



Ohio School Boards Association Capital Conference and Trade Show

November 13 – 16, 2011

Greater Columbus Convention Center
Columbus, Ohio

Ohio Superintendent Evaluation System

Administration

Tuesday, November 15, 2011

9:00 a.m.

C 120–122

Kathleen Lowery, co-director of member development, BASA

Debbie Finkes, co-director of member development, BASA

Thomas Perkins, superintendent, Northern Local (Perry)

Dale DeRolph, board member, Northern Local (Perry)

Chuck Parsons

Arbitration Services

OSBA offers many services to help you find solutions to meet all of your district's ever-changing needs. When considering solutions for your district, consider OSBA's Arbitration service.

OSBA's consultants are dedicated to providing school districts with quality arbitration representation at a reasonable cost. Arbitration services provide districts with hearing representation, assistance in preparation of case, witness selection and proper documentation.

To find out more, contact Renee Fambro at (614) 540-4000 or (800) 589-OSBA.

Please complete an online conference evaluation either during or after the event at:

<http://links.ohioschoolboards.org/CC11Evaluation>

OSBA Mission

OSBA leads the way to educational excellence by serving Ohio's public school board members and the diverse districts they represent through superior service and creative solutions.

Ohio School Boards Association

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Columbus OH 43235-6481
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www.osba-ohio.org



Executive Evaluation

The Ohio Superintendent Evaluation System

2011 OSBA Presentation

November 3, 2011



The Foundational Elements The Ohio Superintendent Evaluation System

2007-08



Essential Practices

1. Data and the Decision-Making Process
2. Focused Goal-Setting Process
3. Instruction and the Learning Process
4. Community Engagement Process
5. Resource Management Process
6. Board Relations and Governance Process

2008



Five Standards

1. Vision, Continuous Improvement, and Focus on District Work
2. Communication and Collaboration
3. Policies and Governance
4. Instruction
5. Resources

2009



Evaluation System

1. Develop/Revise a Standards-Based Job Description
2. Identify Annual District Objectives/Develop Work Plans
3. Conduct a Formative Assessment (mid-year)
4. Conduct a Summative Evaluation (end-of-year)



Leadership Matters

School board members and superintendents in high-achieving districts think and act differently from their counterparts in low-achieving districts.


"The Lighthouse Inquiry: School Board/Superintendent Team Behaviors in School Districts with Extreme Differences in Student Achievement" by The Iowa Association of School Boards, 2000

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"The Lighthouse Inquiry"

Superintendents and School Board Members in high-achieving districts are significantly different in their knowledge and beliefs than school boards in low-achieving districts.

The way you think, act, and work together makes a significant difference in the student achievement in your district.




Bozkye Association of School Administrators
 Superintendent-School Board Leadership Development Workshop

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Key Findings

Similarities	Differences
<ul style="list-style-type: none"> Caring about children Peaceable relationships Board Opinion of Supt. Tension about roles in site-based system Students in categorical programs Local backgrounds of board members and staff 	<ul style="list-style-type: none"> Elevating vs. Accepting Belief Systems Prioritization of organizational focus and discipline Accountability for measurable objectives



Bozkye Association of School Administrators
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Roles and Responsibilities

Modified from Table 1 OSBA Board-Superintendent Partnership 2008, page 4

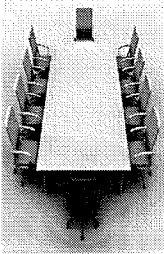
Board	Superintendent
End Results	Focus
What? Why? How Much? How Well?	Means
Mission Vision Goals Policies Standards	How? When? Where? By Whom?
<p>Confusion How do we cooperate to accomplish our distinct yet complimentary roles?</p>	
Vote	Strategies Procedures Regulations Assignments Documentation
Method	Recommendation

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Roles and Responsibilities

"...Confusion regarding the roles, responsibilities and relations between boards and superintendents likely creates more problems than any other issue."



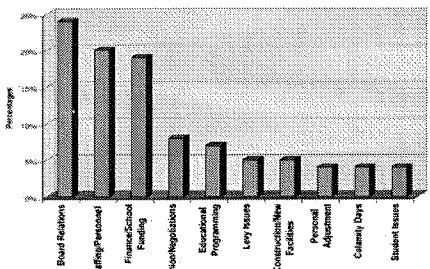
— OSBA: Board/Superintendent Partnership 2008

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Roles and Responsibilities

New Superintendent Questions in
BASA Executive Coaching Program

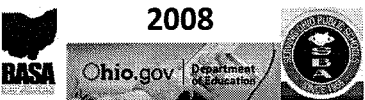


Category	Percentage
Board Relations	24%
Staffing/Personnel	21%
Finance/School Funding	19%
Union/Negotiations	8%
Educational Programming	7%
Legal Issues	6%
Community/Influencers	5%
Personal Adjustment	4%
Community Dev't	4%
Student Issues	4%

Buckeye Association of School Administrators
Superintendent-School Board Leadership Development Workshop

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2008



Thirty-five Board Members, Superintendents, and University Representatives met for over 18 months to develop the Ohio Superintendent Evaluation System.

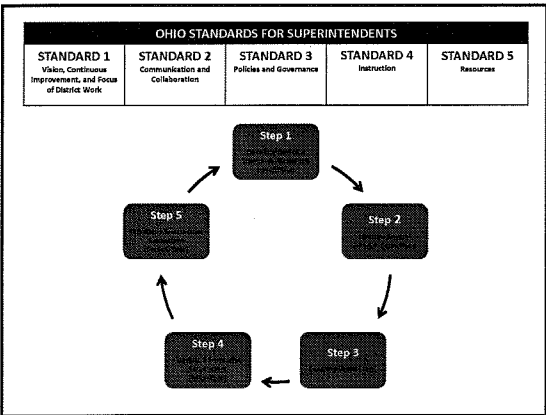
BASA 2008

- Standard 1** Vision, Continuous Improvement, and Focus on District Work
- Standard 2** Communication and Collaboration
- Standard 3** Policies and Governance
- Standard 4** Instruction
- Standard 5** Resources

BASA 2008

OSES Themes:

1. It is important to create a standards-based job description
2. The governance team should focus on 3-5 annual objectives
3. A mid-year formative assessment should be used to communicate about progress and to provide an opportunity for mid-course correction
4. An annual summative evaluation should be completed in narrative form
5. The system must be kept simple



Ohio Superintendent Evaluation System

Worksheet 2.1: Identify Annual District Objectives

Superintendent Name: **Horace Mann**
 School District: **Amytown** Academic Year: **2010-2011**

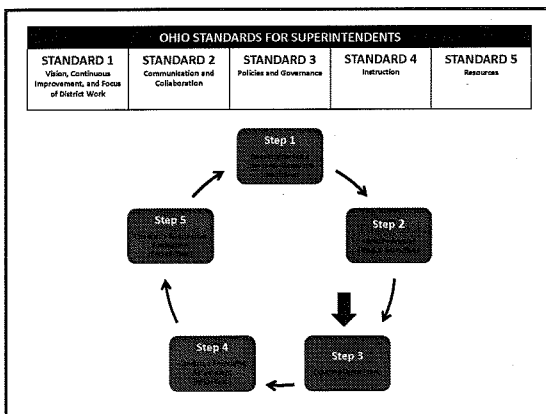
Focused, Annual District Objectives (Form 2.1.1.1)	Evidence of Progress or Completion (Form 2.1.1.2)	Targeted Completion Date
1. Implement, assess, and report on the new district energy cost saving plan.	1. Monthly reports to the Board 2. End of project report to the Board	June 30, 2010
2. Develop a negotiations plan that will facilitate a successful process for the district	1. Monthly reports to the Board 2. End of project report to the Board	April 15, 2010
3. Implement key components of the newly developed district communications plan	1. Monthly reports to the Board 2. End of project report to the Board	June 30, 2010
4. Develop (a) then execute (b) a levy management plan that will serve as a guide for the Spring Operating Levy	1. Monthly reports to the Board 2. End of project report to the Board	November 1, 2009
5. Conduct an analysis and provide recommendations of Special Education services	1. Monthly reports to the Board 2. End of project report to the Board	June 30, 2010

SAMPLE

BASA

Annual Objectives

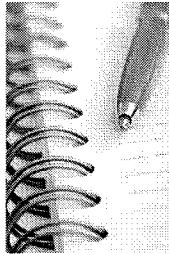
Unit Level Objectives	District Level Objectives
<ul style="list-style-type: none"> Develop 3rd Grade Writing Rubric Pave High School Parking Lots Design Professional Development for Advanced Placement Teachers 	<ul style="list-style-type: none"> Institute a K-12 Writing Rubric Audit Maintenance Needs of the District Design Comprehensive Professional Development Strategies for Ohio Academic Assessments



Key Concepts: Summative Assessments

Summative assessment comments should be made in a general yet comprehensive manner, and they should address each of the five standards. Descriptors similar to those cited below may be useful.

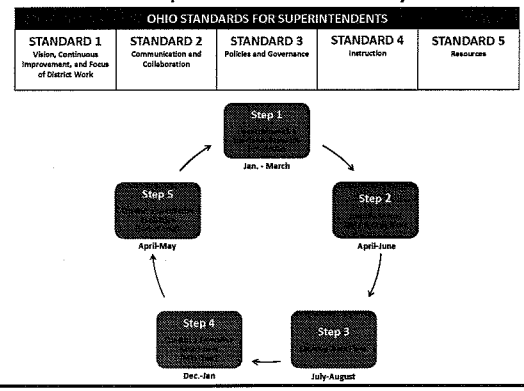
- Exemplary
- Proficient
- Progressing
- Not meeting standards



What is the Estimated Time Commitment?

		Board Member Time Commitment
STEP 1 <small>Develop/Review a Standard-Based Job Description</small> Review and Develop Job Description Review and Develop Job Description Review and Develop Job Description Review and Develop Job Description Review and Develop Job Description	Standards-Based Job Description	2 hours
STEP 2 <small>Monitor Annual Objectives</small> Monitor Annual Objectives Monitor Annual Objectives Monitor Annual Objectives Monitor Annual Objectives Monitor Annual Objectives	Annual Objectives and Work Plans	3-5 hours
STEP 3 <small>Conduct a Formative Assessment</small> Conduct a Formative Assessment Conduct a Formative Assessment Conduct a Formative Assessment Conduct a Formative Assessment Conduct a Formative Assessment	Formative Assessment	2-3 hours
STEP 4 <small>Conduct a Summative Evaluation</small> Conduct a Summative Evaluation Conduct a Summative Evaluation Conduct a Summative Evaluation Conduct a Summative Evaluation Conduct a Summative Evaluation	Summative Evaluation	2 hours
Total Estimated time		9 to 12 hours

Ohio Superintendent Evaluation System

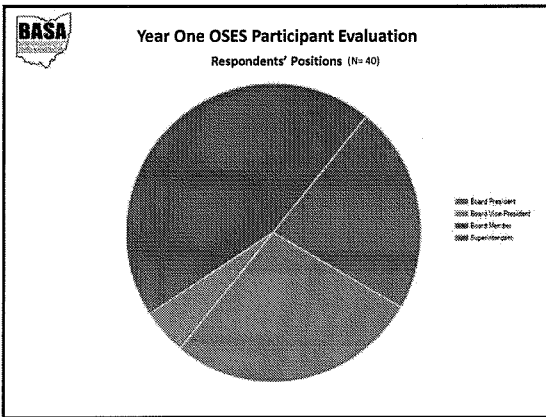


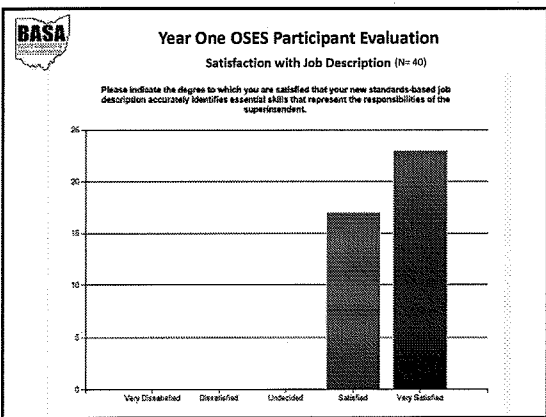
BASA
Board of Administrative Supervisors

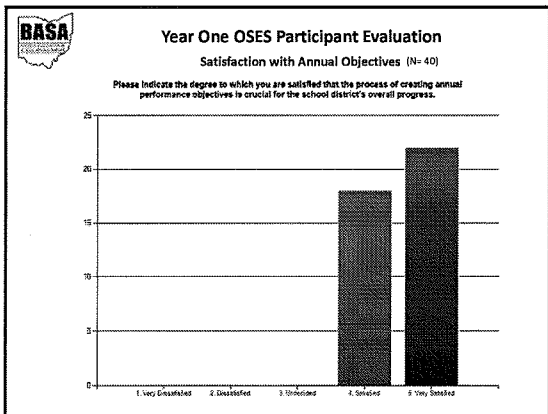
What is the Return on Investment of time and Energy?

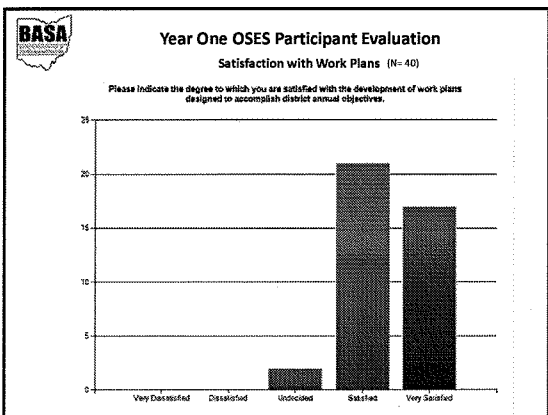
Preliminary Findings:

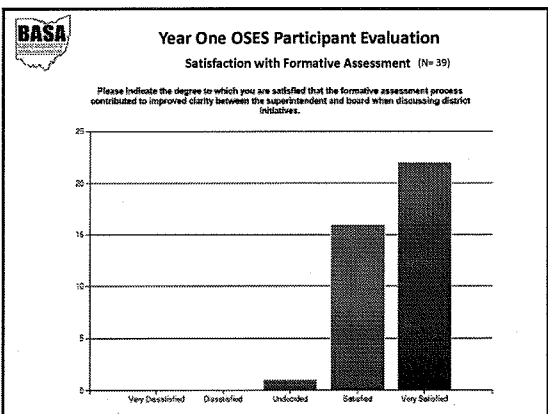
- Creates standards-based job description for the superintendent
- Stimulates meaningful discussion about the important work of the district— creates a limited number (3-5) of focused annual objectives
- Provides organizational focus— it minimizes distractions
- Work plans chart a clear path to achieve district priorities
- Provides alignment of priorities in administrative team
- Transparent marching orders— communication tool for stakeholders
- Determines up front the criteria for judging success

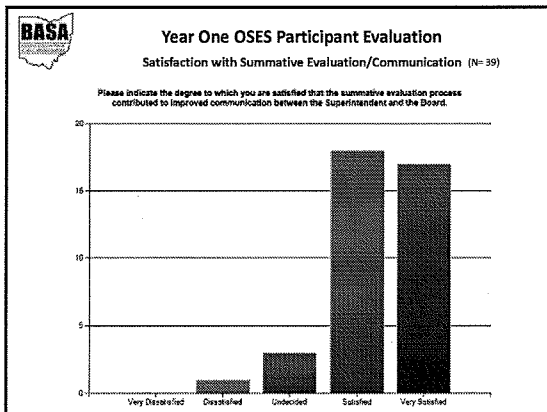


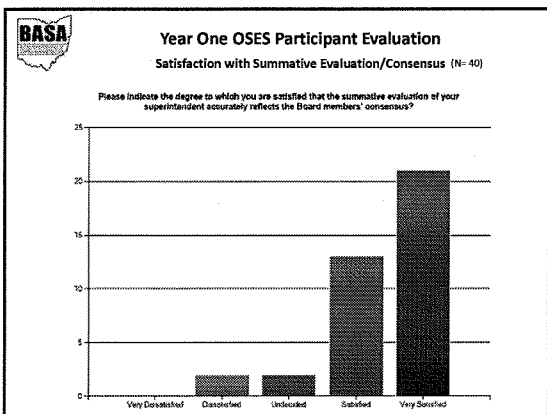


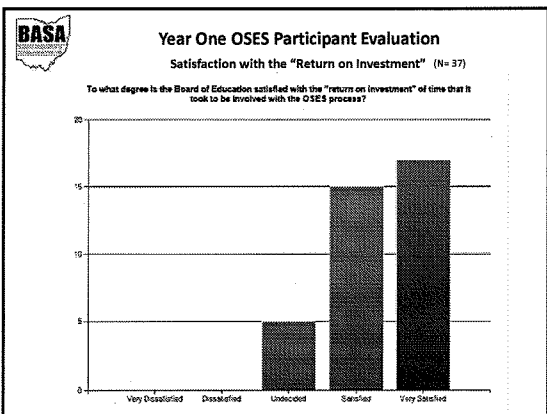


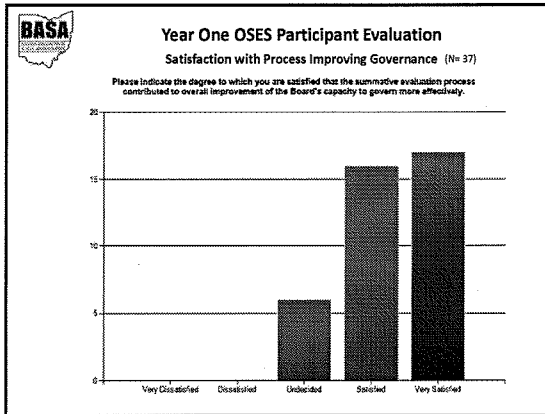


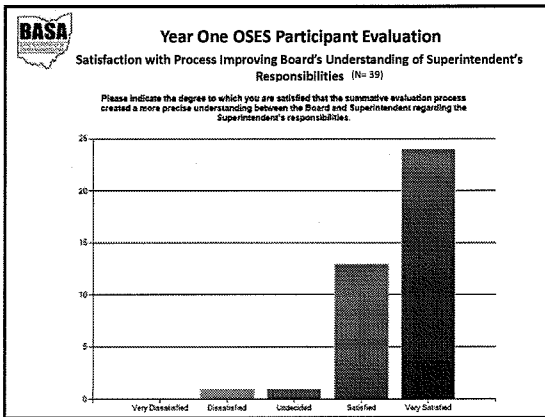












- Ohio Superintendent Evaluation System**
1. What is role and value of the facilitator?
 2. Does the collaborative development of district objectives impact the unity of the board?
 3. How did you inform the board of the content and progress of your work plans?
 4. Did the process impact the culture and climate of your district?
 5. Did the find the OSES process to be flexible enough to meet your district's needs?
 6. How did the process impact your relationship with your board members?
 7. How did you use the process to increase the organization effectiveness of your district?
 8. What did you like most about the OSES process?
 9. What did you and your board members see as your return on investment from the OSES process?
 10. How does the process impact the district's ability to deal with serious challenges like financial cutbacks.



**Questions
and
Comments**



Thank you!
