



**2013/14 SUPERINTENDENT PERFORMANCE EVALUATION
FORM 304**

**Warroad School District #690
Craig Oftedahl**

District #690 Vision: **Excellence Starts With You!**

District #690 Mission: **Warroad Public Schools are committed to educating and preparing lifelong learners for success in a complex and changing world.**

District #690 Values: **Warroad Public Schools Community Core Values
Building quality lives and strong communities through:**

RESPECT
We will:
-Value the inherent dignity of all people
-Value and appreciate diversity
-Value personal and public property
skills
-Honor self and others through words and actions
-Honor roles and responsibilities

INTEGRITY
We will:
-Be honest with ourselves and others
-Demonstrate fairness in our judgments and actions
school
-Fulfill commitments and promises

COMPASSION
We will:
-Understand the circumstances and viewpoints of others
-Develop the capacity to forgive others and ourselves
-Celebrate the contributions of others
-Promote a peaceful, caring and safe community

RESPONSIBILITY
We will:
-Take ownership of our behavior
-Have the courage to think and act independently
-Demonstrate problem solving and decision-making
-Be reliable and trustworthy

SERVICE
We will:
-Share time and talents with others
-Take an active role in service opportunities in the
and community
-Celebrate involvement in service

SUPERINTENDENT GOALS & INDICATORS

School District Goal #1: 3 Year Plan	Planned Completion	Indicators of Completion	Date Completed
Establish a 3 Year plan to include strategic direction of the district with enrollment forecast, budget forecast and capital requirements, staffing alignment and facility maintenance.	May 2014	1. Final 3 Year Plan presented to the School Board	
<i>Progress Update from Superintendent</i>			
The 3 Year Plan Worked in conjunction with the World's Best Workforce. The WBWF was a recent legislative mandate. A group of community members, administrators, board members, and teachers formed the impetus for the information which Was just completed for the July Board meeting. A survey is part of this plan. The survey will be part of the open house activities at the end of August. I believe this goal Was met With the World's Best Workforce document. There are some on-going items that Will need attention. I believe the plan Will continue to evolve, over time, as more input from various parties across the school spectrum becomes available.			

Final Evaluation Score: 1 2 3 4 5 (1=poor, 2=below average, 3=average, 4=above average, 5 excellent)

1. Goal 1 had very specific deliverables. A 3-year plan with enrollment forecast, budget forecast and capital maintenance requirements, staffing alignment and facility maintenance. Craig indicates that the World's Best Workforce document satisfies this goal. While it does set forth the facts and circumstances it lacks an executable strategic plan. How are we going to achieve the goals set forth in the WBWF document when we have a \$100,000 unreserved fund balance? For example, goals 4 and 5 are both very capital-intensive goals. We can't keep going to the general public and asking them to continue to fund the administrations incompetence. I believe the major lack of vision deals mostly with staffing alignment. Craig lacks the gumption to make difficult decisions in regards to staffing. How can we afford to support the ALC anymore? It takes around \$200,000 of resources and supports around 20 students a year. Yet it was never recommended as a cut nor were solutions voluntarily brought forward on how to reduce the cost of the program substantially. How can we afford to support a community ed/athletics director position that doesn't contribute to the academic success of our students? Yet he brought forth a recommendation to not only offer the position a raise, but also tied the boards hands with a three year contract even though we were advised we could alter the contract/positions which would have been in the districts best interest. Also, while numerous board members voiced concerns about offering 3 year contracts for at-will employees, all at-will contracts were offered 3 year terms with raises. Craig needs very thorough training in financial management and have the courage to make tough decisions even if incredibly unpopular. – 2
2. In the self evaluation provided by Craig, he stated that he felt this goal was met with the WBWF document. I would agree to some points, but overall I believe that is still work to be done. The WBWF did not address the biggest issue that we have at our district, our budget (the overspend year over year) and our unreserved fund balance. Another area that should have been directly addressed was the 4 day to 5 day transition that seems to be moving forward by the state. We have yet to see a plan for the future concerning this transition. We should start living in reality and take what is happening as the state is showing its cards in moving all 4 day schools to a 5 day schedule. Was there a focus on the capital requirements? The WBWF was not as strategic as this goal asked for. – 3
3. There was a lot of work done to complete the WBWF plan. There was good input and final product highlighted accomplishments and improvement opportunities moving forward. However, the plan has no accountability or future goals built into it. The community will not be able to identify what we have done and where we are striving to go. We do not have a 3 Year budget attached to or supporting this plan moving forward. The District needs to understand where we are today, what we need moving forward and how we will make ourselves accountable to achieve a long-range plan. The WBWF was a good start to a 3 Year Plan but more work needs to be done to build the output goals and budget needs year over year. Our mission is to educate and prepare lifelong learners for success in a complex and changing world. District #690 needs to make changes and have a focused, tactical vision on the future of our curriculum; services and budget or we will not meet the goal of educating and preparing the learners who rely on us to do so. - 3
4. This last year, Superintendent Oftedahl was responsible for the assembly of and facilitation of the World's Best Workforce team. The committee was composed of twelve members from the Warroad community and District #690 Staff. As presented in the July 2014 Board packet, the committee used previous information as a foundation to produce a solid plan including goals (5), enrollment forecast, budget forecast, and capital forecast; further consideration was made for staffing alignment and facility maintenance which were included within budgets as well. The compiled report should serve as a guiding document to both Superintendent Oftedahl and the ISD #690 School Board. To help create plan buy in and alignment amongst the School Board Members, it is suggested that future plan(s) be presented verbally to the School Board Members followed by an open Q&A session. This approach will help both Superintendent Oftedahl and WBWF committee members, Ms. Eklie & Mr. Zentner, speak to any questions before assumptions are made. - 4
5. We have been feed information on the World's best work force. The communication has been good but what or how will this affect the 690 district? The long range plan is? How much or will it cost us? There seems to be no plan in place nor a vision to future goals and how to measure the accomplishments. We should be sharing this with the community as a positive coming out of the school district. I think Craig should have had a plan of action laid out for the board to understand. – 2

6. Goes into strategic plan, mandated by the state. Craig and the district have reacted and completed this requirement. - 5

**Final
Evaluation
Comments:**

School District Goal #2: Personal Development	Planned Completion	Indicators of Completion	Date Completed
Conduct a feedback survey process for Superintendent and develop a personal development plan based on the results.	April 2014	<ol style="list-style-type: none"> 1. Feedback Process Complete 2. Personal Development Plan Developed 	
<i>Progress Update from Superintendent</i>			
<p>The goal involved conducting a feedback survey and develop a plan based on the results. An area identified in the feedback survey was more visibility around school. I shared this information with the Goals Committee and the full Board in one of my administrative reports. Based on my own schedule and Workload, the ability to do more in this area Was restricted at times. I will continue to focus on increasing my visibility around the school.</p>			

Final Evaluation Score: 1 2 3 4 5 (1=poor, 2=below average, 3=average, 4=above average, 5 excellent)

1. Survey was completed. One development item came out of it. No executable plan came out of the one development item, which was to be more visible. This is again, C level work at best. How are you going to become more visible? For example, One class hour per week I will sit in on a class. Defined and measurable. – 3
2. I feel this goal was competed. I don't know that it was done in an above average method as it was competed with one item to focus on. – 3
3. You did complete a personal survey. It may have been more effective if you had used a service to conduct the survey for you. You may have received more actionable feedback in a less personal process. The second half of the goal was to complete a personal development plan based on the results. The Board needs to hold you accountable to these goals. In order for the District to change and improve, you need to lead the effort. I would like to see a formal plan with actionable goals to measure progress on-going. – 2
4. This last year, Superintendent Oftedahl conducted a 360 degree evaluation by asking several people (14) throughout the district 5 open ended questions. Superintendent Oftedahl compiled the feedback and summarized his personal plan. The key areas of focus include interaction with staff & student body, disciplinary action, communication, and WHS schedules / class offerings. Going forward, Superintendent Oftedahl is encouraged to formalize his personal development plan to implement improvements focused on his strengths. – 4
5. The survey S/B from an outside source giving the teachers and staff a chance to voice all their concerns. Comments from Staff: they are worried about the repercussions when they tell the truth. How is Craig coaching and mentoring (motivate) his staff for future success within 690 district? The personal survey that was completed didn't give Craig a true prospective of what people think of his performance or items to work for improvement. Where are the results with a plan to improve?
Administrative report is better. – 2
6. Feedback data showed positive results. - 5

**Final
Evaluation
Comments:**

School District Goal #3: Communication	Planned Completion	Indicators of Completion	Date Completed
Develop both a monthly report and a business case format/template for all administration staff to present at School Board meetings as progress reports and proposal presentations. Superintendent to provide the School Board a high level weekly update of District Happenings.	April 2014	<ol style="list-style-type: none"> 1. Administration Report Template Implemented 2. Business Case Template Implemented 	

		3. Superintendent Weekly Update Implemented and Maintained	
<i>Progress Update from Superintendent</i>			
Administratively, we have made several positive communication moves over the past year. Each month, the administrators provide an update in the board packet through the administrative reports. I feel this has been received well. We felt we provided very good information during the budget adjustment process this spring. I have tried to maintain a weekly update (or very close to weekly) to the Board through Quick Notes. I believe they have been appreciated. The business case template will be something that I work with the business manager on and bring forward soon.			

Final Evaluation Score: 1 2 3 4 5 (1=poor, 2=below average, 3=average, 4=above average, 5 excellent)

1. Goal was mostly completed. Weekly updates to the board have been effective. Business case template for recommendations and analysis of recommendations is severely lacking is not completely missing. Administrative template still needs development. – 3
2. This goal was worked on and that was clear. The monthly email updates are very informative and appreciated. A template/format for all administration team members to fill out for their monthly reports is completely missing. A first step would be to include a name, position and date on each report. That seems to be an easy step that was missed. – 3
3. We have seen communication improvements from your administrative team over the past year. The Administrative Reports are appreciated and provide a high level look at their successes, challenges and opportunities. I like the Quick Notes you share. You choose topics and level of detail that keep the Board informed. This year’s budget adjustment recommendation items and process was much better. I appreciated the layout and the thought that went into it. There is more to do, keep it moving. The Business Case template is critical moving forward. Although communication has improved, there is opportunity to make it better and more specific to the needs of the District today and long term. The District needs to hear challenges and obstacles with recommendations and strategies as much as success and progress. All are equally important to moving the wheels forward. – 3
4. Superintendent Oftedahl articulates well and communicates his thoughts in a way that is easy to understand. He shows a passion for ISD #690 in his communication. This last year, a template has been developed for use by the administration team; it is utilized monthly as evidenced in the Board Packet. Superintendent Oftedahl also distributes routine “Quick Notes” to all Board members and administration via email. The notes are clear and concise. Superintendent Oftedahl does a thorough job of explaining intent and administrative approach. One

opportunity going forward may be to be more proactive with such detailed communication. In addition, a business case template may be helpful to ensure thorough research and communication has been completed. – 5

5. Quick note has been great. Keep coming with that type of communication. Budget items, adjustment idea's are better than last year's. Administrative reports have improved. – 3

6. Best communication since I have been a board member. - 5

Final

Evaluation

Comments:

School District Goal #4: Action Register	Planned Completion	Indicators of Completion	Date Completed
Implement an Action Register that documents assignments, ownership and follow up for each action as a result of school board meetings. Add as an agenda item at the School Board meetings with expected updates per assignment.	April 2014	<ol style="list-style-type: none"> 1. Action Register Implemented by November School Board meeting 2. Assign a Recorder 3. Established as a School Board Meeting agenda item ongoing 	
<i>Progress Update from Superintendent</i>			
Board member Johnson has again taken the action register agenda item and been the keeper of it since last fall. I believe this has gone Well. The Action Register goal has been implemented fully.			

Final Evaluation Score: 1 2 3 4 5 (1=poor, 2=below average, 3=average, 4=above average, 5 excellent)

1. Goal was completed. This should continue to evolve to become a planning calendar so things like the Indian education grant doesn't get missed and committees are kept on track. It could be a very valuable management tool. – 3
2. This goal was completed, nothing special, but completed. – 3
3. Action register was fully implemented and added as an agenda item to the school board meetings. Thank you. – 5
4. The Action Register has been integrated into School Board meetings. Action Items and progress of open Action Items are recorded by School Board Member, Bob Johnson. – 5
5. Action register is good part of the agenda. – 4
6. This has been done and is working well. - 5

**Final
Evaluation
Comments:**

School District Goal #5: District Scorecard	Planned Completion	Indicators of Completion	Date Completed
<p>Identify a dashboard of goals and metrics that document performance and progression of District # 690. Add as an agenda item at the School Board meetings with expected updates per Administrator responsibility.</p>	<p>July 2014</p>	<ol style="list-style-type: none"> 1. Dashboard and Metrics Identified per each Administrator 2. Established as a School Board Meeting agenda item. 3. Implement a scorecard template with metrics by January School Board meeting. 	
<p><i>Progress Update from Superintendent</i></p>			

<p>This goal has been the most challenging for me. I waited until the World’s Best Workforce Was completed and approved before moving forward. I did not Want to put something on a scorecard that We Weren’t interested in or was perceived to be mine or just from the Board. With the approval of the WBWF in July, this gives me a framework to work from. I am hopeful to have something in the packet for August that is simple, yet effective.</p>			
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Final Evaluation Score: 1 2 3 4 5 (1=poor, 2=below average, 3=average, 4=above average, 5 excellent)

1. Not completed or even started as far as I know. – 1
2. Waiting until the WBWF was completed to even consider this goal was a huge mistake. This could have been in conjunction with it. As this goal was the most challenging, it should have had some focus and forward looking/learning. – 1
3. No action. The Board has been requesting a dashboard of goals and metrics for the last couple of years. We need something to review monthly that identifies performance on goals and/or initiatives. The WBWF did not identify goals. The budget needs to be on a scorecard that easily identifies where we are month over month and YTD. – 1
4. The dashboard and metrics are in process though not yet complete. Unfortunately, the information loop was not closed and goals were not approved as work transferred from the Goals Committee to the World’s Best Workforce team. In addition, the WBWF work serves as a foundation for key metrics throughout the district. This plan was approved at the July Board meeting. Going forward, completion of dashboard and metrics along with a metric review should be added to the monthly School Board agenda. – 3
5. I see no action on this one. Only information about what it is. How is this going to affect the performance of our school? Cost to the school? This needs more work. - 1
6. Waiting for WBWF and results from survey. - 5

**Final
Evaluation
Comments:**

Final Comments:

1. Craig struggles to effectively manage the school and provide strategic direction. It seems as if the majority of his time is spent just trying to keep the wheels on and reactive management. He fails to grasp the financial management responsibility of the superintendant and put forth a well thought out recommendation on how to structure the school given the current economic and sociologic situation in our community. Over the last 8 years the school has been in a decline in every functional area with no vision for improvement. Popularity and friendships appear to drive his decision-making instead of what is in the best interest of the school district and the long-term financial viability of the district. Certain teachers are incredibly lacking in their ability to educate our students yet there never appears to be any remedial action taken. Athletics also appear to drive a lot of his decision making when recommending teachers for positions. As Craig indicated in his self-evaluation letter to the board, it has been an interesting year. A board member broke the law by leaking attorney-client privileged information to the Warroad Pioneer yet nothing happened. Maybe a recommendation to investigate which board member broke the law would have been prudent. Craig himself lied to the paper in an apparent attempt to make the board look bad (regarding requesting the report from the board). An Indian Education grant application was never completed or mailed causing the district approximately \$80,000 in lost revenue and cost employees their jobs. The superintendant is ultimately responsible for this failure per our policy 302 part III paragraph B. Nothing was presented to the board on how he would ensure this would not happen again in the future. How about a grant tracking calendar or spreadsheet? Craig was also remiss in his responsibility under Policy 204 (MN state statute 123B.09 and 331A.08) by failing to timely publish minute meetings in the designated newspaper numerous times (e.g., Feb 2014 and Mar 2014 meeting minutes). Such a simple task as timely forwarding the meeting minutes to the newspaper is not completed. Warroad School District will not see an improvement without a change or major improvement in leadership regardless of funding. Without an organized leader that can understand and manage the various functional areas of the district it will continue to dwindle. The board's job should be simple one of rubber-stamping the superintendants recommendations, but it needs a superintendant that can be trusted to do what is in the best interest of the district, strategically manage the district and bring forth appropriate and well thought out recommendations.

2. I can't help but feel that Craig's leadership is not on par with the direction that the school is moving. It seems that we are just doing what should be done to mark it off a list, not because it is best for the district. I really expected to see thoughtful leadership recommendations and actions from Craig and his team. That has, for the most part, not been present. It seems that the reality of a declining enrollment is not being completely considered in the plans for budget cuts, but being used as more of an excuse. We have not seen a thorough review of the districts expenses with recommendations about programs/position that should be looked at in more depth. We did get the al' la carte menu of items to cut, but that wasn't the leadership from the administration what we were looking for. With the recommendations, we should see the reasoning why, the impact on the district and the money saved. I would say that the relationship between the board and the superintendant has gotten better over the past year, while there were many hardships that we as a team have overcome. However, it still seems that certain individuals are protected more than others in the district, accountability for roles and responsibilities is very much lacking, and as said before, no thoughtful leadership recommendations or actions are being brought forward.

3. No additional comments

4. This last year, Superintendent Oftedahl has been asked to create goals and metrics on behalf of ISD #690 without Board developed and approved district goals. My perceptions regarding Superintendent Oftedahl's leadership traits are below: Superintendent Oftedahl is sensitive to others' needs and concerns.

He shows a genuine interest in people and deals with them positively and with understanding. Superintendent Oftedahl demonstrates respect of others' perspectives regardless of their differences. He maintains his composure and remains constructive in stressful situations. Superintendent Oftedahl is fair and is direct with his approach. He accepts responsibility and helps others understand the bigger picture. I am confident that in the upcoming year, Superintendent Oftedahl will continue to make significant progress in further development of his administrative staff and goals to better ISD #690.

5. No additional comments

6. No additional comments

FINAL Evaluation Total: 3.2 = Average