

INDEPENDENT SCHOOL DISTRICT #832
STUDY SESSION – BOARD OF EDUCATION
Thursday, May 24, 2012 - 7:00 PM
Mahtomedi District Education Center - Community Room

The Mission of the Mahtomedi School District No. 832, as a multi-community public school system, is to provide individually challenging, lifelong learning experiences for all people, leading to productive and self-fulfilling roles in a global society, accomplished through partnerships with students, families, staff and communities all committed to excellence.

- AGENDA -

1. CALL TO ORDER
2. ROLL CALL OF ATTENDANCE
3. APPROVAL OF THE AGENDA
4. DISCUSSION/INFORMATION ITEMS
Time: 7:05 - 7:55 p.m.
 - A. Review of Preliminary Budget 2012-2013 2
Presenter: Denise Sundstrom
 - B. Data Presentation on MCA Multiple Measures of Reporting
Presenter: Lynne Viker
 - C. Community Education
Presenter: Mark Larson
5. SCHOOL BOARD RETREAT
Time: 8:00 - 9:00 p.m.
 - A. Review Vision and Mission Statement 16
 1. Strategic Areas of Focus 17
 2. Rebranding
 - B. Superintendent Goals Update
 - C. Evaluations
 1. School Board 19
 2. Superintendent 27
6. ADJOURNMENT



Mahtomedi
Public Schools

Individual attention with a world view

2012 - 2013
Preliminary Budget

Dr. Mark Larson, Superintendent
Denise Sundstrom, CPA, Director of Business Services
June 2012



SCHOOL BOARD

Cathy Dalton	Chairperson
Mary Jo Deters	Vice Chairperson/ Clerk
Robert Donohoe	Treasurer
Kevin Donovan	Director
Judy Schwartz	Director
Steven Wolgamot	Director

ADMINISTRATION

Mark Larson	Superintendent
Lynne Viker	Director of Teaching and Learning & Support Services
Denise Sundstrom	Director of Business Services

2012-13 PRELIMINARY BUDGET OVERVIEW

Introduction

The School Board is required by state law to adopt a budget for the upcoming fiscal year by June 30. This Preliminary Budget, which gives the district expenditure authority, is built on conservative enrollment projections and estimates of revenue.

The Mahtomedi Schools Preliminary Budget for 2012-13 consists of the general fund, food service fund, community service fund and the debt service funds. The revenues total \$41,908,473 and the expenditures \$41,838,434 for all funds.

Education finance can vary greatly due to many uncontrollable variables. Staffing adjustments, student enrollments, contract settlements and legislative changes are just some examples. Beginning fund balances for 2012-13 will also change after the audit is completed for fiscal year 2011-12. A Revised Budget for 2012-13 will be presented to the School Board during the winter.

Budget Timeline

The school district's budget timeline reflects many overlapping processes. The general timeline is listed below.

Spring

- Administration completes preparation of Preliminary Budget for the next school year.

Summer

- School Board reviews and approves Preliminary Budget by June 30 for the next school year.
- Administration submits proposed local property tax levy for next calendar year to Minnesota Department of Education.
- Administration closes district's financial books and begins audit process for the previous school year.

Fall

- School Board approves preliminary property tax levy in September for next calendar year and next school year.
- Administration and audit firm complete district audit and financial report for the previous fiscal year and report is approved by the School Board.
- Administration begins preparation of the Revised Budget for the current school year.
- School Board holds truth-in-taxation hearing in November or December for the proposed property tax levy for the next school year.

Winter

- School Board certifies final property tax levy in December for next calendar year and school year.
- School Board approves the Revised Budget for current school year.
- Administration begins preparation of Preliminary Budget for next school year.

2012-2013 Preliminary Budget Assumptions

General Fund

The General Fund is the primary operating budget for the district. It is used to account for all revenues and expenditures for educational activities, district instructional and student support programs, district administration, normal operations and maintenance, pupil transportation, capital expenditures, and other school district expenditures not accounted for in any other fund.

Revenues

Property Taxes

- The General Fund Levy totals \$5,986,598 for 2012-13.
- The Operating Referendum Levy that was passed in November 2004 generates \$3,202,014 of the General Fund Levy.
- The referendum allowance is \$1,100.20 per residential marginal cost pupil unit (RMCPU). The standard cap on authority is \$1,604.43 for 2012-13. This cap is 26% of the general education formula adjusted for inflation.
- The Health and Safety Levy is \$42,550 and is based on projects approved by the Department of Education. This includes adjustments for prior years.
- The Alternative Teacher Compensation Levy is \$299,214.
- The Deferred Maintenance Levy is \$213,636.
- The Capital Projects Levy of \$614,409 was renewed in November 2011 for another 10 years.

State Aid

- The budget is built on 3,828 adjusted marginal cost pupil units (AMCPU).
- The general education formula allowance increased to \$5,224 per AMCPU.
- The special education regular and excess aid are budgeted at \$2,500,000. Special education tuition billing between school districts is calculated and this aid is adjusted accordingly.
- The tax shift and aid adjustment are direct offsets estimated at \$2.4 million and are included in the preliminary budget.

Federal Aid

- The federal entitlements are budgeted at \$731,632.

Other

- Student activity revenues, interest revenue, tuition revenue, and extracurricular fees are estimates based on prior years and include fee increases.

Expenditures

Salaries and Benefits

- Salaries and benefits for the teacher and paraprofessional contracts are budgeted per settlements.
- Conservative estimates were budgeted for clerical, custodial and individual contracts.
- The cost for teacher retirements for FY13 will be funded by the OPEB Trust that was established in April 2009.

- Budget Adjustments

<u>Area</u>	<u>Savings</u>
District Office Administration	\$60,000
Special Education	\$65,000
Recode Staff Development Coordinator to Federal	\$20,000
Hire Security Company for High School Liaison & Parking Lot	\$47,440
Middle School Staffing on Spanish/Art/FACS .15 FTE	\$10,000
Bookkeeper to Fund 4	\$14,000
Wildwood to Reduce Music by .10 FTE	\$6,874
Clerical Substitutes	\$7,500
OH Anderson Para Reduction	\$3,175
Middle School Staff Development Budget	\$2,000
Transportation Cost for Athletics	\$3,000
School Board Expense	\$5,000
Virtual Academy Revenue	\$15,000
Athletic & Activities Fees	\$22,000
Activities Director to Fund 1	<u>(\$27,000)</u>
Total	\$253,989

Fund Balance

- GASB Statement No. 54 has changed the fund balance categories and definitions. The unassigned unrestricted fund balance is projected to be \$3,959,132 or 12% of the total general fund expenditures.

Food Service Fund

The Food Service Fund is used to record financial activities of the school district's food service program.

Revenues

- Lunch prices remain the same as FY12:

Wildwood and OH Anderson	\$2.30
Middle School and High School	\$2.60
Milk prices at all schools	\$0.45
Adult Lunch	\$3.30

- Reimbursement Rates (Federal and State) are as follows:

Federal Paid Lunch	\$0.26
Federal Reduced Lunch	\$2.06
Federal Free Lunch	\$2.46
State Lunch	\$0.12

Expenditures

- Chargebacks are estimated to be \$85,000 for secretarial, accounting, utilities and custodial costs to the food service fund and \$40,000 for lunchroom supervision.
- The budget includes the payment to Stillwater Area Schools of \$91,000. This is the ninth year of our joint powers agreement for food service management.
- Staffing costs are budgeted based on the Stillwater's Food Service Agreement.
- Equipment purchases are budgeted at \$300,000 to purchase equipment for the new Wildwood Elementary School.

Fund Balance

- The Food Service Fund is budgeted to have an operating deficit of \$252,200.

Community Education Fund Assumptions

The Community Service Fund is used to record all financial activities associated with the various academic, recreational and community involvement programs.

Revenues

- The Community Education revenue for 2012-13 is \$1,908,718. This is a decrease of \$22,119 due to a reduction in field use fees.

Expenditures

- The Community Education expenditure budget is projected to be \$1,848,008.

Fund Balance

- The total Community Education 2012-13 Fund Balance including ECFE and School Readiness is projected to increase by \$60,710 to \$284,168.

Debt Service Fund

The Debt Service Fund is used to record revenues and expenditures for the school district's outstanding bonded indebtedness. The principal and interest payments are for the district's long-term debt on approved bond issues and alternative facility bonds.

Revenues

- The property tax levy for FY13 is \$5,094,663.
- Homestead Market Value Credit is estimated at \$80,000.
- Interest revenue is estimated at \$50,000.

Expenditures

- Bond principal and interest payments and associated costs total \$5,665,728.

Fund Balance

- The fund balance will increase by \$279,984 during this year to \$1,085,593.

OPEB Debt Service Fund

OPEB Debt Service Fund is used to record revenues and expenditures for the school district's outstanding bonded indebtedness for other post employment benefits (OPEB). The district issued bonds April 2009 and established an irrevocable trust.

Revenues

- The property tax levy for FY13 is \$348,898.

Expenditures

- Bond principal and interest payments of \$332,733.

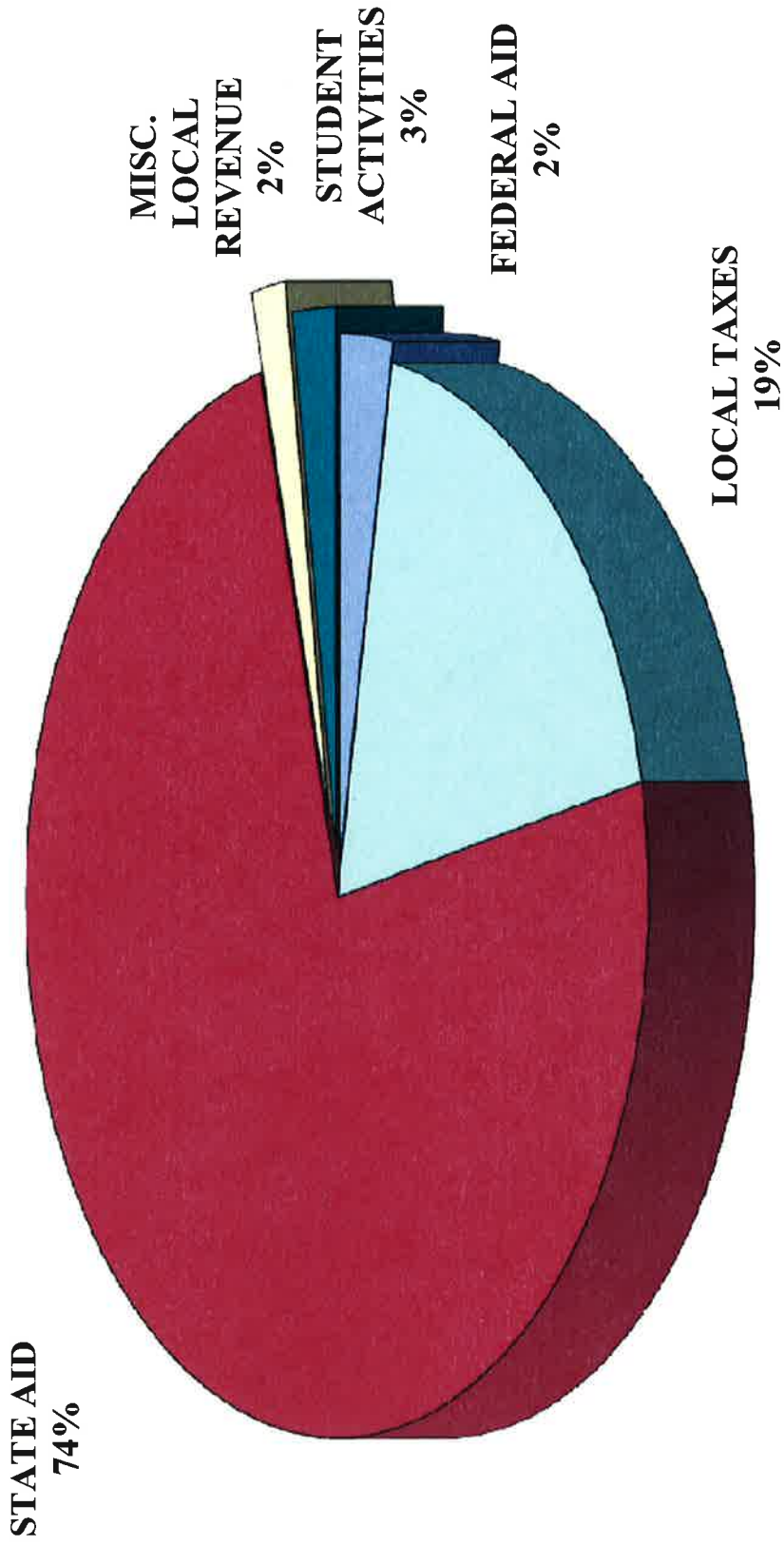
Fund Balance

- The fund balance will increase by \$16,165 during this year to \$44,266.

**SUMMARY OF REVENUES BY SOURCE CATEGORY AND FUND
2011-12 REVISED AND 2012-13 PRELIMINARY BUDGET**

Fund	Source Category	2011-12 Revised	Pct. of Total	2012-13 Preliminary	Pct. of Total	Revised to Preliminary Percent Change	Amount Change
01	General Account						
	Property Taxes	\$ 6,384,721	19.50%	\$ 6,066,598	18.82%	-4.98%	(318,123)
	State Aids & Credits	23,535,190	71.86%	23,974,046	74.37%	1.86%	438,856
	Federal Aid	1,346,231	4.11%	731,632	2.27%	-45.65%	(614,599)
	Other	593,992	1.81%	564,069	1.75%	-5.04%	(29,923)
	Student Activities	890,000	2.72%	900,000	2.79%	1.12%	10,000
	Total General Fund	\$ 32,750,134	100.00%	\$ 32,236,345	100.00%	-1.57%	(513,789)
02	Food Service						
	State Aids & Credits	53,000	3.71%	48,000	3.27%	-9.43%	(5,000)
	Federal Aid	246,500	17.25%	268,200	18.26%	8.80%	21,700
	Other	1,129,500	79.04%	1,152,600	78.47%	2.05%	23,100
	Total Food Service	\$ 1,429,000	100.00%	\$ 1,468,800	100.00%	2.79%	39,800
04	Community Service						
	Property Taxes	\$ 266,036	13.78%	\$ 276,976	14.51%	4.11%	10,940
	State Aids & Credits	74,380	3.85%	70,031	3.67%	-5.85%	(4,349)
	Other	1,590,421	82.37%	1,561,711	81.82%	-1.81%	(28,710)
	Total Comm. Service	\$ 1,930,837	100.00%	\$ 1,908,718	100.00%	-1.15%	(22,119)
07	Debt Service						
	Property Taxes	\$ 4,701,956	83.92%	\$ 5,014,663	84.34%	6.65%	312,707
	State Aids & Credits	50,000	0.89%	80,000	1.35%	60.00%	30,000
	Other	851,233	15.19%	851,049	14.31%	-0.02%	(184)
	Total Debt Service	\$ 5,603,189	100.00%	\$ 5,945,712	100.00%	6.11%	342,523
47	OPEB Debt Service						
	Property Taxes	\$ 345,196	100.00%	\$ 348,898	100.00%	1.07%	3,702
	Total OPEB Debt Service	\$ 345,196	100.00%	\$ 348,898	100.00%	1.07%	3,702
Grand Total, All Funds							
	Property Taxes	\$ 11,697,909	27.81%	\$ 11,707,135	27.94%	0.08%	9,226
	State Aids & Credits	\$ 23,712,570	56.38%	\$ 24,172,077	57.68%	1.94%	459,507
	Federal Aid	\$ 1,592,731	3.79%	\$ 999,832	2.39%	-37.23%	(592,899)
	Other	\$ 5,055,146	12.02%	\$ 5,029,429	12.00%	-0.51%	(25,717)
	Total	\$ 42,058,356	100.00%	\$ 41,908,473	100.00%	-0.36%	(149,883)

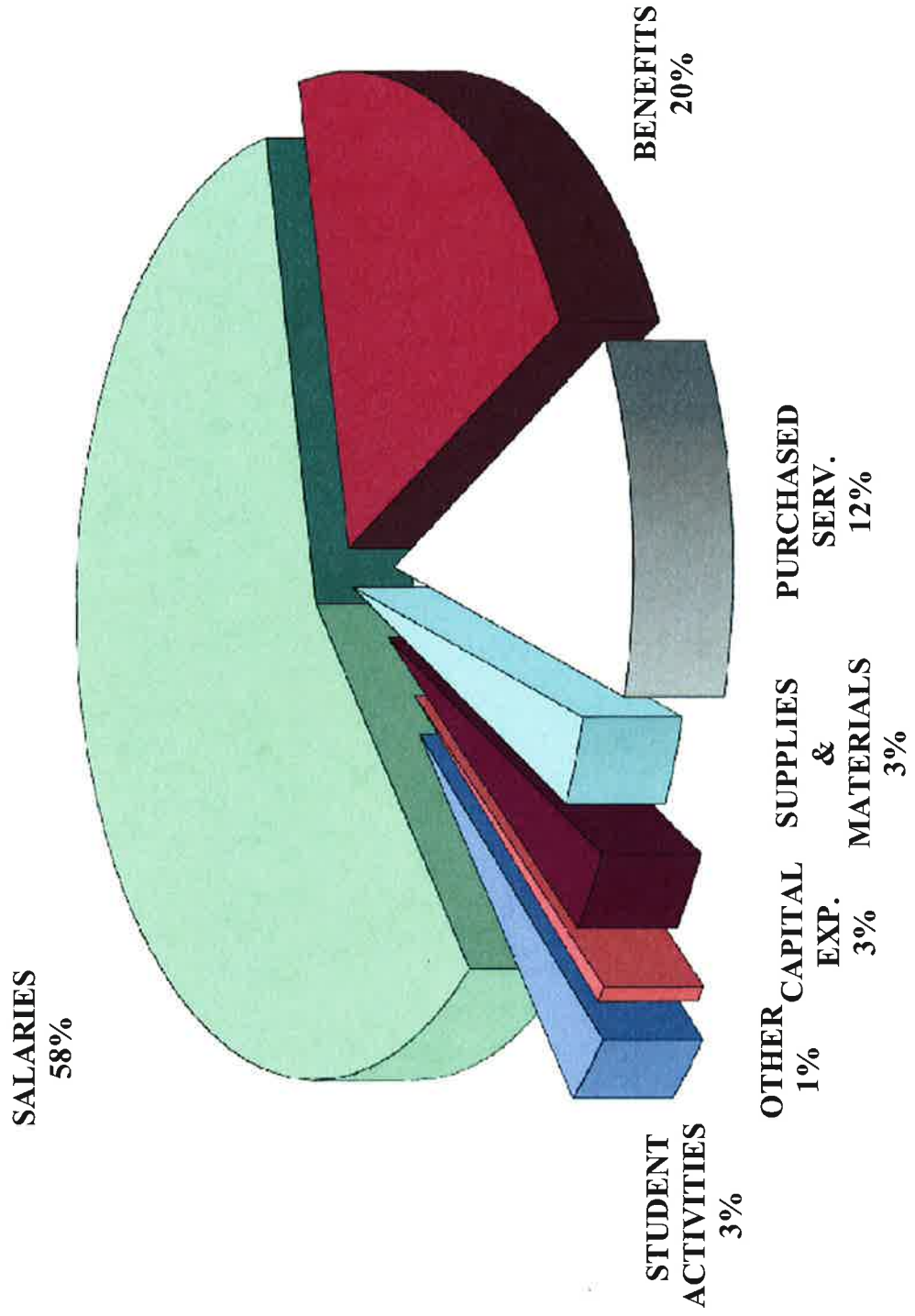
**MAHTOMEDI PUBLIC SCHOOLS
GENERAL FUND
FY12-13 REVENUE BUDGET**



**SUMMARY OF EXPENDITURES BY OBJECT CATEGORY AND FUND
2011-12 REVISED AND 2012-13 PRELIMINARY BUDGET**

Fund	Object Category	2011-12 Revised	Pct. of Total	2012-13 Preliminary	Pct. of Total	Revised to Preliminary	
						Percent Change	Amount Change
01	General Fund						
	Salaries	\$ 18,457,865	57.00%	\$ 18,619,203	57.70%	0.87%	161,338
	Benefits	6,514,606	20.12%	6,630,690	20.55%	1.78%	116,084
	Purchased Services	4,117,198	12.71%	3,957,554	12.26%	-3.88%	(159,644)
	Supplies & Materials	1,106,512	3.42%	1,002,601	3.11%	-9.39%	(103,911)
	Capital Expenditures	1,084,774	3.35%	955,504	2.96%	-11.92%	(129,270)
	Other Expenditures	210,189	0.65%	205,413	0.64%	-2.27%	(4,776)
	Student Activities	890,000	2.75%	900,000	2.79%	1.12%	10,000
	Total General Fund	\$ 32,381,144	100.00%	\$ 32,270,965	100.00%	-0.34%	(110,179)
02	Food Service						
	Salaries	\$ 141,567	9.89%	\$ 135,100	7.85%	-4.57%	(6,467)
	Benefits	8,063	0.56%	7,500	0.44%	-6.98%	(563)
	Purchased Services	540,400	37.77%	558,400	32.45%	3.33%	18,000
	Supplies & Materials	700,000	48.92%	720,000	41.84%	2.86%	20,000
	Capital Expenditures	40,000	2.80%	300,000	17.43%	650.00%	260,000
	Other Expenditures	750	0.05%	0	0.00%	-100.00%	(750)
	Total Food Service	\$ 1,430,780	100.00%	\$ 1,721,000	100.00%	20.28%	290,220
04	Community Service						
	Salaries	\$ 985,873	51.07%	\$ 971,369	52.56%	-1.47%	(14,504)
	Benefits	339,578	17.59%	335,856	18.17%	-1.10%	(3,722)
	Purchased Services	508,961	26.36%	467,910	25.32%	-8.07%	(41,051)
	Supplies & Materials	59,087	3.06%	50,350	2.72%	-14.79%	(8,737)
	Capital Expenditures	31,560	1.63%	10,270	0.56%	-67.46%	(21,290)
	Other Expenditures	5,550	0.29%	12,253	0.66%	120.77%	6,703
	Total Comm. Service	\$ 1,930,609	100.00%	\$ 1,848,008	100.00%	-4.28%	(82,601)
07	Debt Service						
	Debt Service Expenditures	\$ 15,133,114	100.00%	\$ 5,665,728	100.00%	-62.56%	(9,467,386)
	Total Debt Service	\$ 15,133,114	100.00%	\$ 5,665,728	100.00%	-62.56%	(9,467,386)
47	OPEB Debt Service						
	Debt Service Expenditures	\$ 329,208	100.00%	\$ 332,733	100.00%	1.07%	3,525
	Total OPEB Debt Service	\$ 329,208	100.00%	\$ 332,733	100.00%	1.07%	3,525
Grand Total, All Funds							
	Salaries	\$ 19,585,305	38.25%	\$ 19,725,672	47.15%	0.72%	140,367
	Benefits	\$ 6,862,247	13.40%	\$ 6,974,046	16.67%	1.63%	111,799
	Purchased Services	\$ 5,166,559	10.09%	\$ 4,983,864	11.91%	-3.54%	(182,695)
	Supplies & Materials	\$ 1,865,599	3.64%	\$ 1,772,951	4.24%	-4.97%	(92,648)
	Capital Expenditures	\$ 1,156,334	2.26%	\$ 1,265,774	3.03%	9.46%	109,440
	Debt Service Expenditures	\$ 15,462,322	30.20%	\$ 5,998,461	14.34%	-61.21%	(9,463,861)
	Other Expenditures	\$ 1,106,489	2.16%	\$ 1,117,666	2.67%	1.01%	11,177
	Total	\$ 51,204,855	100.00%	\$ 41,838,434	100.00%	-18.29%	(9,366,421)

**MAHTOMEDI PUBLIC SCHOOLS
GENERAL FUND
FY12-13 EXPENDITURE BUDGET**



PRELIMINARY 2012-2013 BUDGET

PROJECTED REVENUES, EXPENDITURES AND FUND BALANCE BY FUND 2012-13

FUND	Projected Fund Balance 06/30/12	Preliminary Revenue Budget 2012-2013	Preliminary Expenditure Budget 2012-2013	Change in Fund Balance 2012-2013	Projected Fund Balance 06/30/13
General Fund					
Unassigned	\$3,936,537	\$29,418,282	\$29,395,687	\$22,595	\$3,959,132
Restricted					
Restricted - Capital Projects Levy	\$0	\$614,409	\$614,409	\$0	\$0
Restricted - Health & Safety	\$102,372	\$42,550	\$113,986	(\$71,436)	\$30,936
Restricted - Deferred Maintenance	\$37,214	\$213,636	\$213,636	\$0	\$37,214
Restricted - Operating Capital	\$943,095	\$1,047,468	\$1,033,247	\$14,221	\$957,316
	<u>\$1,082,681</u>	<u>\$1,918,063</u>	<u>\$1,975,278</u>	<u>(\$57,215)</u>	<u>\$1,025,466</u>
Assigned					
Assigned - Student Activities/Bldg	\$554,343	\$900,000	\$900,000	\$0	\$554,343
Assigned - Severance	\$411,850	\$0	\$0	\$0	\$411,850
	<u>\$966,193</u>	<u>\$900,000</u>	<u>\$900,000</u>	<u>\$0</u>	<u>\$966,193</u>
General Fund	<u>\$5,985,411</u>	<u>\$32,236,345</u>	<u>\$32,270,965</u>	<u>(\$34,620)</u>	<u>\$5,950,791</u>
Food Service Fund	\$455,205	\$1,468,800	\$1,721,000	(\$252,200)	\$203,005
Community Service Fund	\$223,458	\$1,908,718	\$1,848,008	\$60,710	\$284,168
Total Operating Funds	<u>\$6,664,074</u>	<u>\$35,613,863</u>	<u>\$35,839,973</u>	<u>(\$226,110)</u>	<u>\$6,437,964</u>
Non Operating Funds					
Debt Service Fund	\$805,609	\$5,945,712	\$5,665,728	\$279,984	\$1,085,593
OPEB Debt Service Fund	\$28,101	\$348,898	\$332,733	\$16,165	\$44,266
Total Non Operating Funds	<u>\$833,710</u>	<u>\$6,294,610</u>	<u>\$5,998,461</u>	<u>\$296,149</u>	<u>\$1,129,859</u>
Total All Funds	<u>\$7,497,784</u>	<u>\$41,908,473</u>	<u>\$41,838,434</u>	<u>\$70,039</u>	<u>\$7,567,823</u>

Vision

All students college ready

Mission Statement

Mahtomedi Public Schools will ensure a rigorous and relevant education where:

- *all learners are valued and supported,*
- *positive relationships are developed, and*
- *students are empowered to reach their full potential in a global society.*

Value Statement

We believe public education is the cornerstone of democracy and a critical force in the shaping of our global future.

Our Values

Responsibility—education is a shared responsibility. It is shared with students, families, our community, and our staff. We are all responsible:

- to inspire our students to strive for excellence
- for holding each other accountable for excellent performance
- for giving our best efforts
- for being transparent in our words and actions

Respect—everyone has the right to a safe and healthy learning environment. We all will respect:

- individual differences
- efforts in striving for excellence
- the importance of education

Leadership—improving an already outstanding District requires bold, visionary leadership. We will lead:

- improvement processes through teamwork and collaboration
- innovation through community engagement focused on the needs of our students
- through our efforts and the results will speak for themselves

Customer Service—all stakeholders have the right to be heard and have their issues addressed. We will provide outstanding customer service by:

- soliciting input
- effective communication
- prompt and respectful interactions

Strategic Areas of Focus

Vision

All students college ready

Student achievement

- All students will be supported to meet or exceed state standards and empowered to reach their full potential and goals
 - By utilizing data and best practices,
 - By having high expectations, a rigorous curriculum, and innovative practices,
 - By utilizing technology, collaboration, and other 21st century skills
 - By partnering with families and the community

Climate and Culture

- All students and staff will work and contribute to respectful and healthy environments
 - By creating personal connections with at least one caring adult,
 - By providing programs that promote wellness
 - By encouraging service learning opportunities and leadership development
 - By promoting cultural competencies
 - By supporting positive peer-to-peer interactions

Resource management

- All staff and students will utilize resources to improve instruction and learning
 - By creating and sustaining a positive financial position
 - By aligning budgets and resources with strategic direction
 - By developing innovative programs and partnerships
 - By utilizing technology, volunteers, and community resources

Communications

- All staff and students will promote a collaborative dialogue with district stakeholders
 - By keeping community informed regarding finances, programming, successes, and innovations
 - By utilizing communication avenues
 - By actively seeking input

Continuous improvement

- All staff will engage in continuous improvement
 - ⊖ By seeking, participating in, and applying

- By fostering educational leaders
- By recruiting and retaining personnel throughout the system

Customer Service

- All staff will be responsive and receptive to stakeholder needs
 - By actively soliciting input
 - By prompt and courteous responses

SCHOOL BOARD SELF-EVALUATION

This evaluation is based on the six dimensions of board competency, a description of successful board practices uncovered during the Trustee Demonstration Project. This five-year study involved trustee boards from more than 20 colleges, schools, and non-profit organizations in the United States. Listed under each of the six major headings are statements describing a variety of related board actions. You will score each action according to how frequently it occurs. At the end of each section, you will tabulate the scores and assign a grade for each of the six dimensions of competency. At the end of the evaluation, you will assign your board an overall grade.

DIMENSION I: CONTEXTUAL												
This action occurs:	Frequently			Occasionally			Rarely			Never		
1. Board takes the time to learn about important issues facing schools through actions such as allowing teachers, students, and administrators to report at meetings.	10	9	8	7	6	5	4	3	2	1	0	
2. Board discusses and researches events and trends in the larger community that may affect schools.	10	9	8	7	6	5	4	3	2	1	0	
3. Board reviews district's mission statement.	10	9	8	7	6	5	4	3	2	1	0	
4. Board recognizes the superintendent as chief executive officer and educational leader of the district.	10	9	8	7	6	5	4	3	2	1	0	
5. I have been present at board meetings where discussions about values of the district were key factors in reaching a conclusion to a problem.	10	9	8	7	6	5	4	3	2	1	0	
6. Board communicates its decisions to all affected by them.	10	9	8	7	6	5	4	3	2	1	0	
7. Board keeps abreast of policies mandated by state and federal law, Department of Public Instruction, attorney general opinions, and the courts.	10	9	8	7	6	5	4	3	2	1	0	
8. Board establishes and maintains a systematic plan for feedback on policies to determine effectiveness, their worth, and whether they need to be amended, modified, or canceled.	10	9	8	7	6	5	4	3	2	1	0	

9. Board keeps informed about what children are learning through reports on scholastic achievement, vocational programs, and the impact of extracurricular activities.	10 9 8 7 6 5 4 3 2 1 0	
10. Board stays aware of its debt limitations and sets priorities based on total financial needs of the system and maintaining an adequate financial reserve.	10 9 8 7 6 5 4 3 2 1 0	
DIMENSION I SCORE:	_____ /100 _____ %	* GRADE:
* Use one of your school's grading scales to determine this.		

DIMENSION II: EDUCATIONAL												
This action occurs:	Frequently			Occasionally			Rarely			Never		
1. Board assigns new members a mentor to help them learn the ropes and provides new members with detailed explanation of the board's mission.	10	9	8	7	6	5	4	3	2	1	0	
2. Board requests a decision be postponed until further information can be obtained.	10	9	8	7	6	5	4	3	2	1	0	
3. Board conducts an explicit examination of its responsibilities, discussing its role in district management.	10	9	8	7	6	5	4	3	2	1	0	
4. At least once every two years, the board has a retreat or special session to examine its performance.	10	9	8	7	6	5	4	3	2	1	0	
5. Board is given and reads the agenda and background materials well in advance of meeting.	10	9	8	7	6	5	4	3	2	1	0	
6. Board participates in in-service programs at regional, state, and national levels.	10	9	8	7	6	5	4	3	2	1	0	
7. I have participated in board discussions about what the board should do differently as a result of the mistakes made.	10	9	8	7	6	5	4	3	2	1	0	
8. Board leadership goes out of its way to make sure that all members have the same information on important issues.	10	9	8	7	6	5	4	3	2	1	0	
9. I read through the board's policies, procedures, and employee contracts.	10	9	8	7	6	5	4	3	2	1	0	
10. Board has discussions about the effectiveness of its performance.	10	9	8	7	6	5	4	3	2	1	0	
DIMENSION II SCORE:	_____ /100						GRADE:					
	_____ %											

DIMENSION III: INTERPERSONAL												
This action occurs:	Frequently			Occasionally			Rarely			Never		
1. Board's split decisions do not result in a split board.	10	9	8	7	6	5	4	3	2	1	0	
2. Board members are able to hold confidential items in confidence.	10	9	8	7	6	5	4	3	2	1	0	
3. Board president and superintendent confer so that differences of opinion are identified.	10	9	8	7	6	5	4	3	2	1	0	
4. Board members are able to speak their minds without fear of being ostracized.	10	9	8	7	6	5	4	3	2	1	0	
5. I have discussed with fellow members common interests we share outside the boardroom.	10	9	8	7	6	5	4	3	2	1	0	
6. Once a decision is made, the board works together to see that it is accepted and carried out.	10	9	8	7	6	5	4	3	2	1	0	
7. At our board meetings, there is at least as much dialogue among members as there is among members and staff.	10	9	8	7	6	5	4	3	2	1	0	
8. Board has adopted some explicit goals for itself, distinct from district goals.	10	9	8	7	6	5	4	3	2	1	0	
9. Board provides biographical information that helps members get to know one another better.	10	9	8	7	6	5	4	3	2	1	0	
10. Board handles conflict openly and constructively.	10	9	8	7	6	5	4	3	2	1	0	
DIMENSION III SCORE:	_____ /100						GRADE:					
	_____ %											

DIMENSION IV: ANALYTICAL

This action occurs:	Frequently	Occasionally	Rarely	Never
1. I have been in board meetings where subtleties of issues dealt with escaped the board.	0 1 2	3 4 5	6 7 8	9 10
2. Board explicitly examines the “downside” or possible pitfalls of any important decision it is about to make.	10 9 8	7 6 5	4 3 2	1 0
3. Board questions administrative proposals, requiring the superintendent to defend or reconsider his/her recommendations.	10 9 8	7 6 5	4 3 2	1 0
4. Board is attentive to how it reaches conclusions.	10 9 8	7 6 5	4 3 2	1 0
5. Decisions of the board on one issue tend to influence how it handles other issues.	10 9 8	7 6 5	4 3 2	1 0
6. When faced with an important issue, the board often “brainstorms,” generating a list of creative approaches or solutions to the problem.	10 9 8	7 6 5	4 3 2	1 0
7. Board seeks outside assistance from consultants or other districts when considering its work.	10 9 8	7 6 5	4 3 2	1 0
8. Board does not present new issues of a complex nature for immediate action.	10 9 8	7 6 5	4 3 2	1 0
9. Before reaching a decision on important issues, board requests input from students or staff likely to be affected by the decision.	10 9 8	7 6 5	4 3 2	1 0
10. Board handles issues that are ambiguous and complicated by appointing committees to conduct in-depth research.	10 9 8	7 6 5	4 3 2	1 0

DIMENSION IV SCORE:	_____ /100	GRADE:
	_____ %	

DIMENSION V: POLITICAL

This action occurs:	Frequently	Occasionally	Rarely	Never
1. Board shows an awareness of the impact its decisions will have on the community.	10 9 8	7 6 5	4 3 2	1 0
2. Board encourages the public to attend board meetings.	10 9 8	7 6 5	4 3 2	1 0
3. Board actively cooperates with the news media to spread information about schools programs.	10 9 8	7 6 5	4 3 2	1 0
4. Board has formed ad hoc committees/task forces that include staff and community representatives as well as board members.	10 9 8	7 6 5	4 3 2	1 0
5. Board offers committees referenced in #4 opportunities to report at meetings.	10 9 8	7 6 5	4 3 2	1 0
6. Board and its members maintain channels of communication with key community leaders.	10 9 8	7 6 5	4 3 2	1 0
7. If the board thinks a group of constituents is likely to disagree with an action it's considering, it makes sure to learn how the public feels before rendering the decision.	10 9 8	7 6 5	4 3 2	1 0
8. Board has adopted a policy on parent and public relations/involvement, which it references and reviews.	10 9 8	7 6 5	4 3 2	1 0
9. Board withstands the pressure of special interest groups.	10 9 8	7 6 5	4 3 2	1 0
10. Board is actively involved in state and federal education legislation.	10 9 8	7 6 5	4 3 2	1 0
DIMENSION V SCORE:	_____ /100			GRADE:
	_____ %			

DIMENSION VI: STRATEGIC												
This action occurs:	Frequently			Occasionally			Rarely			Never		
1. Board devotes more time to putting out fires than it devotes to preparing for the future.	0	1	2	3	4	5	6	7	8	9	10	
2. Board sets clear organizational priorities for the year ahead.	10	9	8	7	6	5	4	3	2	1	0	
3. At least once a year, board asks the superintendent to articulate his/her vision for the school district's future and offer strategies to realize that vision.	10	9	8	7	6	5	4	3	2	1	0	
4. Board discusses where the school district will be five years from now.	10	9	8	7	6	5	4	3	2	1	0	
5. Within the past year, board has reviewed school district strategies for attaining long-term goals.	10	9	8	7	6	5	4	3	2	1	0	
6. I have been at board meetings where discussion focused on identifying or overcoming school district weaknesses.	10	9	8	7	6	5	4	3	2	1	0	
7. Board makes explicit use of long-term priorities of the school district in dealing with current issues.	10	9	8	7	6	5	4	3	2	1	0	
8. Board compares reports on schools' progress with the district's long-term goals.	10	9	8	7	6	5	4	3	2	1	0	
9. Board has a procedure in place for conducting superintendent evaluations.	10	9	8	7	6	5	4	3	2	1	0	
10. Board is periodically advised of availability of outside funds, such as state and federal grants, special programs, community resources, research programs and special construction funds.	10	9	8	7	6	5	4	3	2	1	0	
DIMENSION VI SCORE:	_____ /100						GRADE:					
	_____ %											

EVALUATION OF THE SUPERINTENDENT

DIRECTIONS FOR COMPLETING THE ATTACHED EVALUATION

Please circle the appropriate performance score with 10 being the most skilled and 1 being the least skilled. A score of 1 indicates the performance of this behavior is essentially poor, a 10 indicates exceptional performance. (If you lack sufficient knowledge to evaluate an area, or if it is not applicable, please select “N” for that competency.)

How well does this person perform this competency? Please use the following scale for your evaluation:

- | | | |
|---------------|---|--|
| (9-10) | An Outstanding Skill | This superintendent consistently exceeds behavior and skills expectations in this area. |
| (7-8) | A Strength | The superintendent meets most and exceeds some of the behavior and skills expectations in this area. |
| (5-6) | Average, Meets Expectations | The superintendent meets a majority of the behavior and skills expectations in this area. |
| (3-4) | Not a Strength | The superintendent meets some behavior and skills expectations in this area but sometimes falls short. |
| (1-2) | Least Skilled | The superintendent consistently fails to reach behavior and skills expectations in this area. |
| (N) | “Not Applicable” or “Not Observed” | |

LEADERSHIP

- | | |
|--|-------------------------------|
| 1. Plans for the future.
Plans for current and future school district needs and makes appropriate district-wide decisions. | N 1 2 3 4 5 6 7 8 9 10 |
| 2. Leads by example.
Guides, directs, and positively affects the actions and results of individuals and groups. Models appropriate value systems, ethics, and moral leadership. | N 1 2 3 4 5 6 7 8 9 10 |
| 3. Displays a sense of mission and vision.
Promotes the school district's stated mission, beliefs/philosophy, vision, and expectations. | N 1 2 3 4 5 6 7 8 9 10 |
| 4. Promotes high standards.
Empowers others to reach high levels of performance. Establishes and communicates goals and high standards for self and others. | N 1 2 3 4 5 6 7 8 9 10 |
| 5. Delegates and shares power and responsibility.
Delegates responsibility and authority appropriately. Directs, coaches, and supports independent action while following up to ensure results. | N 1 2 3 4 5 6 7 8 9 10 |
| 6. Recognizes and credits others for their professional efforts.
Publicly acknowledges contributions of others, speaks of staff in positive terms, and seeks and shares the expertise of others. | N 1 2 3 4 5 6 7 8 9 10 |

COMMENTS:

BOARD RELATIONS

- 7. Board meetings.** N 1 2 3 4 5 6 7 8 9 10
Plans, develops, and prepares board agendas for board meetings.
- 8. Offers advice.** N 1 2 3 4 5 6 7 8 9 10
Offers professional advice to the board on items requiring board action, with appropriate recommendations, based on thorough study and analysis.
- 9. Keeps the board informed.** N 1 2 3 4 5 6 7 8 9 10
Keeps the board informed of developments and activities requiring board decision-making/approval. Advises the board on matters relating to district operations.
- 10. Responds to inquiries.** N 1 2 3 4 5 6 7 8 9 10
Responds to concerns of board members.
- 11. Supports relationships.** N 1 2 3 4 5 6 7 8 9 10
Supports and maintains professional working relationships among board members.
- 12. Maintains liaisons.** N 1 2 3 4 5 6 7 8 9 10
Accepts responsibility for maintaining liaison between the board and personnel, working toward a high degree of understanding and respect between both.

COMMENTS:

POLICY AND GOVERNANCE

- 13. Recommends policies to the board.** N 1 2 3 4 5 6 7 8 9 10
Continually reviews the need for policies and takes the initiative in recommending policies for school board adoption.
- 14. Implements board policies.** N 1 2 3 4 5 6 7 8 9 10
Interprets and executes adopted policies.
- 15. Forms board/district goals.** N 1 2 3 4 5 6 7 8 9 10
Directs the formation and evaluation of board and district goals and objectives.

COMMENTS:

ORGANIZATIONAL MANAGEMENT

- 16. Works collaboratively.** N 1 2 3 4 5 6 7 8 9 10
Fosters a participatory management process. Develops and maintains smooth and effective working relationships by promoting good morale and loyalty with members of the school community.
- 17. Plans, organizes and follows through effectively.** N 1 2 3 4 5 6 7 8 9 10
Prioritizes tasks, foresees problem areas and seeks strategies to address the problems.
- 18. Applies problem solving process.** N 1 2 3 4 5 6 7 8 9 10
Seeks appropriate input from all involved and takes into account all relevant information as part of the problem solving process.

COMMENTS:

CURRICULUM AND INSTRUCTIONAL MANAGEMENT

19. Supports curriculum development. N 1 2 3 4 5 6 7 8 9 10
Supervises the continual evaluation of all educational programs.

20. Supports curriculum implementation. N 1 2 3 4 5 6 7 8 9 10
Supervises the review and research of best practices and utilizes the findings to implement effective educational programs.

COMMENTS:

PERSONNEL

21. Recommends staffing. N 1 2 3 4 5 6 7 8 9 10
Determines/recommends staffing needs to the board.

22. Evaluates performance. N 1 2 3 4 5 6 7 8 9 10
Evaluates performance of those directly supervised and provides indirect supervision to others.

COMMENTS:

COMMUNICATION AND COMMUNITY RELATIONS

- 23. Communicates effectively with constituencies.** N 1 2 3 4 5 6 7 8 9 10
Serves as a spokesperson for the school district. Communicates effectively with administrators, teachers, school board, parents and community. Seeks input and feedback, provides information in a timely fashion, and expresses ideas in a clear and effective manner.
- 24. Articulates needs of the school system.** N 1 2 3 4 5 6 7 8 9 10
Communicates clearly and forcefully the needs of the school system.
- 25. Actively listens and provides appropriate feedback.** N 1 2 3 4 5 6 7 8 9 10
Provides supportive environment for expressing and clarifying ideas and suggestions and for clearly articulating perceived problems and/or solutions
- 26. Develops positive public relations.** N 1 2 3 4 5 6 7 8 9 10
Articulates district purpose and practices to the community and media. Applies communications skills to strengthen community support. Maintains effective relationships with the news media.
- 27. Builds coalitions/consensus.** N 1 2 3 4 5 6 7 8 9 10
Builds coalitions with city government and community boards to gain financial and programmatic support. Demonstrates consensus building and conflict mediation. Balances community demands in the best interest of children.

COMMENTS: