consistently meets stated expectations.	Partially meets expectations with some gaps.	Does not meet expectations.
Engagement of staff, finance committee, and stakeholders in budget development.	Evidence of going above and beyond expectations.	Consistently meets stated expectations.	Partially meets expectations with some gaps.	Does not meet expectations.
Presentation of a 3–5 year multi-year budget plan to the Board by June 2026.	Evidence of going above and beyond expectations.	Consistently meets stated expectations.	Partially meets expectations with some gaps.	Does not meet expectations.

## Goal 3: Strategic Plan Scorecard Development

<b>Indicator</b>	<b>Highly Effective</b>	<b>Effective</b>	<b>Needs Improvement</b>	<b>Unsatisfactory</b>
Initial draft of the Strategic Plan Scorecard shared with the Board by December 2025.	Evidence of going above and beyond expectations.	Consistently meets stated expectations.	Partially meets expectations with some gaps.	Does not meet expectations.
Stakeholder survey administered with broad participation in March 2026.	Evidence of going above and beyond expectations.	Consistently meets stated expectations.	Partially meets expectations with some gaps.	Does not meet expectations.
Finalized Strategic Plan Scorecard presented to the Board by March 15, 2026.	Evidence of going above and beyond expectations.	Consistently meets stated expectations.	Partially meets expectations with some gaps.	Does not meet expectations.



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Scorecard indicators align with district mission, vision, belief statements, and focus areas.	Evidence of going above and beyond expectations.	Consistently meets stated expectations.	Partially meets expectations with some gaps.	Does not meet expectations.
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