

**DATE:** May 8, 2012

**TO:** Board of Trustees

**FROM:** Trustee K. Shipka, Chair, Board and Superintendent Evaluation Committee  
Trustee C. Ripley, Board and Superintendent Evaluation Committee  
Trustee C. Spencer, Board and Superintendent Evaluation Committee

**SUBJECT:** Evaluation of Superintendent of Schools 2010-2011

**RESOURCE STAFF:** Tash Taylor

**REFERENCE:** Policy [GGB.BP](#) – Evaluation of Superintendent of Schools  
[School Act](#), Section 113  
[Superintendent of Schools Regulation](#)

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**ISSUE**

The Board recently completed its annual evaluation of Superintendent Schmidt. A public statement is typically delivered at a public board meeting to formally communicate to the community that the Board carried out this key governance function.

**RECOMMENDATION**

**That the public statement delivered by the Board and Superintendent Evaluation Committee Chair be approved.**

**BACKGROUND**

Prior to conducting the annual evaluation of the Superintendent, the Board decided the evaluation instrument should be revised to more accurately reflect the role and responsibilities of the Superintendent of Schools for such a large jurisdiction. An updated evaluation instrument and process were developed to assist the Board in clarifying its expectations of the Superintendent, and to provide the opportunity to share constructive feedback and recognize accomplishments.

This year, the Board introduced a more rigorous and comprehensive evaluation process, which included a new evaluation instrument. The Superintendent was assessed on 119 competencies in 9 management areas, as well as his progress toward three priority performance goals. Trustees evaluated and rated the Superintendent's performance using a combination of personal observation, personal experience, and evidential data and results.

On April 3, 2012, the Board reviewed and approved the Superintendent's evaluation, including feedback and commentary. On April 10, 2012 the Board and Superintendent Evaluation Committee met with Superintendent Schmidt to review the results and discuss opportunities for the upcoming year.

On May 1, 2012 Superintendent Schmidt provided the Board his response to the Board's evaluation. This step provided the opportunity for conversation about the evaluation results and forward plans.

**NEXT STEPS**

The reading of the public statement marks the conclusion of the evaluation process for the 2010-2011 school year. The Administration will work with the Board in January 2013 to initiate the evaluation of the Superintendent for the current, 2011-2012 school year.

**ATTACHMENTS & APPENDICES**

ATTACHMENT I      Evaluation Superintendent of Schools – Board Statement for May 8, 2012  
Public Board Meeting

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**2010-2011 Evaluation Superintendent of Schools  
Board Statement at May 8, 2012 Public Board Meeting**

The Edmonton Public Schools' Board of Trustees recently completed its annual evaluation of the Superintendent of Schools. The Board's evaluation of the Superintendent's performance is a core responsibility the Board takes seriously. This year, the Board introduced a more rigorous and comprehensive evaluation process, which included using a newly developed evaluation instrument. The Superintendent was assessed on 119 competencies in 9 management areas, as well as his progress toward three priority performance goals for 2010-2011: developing a communications framework to strengthen communications, developing a district-wide literacy plan, and managing the District's financial challenges to ensure long term sustainability.

The following is a summary of the Board's evaluation of Superintendent Schmidt for the 2010-2011 school year:

Superintendent Schmidt received near full marks in the area of holding the education of children as the District's foremost responsibility. This is indeed where the Board believes its executive leader should be focusing his efforts, and the Board extends recognition and gratitude for this accomplishment. The Board also appreciates his work to further ensure the physical, mental and emotional safety of all students. The safety of children is a clear priority, and that direction is reflected in the instructions provided to senior administrators.

The Superintendent has also shown excellent leadership through the reorganization of central departments, the hiring of capable new staff, and a focus on employee capacity building in the area of financial management. Trustees recognize that they need to work together with the Superintendent to find creative ways of dealing with the District's financial issues in order to maximize the supports available to the classroom. More clarity around savings generated by the central reorganization would be helpful for the Board to know, as well as for employees of the District.

With regard to human resource management, the Board noted the Superintendent's efforts in addressing concerns about evolving demographics in the District, and the need to continue succession planning as many employees near retirement age. The Board recognizes the importance of this work and looks forward to regular updates.

The Board acknowledges that transportation is also an area where the District is demonstrating significant improvement, with reduced rider times and an increased emphasis on collaboration between service providers. In particular, the Board noted the efforts to expand partnerships with other school districts.

The Superintendent has worked successfully to improve relationships between senior administrative staff and Trustees. The addition of the Board and Executive Relations Director has been an effective strategy in achieving this outcome, as well as access to continuing professional development opportunities and increased interactions with the Superintendent.

During the evaluation, the Board identified some areas for improvement for the Superintendent.

On occasion, the timeliness and quality of some Requests for Information have created issues, and the Board would appreciate more emphasis on potential benefits when new ideas emerge, as well as recognition of inherent risks.

The Board encourages the Superintendent to continue strengthening communication efforts. To support District Priority 5, more communication back to employees on how their input is helping to shape decisions may be of benefit to the organization.

The Superintendent's commitment to incorporating technology to support 21st Century learning is appreciated; however, the Board has some continuing concerns about equity of distribution and access to technology, the pace of change across the District, employee adherence to best security practices, and the ability to support divergent technological platforms.

Trustees would also appreciate more support in developing policy to ensure decisions respond to the needs of students, families, staff and communities. The Superintendent has recently assigned significant administrative support for policy reviews, which should prove beneficial in providing clear direction in decision-making. The Board would like policy to play a more active part in the functioning of the District, as there is a sense that sometimes the Administration prefers addressing issues at the regulatory level.

Superintendent Schmidt is a picture of professionalism. He takes responsibility when problems emerge and considers alternative options. He is well-informed and competent in his communications with staff, and he values their contributions to the District. The changes in the central structure and the senior executive team demonstrate a continued commitment to solid leadership. The Board has confidence in Superintendent Schmidt and thanks him for his dedication and clear passion for students and education.