



MASA Fall Conference • Duluth • DECC
October 7, 2019 • 2:45 - 3:45 PM • Split Rock 1
Developing Better 360-Evaluation Feedback for
Superintendents & Other District Leaders

Introductions & Orientation

- MASA Colleagues & Bruce Miles
- Rationale & background for this topic: Beginning with the end in mind
 - 1) Not a "Gotcha"
 - 2) Data to be used for growth? (formative)
 - 3) Data to be used for evaluation? (summative)
 - 4) Final document should include:
 - A) Summary of trends, not all responses
 - B) Leadership behaviors to continue
 - C) Leadership skills to examine, or learn more about

Identification of Data Sources

- The "Usual Suspects"
- Other sources
- Co-mingled results or separated results?

Identification of Leadership Traits & Development of 360 Tool

- Admin survey / ranking model Pages 1 - 2
- Sample Summary for a district leaders Pages 3 - 4
- Q & A, discussion

Designing a Superintendent 360 Feedback System

- System overview Page 5
- Likert-scaled sample Pages 6 - 7
- 90-180-270 day form Page 8

How to Follow-Up and / or Learn More

- Designing Change - Macro feedback Page 9
- Designing Change - Micro feedback Page 10

Session Evaluation

Page 11

(Name) Schools • 2019 Feedback Project

Leadership Traits & Feedback Preferences via Surveys

Top Ten Highest-Rated Items Across All Administrators

- 1) Managing Change
- 2) Building and Mending Relationships
- 3) Active Listening
- 4) Inspiring Commitment
- 5) Holds others accountable in an effective, professional manner
- 6) Demonstrates excitement about the job & the district
- 7) Manages conflict and difficult issues effectively
- 8) High expectations related to the District's/School's mission, vision and goals
- 9) Effectively manages relations and projects with staff
- 10) Organization and follow through

Highest-Rated Feedback Areas Across Principals

1) Staff Relationships and Growth

- A) Trusts and treats staff professionally while encouraging best practice strategies
- B) Builds trusting relationships among parents, staff, students and districts
- C) Supportive of staff as they achieve goals, and positively communicates results

2) Leadership

- A) I want to be effective at leading a school/district to continually improve and provide better opportunities for the students they serve
- B) Empower educators to exercise professional agency, build teacher leadership skills and pursue personalized professional learning
- C) I want to be a better leader and grow as a professional
- D) Modeling shared leadership and decision-making strategies

3) Effective Management

- A) Defining and using processes for gathering, analyzing, managing, and using data to plan and make decisions for program evaluation
- B) I want to be able to make a plan to achieve a specific goal and lead my students and staff in achieving it. I want to be deliberate and thorough, and stay on point, until the goal is achieved
- C) Demonstrating the ability to utilize data for instructional decision making

- D) Assists in the coordination of programs and its members to assure appropriate referral, assessment, instruction, and resources are available for students with special needs
- E) Demonstrating the ability to analyze need and allocate personnel and material resources

4) Innovation and Change

- A) Collaboratively assessing and improving culture and climate
- B) Demonstrating the ability to implement change or educational reform
- C) Support educators in using technology to advance learning that meets the diverse learning, cultural, and social-emotional needs of individual students

(Name) Schools • Summary for (Name) • February 2019 • N=52

Answer	1	2	3	Number of Response(s)	Rating Score*
Managing Change				52	2.7
Building and Mending Relationships				51	2.4
Active Listening				52	2.6
Inspiring Commitment				52	2.6
Holds others accountable in an effective, professional manner				52	2.8
Demonstrates excitement about the job & the district				52	2.8
Manages conflict and difficult issues effectively				52	2.6
High expectations related to the District's/School's mission, vision and goals				52	2.9
Effectively manages relations and projects with staff				51	2.7
Organization & Follow Through				52	2.8

*The Rating Score is the weighted average calculated by dividing the sum of all weighted ratings by the number of total responses.

2) What 2 or 3 things does (name) do to provide visionary and forward-thinking leadership in regard to technology acquisition and implementation at (District) Public Schools? What could he improve?

A) Team Involvement

- Involves staff in decision making
- Empowers educators to take responsibility and lead with good judgement
- Encourages participation and accepts ideas readily

B) Interpersonal Relationships

- Great at communicating with staff
- Enthusiastic about working with others
- Trustworthy, approachable, and follows through
- Is open-minded and inspires confidence

C) Personnel Interaction – Improvement Opportunity

- Creating communication relationships with staff including information sharing
- Use passionate, knowledgeable presence to engage staff
- Responsiveness to needs expressed

3) What 2 or 3 things does (Name) do to inspire trust and confidence amongst staff that (District) Public School’s technology system can be depended upon to perform well when being utilized? What could he improve?

A) Responsive

- Listens well and responsive to needs of staff
- Addresses needs in a timely manner
- Does what is needed to accommodate reasonable requests

B) Seeks Opportunities

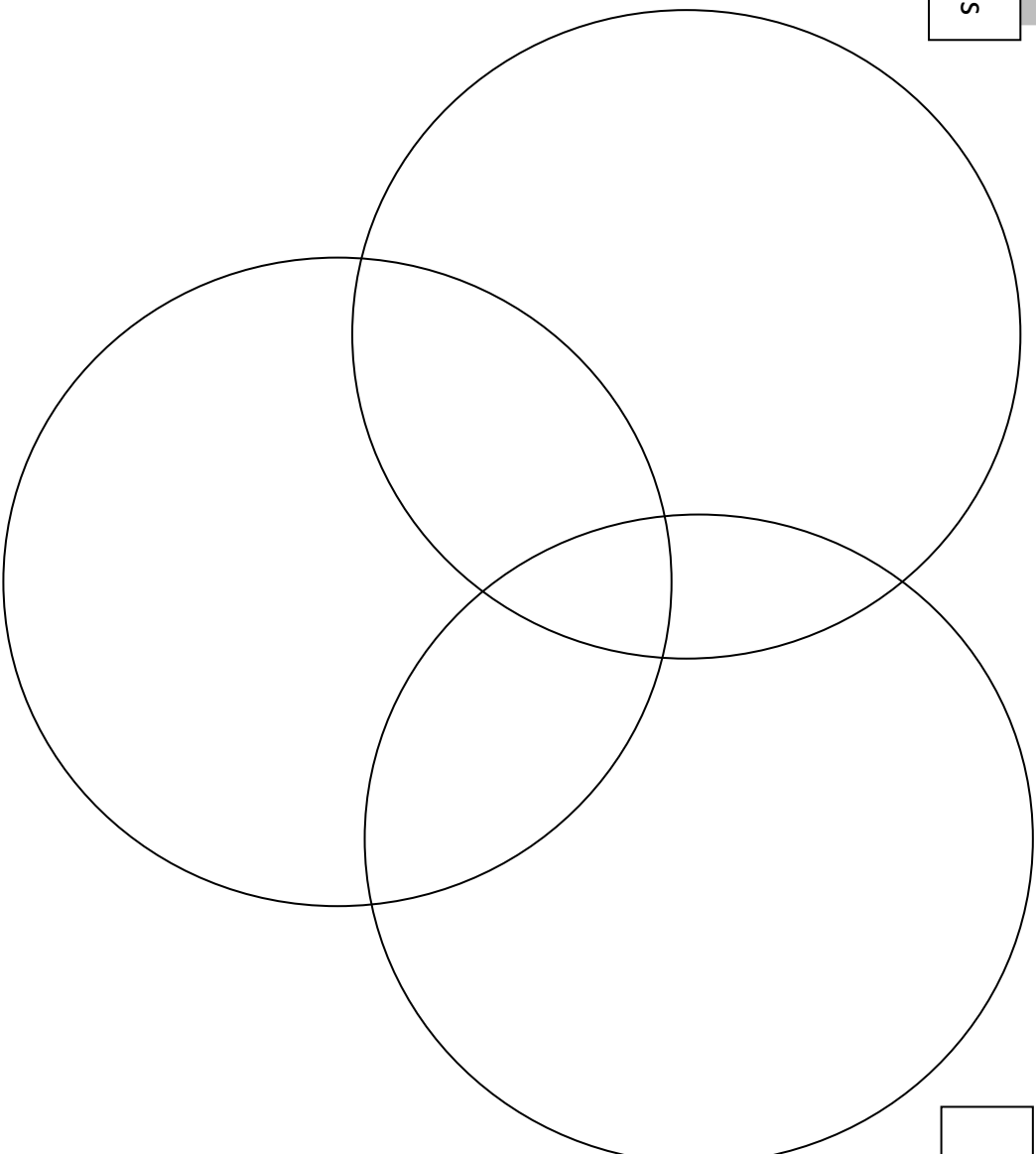
- Can see the “bigger picture”
- Seeks areas in need of improvement
- Explores out-of-the-box ideas

C) In-Person Presence – Improvement Opportunities

- Be present more often (full-time)
- Has too much on his plate
- Addressing the miniscule issues as well

Superintendent Evaluation: A Model

Strategic Plan and Goals



Job Description

Other Informal Data





Superintendent Performance Feedback for (Name)

Please indicate the degree to which you agree with the following statements regarding your superintendent

I. Communication & Interaction

Strongly Disagree
Disagree
Neither Agree/Disagree
Agree
Strongly Agree

- | | | | | | |
|---|---|---|---|---|---|
| a) Interacts regularly with leadership staff. | 1 | 2 | 3 | 4 | 5 |
| b) Communicates effectively with subordinates and superiors. | 1 | 2 | 3 | 4 | 5 |
| c) Effectively discusses current topics with others. | 1 | 2 | 3 | 4 | 5 |
| d) Communicates thoughts and desires effectively. | 1 | 2 | 3 | 4 | 5 |
| e) Successfully discusses necessary initiatives for projects. | 1 | 2 | 3 | 4 | 5 |

Additional Comments:

II. Leadership Behaviors & Problem-Solving

- | | | | | | |
|---|---|---|---|---|---|
| a) Supports others in times of stress and demand. | 1 | 2 | 3 | 4 | 5 |
| b) Shows respect and positive regard for others. | 1 | 2 | 3 | 4 | 5 |
| c) Works effectively in a team setting. | 1 | 2 | 3 | 4 | 5 |
| d) Behaviors align with goals and values of the organization. | 1 | 2 | 3 | 4 | 5 |
| e) Supports all staff including superiors and subordinates. | 1 | 2 | 3 | 4 | 5 |

Additional Comments:

III. Actions Regarding Strategies & Proposals

(e.g. Technology, Communications, Branding, and Early Childhood Initiatives)

- | | | | | | |
|---|---|---|---|---|---|
| a) Solves problems in an organized manner. | 1 | 2 | 3 | 4 | 5 |
| b) Uses a systematic approach to reach goals. | 1 | 2 | 3 | 4 | 5 |
| c) Is decisive when faced with organizational difficulties. | 1 | 2 | 3 | 4 | 5 |
| d) Delivers quality performance on a regular basis. | 1 | 2 | 3 | 4 | 5 |
| e) Plans ahead when working on projects. | 1 | 2 | 3 | 4 | 5 |

Additional Comments:

IV. Vision

- a) Open to new ideas and initiatives within the organization. 1 2 3 4 5
- b) Strategically approaches problems using creative initiatives. 1 2 3 4 5
- c) Helps others with new ways of looking at new and complex ideas or concepts. 1 2 3 4 5
- d) Handles problems with creativity and new ideas. 1 2 3 4 5
- e) Helps others to understand vision by using images, stories, theories, and models. 1 2 3 4 5

Additional Comments:

V. Change & Flexibility

- a) Responds favorably to organizational change. 1 2 3 4 5
- b) Manages setbacks successfully. 1 2 3 4 5
- c) Adapts quickly to change in projects and daily work. 1 2 3 4 5
- d) Successfully copes with difficulties within the organization. 1 2 3 4 5
- e) Shows flexibility when approached with new initiatives. 1 2 3 4 5

Additional Comments:

VI. Overall Leadership

- a) Initiates action when needed in order to reach goals. 1 2 3 4 5
- b) Takes responsibility for faults. 1 2 3 4 5
- c) Makes confident decisions. 1 2 3 4 5
- d) Is decisive when faced with a problem. 1 2 3 4 5
- e) Takes control of situations in order to provide direction. 1 2 3 4 5

Additional Comments:

Mean Scores

I. Communication	_____
II. Cooperation	_____
III. Execution	_____
IV. Vision	_____
V. Adaptation	_____
VI. Leadership	_____
Overall Mean Score	_____

Superintendent Feedback Form

Superintendent: _____
Contact: _____
Date: _____

District Goals

Priority #1
Goal: _____

Priority #2
Goal: _____

Priority #3
Goal: _____

Priority #4
Goal: _____

Priority #5
Goal: _____

Personal Goals

① Goal: _____
+ _____ 0 _____ - _____

② Goal: _____
+ _____ 0 _____ - _____

③ Goal: _____
+ _____ 0 _____ - _____

Next Feedback Session
(Day) _____ (Month) _____ (Year) _____

Other Performance

1
+ _____ 0 _____ - _____

2
+ _____ 0 _____ - _____

3
+ _____ 0 _____ - _____

4
+ _____ 0 _____ - _____

5
+ _____ 0 _____ - _____



(Building or Program) • (Date) • (Times)

Designing Change: Desired Professional Behaviors

*Desired Behaviors
to be Used by All
(School) Employees
& Volunteers*



(Building or Program) • (Date) • (Times)

Designing Change: Accountability & Leadership

*How do You Want
(Name) to Hold All
of Us, &
Individuals,
Accountable?*



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1) What was good & productive about this session?

2) What was your biggest discovery?

3) How would you improve this session?

4) What type of follow-up would be of use to you?

_____ Call me @ this number:

_____ e-mail me the materials at this address: