

previous year, identify areas deserving of distinction and recognition, and inform the Superintendent of any areas of improvement.

As the Board and Superintendent embark on establishing the evaluation format and process together, there are numerous authoritative sources that can provide instructive guidance. After review of Superintendent evaluation research, formats, instruments, templates, and recommendations from the American Association of School Administrators (ASSA) Superintendent Standards², the Florida School Boards Association (FSBA)³, Council of Great City Schools (CGCS)⁴, Ben Kleban Consulting⁵, Florida School Districts including: Alachua County, Broward County, Pinellas County, and in accordance with Florida Statute 1001.51-Duties and responsibilities of district school superintendent⁶, the following evaluation components were most commonly identified:

1. Annual Performance Objectives, 75% recommended (at least 50%) of overall rating

The Annual Performance Objectives are of 3-5 measurable goals as established by both the Board and Superintendent in the evaluation planning procedures in alignment with the Strategic Plan. These goals must be measurable and specific enough so there is no possibility of debate about whether they were achieved after the fact.

2. Leadership Survey, 25% recommended (no more than 50%) of overall rating

A survey on the Superintendent's leadership and work in their role, as determined by Board Members. This can be done through the completion of an appraisal form with room for commentary. Below is a sample of performance domains that can be evaluated:

- Standard 1 | Leadership
- Standard 2 | Relationship Building
- Standard 3 | Professional Responsibilities
- Standard 4 | District Growth and Strategy
- Standard 5 | Safety and Climate

3. Stakeholder Survey, does not count towards the Superintendent's formal evaluation

A random sample of stakeholders who interact with the Superintendent (e.g. district staff, school leaders, teachers, students, parents, community leaders, etc.) can be administered a brief set of qualitative survey questions assessing the Superintendent's leadership in an anonymous manner. The responses are treated as qualitative data points for Board Members to consider and may inform the next set of annual performance objectives. In some districts, the Superintendent submits a list of potential respondents from each stakeholder category to an independent survey administrator (e.g., the Board Attorney) who can randomly select a final list of survey takers.

According to the Superintendent's Employment Agreement "the Superintendent and the Board shall cooperate to establish the appropriate evaluation timelines and to schedule the meetings required to complete the evaluation process in a timely manner." This item seeks to commence the process of establishing a mutually agreed upon evaluation format, timeline, and the necessary meetings required.

² DiPaola, M. F. (2010). Evaluating the superintendent. *Arlington, VA: American Association of.*

³ Florida School Boards Association (2019). Evaluating the Superintendent.

⁴ Council of Great City Schools. Student Outcomes Focused Governance Manual.

⁵ Kleban, Ben. (2022). Why Your Superintendent Evaluation Matters.

⁶ F.S. 1001.51

This item has been approved by the School Board Attorney's Office as to form and legal sufficiency.

**ACTION PROPOSED BY
MS. LUISA SANTOS:**

That The School Board of Miami-Dade County,
Florida,

- 1. Schedule a School Board workshop, to occur on or before October 12, 2022, to establish a formal timeline for the creation and implementation of the evaluation and assessment process and to collaboratively establish a mutually agreed upon Superintendent evaluation and assessment mechanism to be considered for prospective implementation and in alignment with the Superintendent's employment agreement prospectively starting July 1, 2023; and

- 2. Authorize the Chair in consultation with the School Board Attorney to explore the engagement of a leading organization, at no cost to the board, that works with school boards around the nation to guide the development of a mutually agreed upon evaluation instrument to be considered for prospective implementation and in alignment with the Superintendent's employment agreement prospectively starting July 1, 2023.

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