

# SUPERINTENDENT EVALUATION

The following statements describe various aspects of a superintendent and his/her work: personal qualities, relationships with the board, community relationships, staff and personnel relationships, educational leadership, and business and finance.

For each item, there are four choices:

**\*\*\*\* = Exceeds expectations**

**\*\*\* = Meets expectations**

**\*\* = Satisfactory**

**\* = Needs improvement**

Please mark the (one) choice that most accurately describes your experience as a board member. You are encouraged to include comments.

## *PERSONAL QUALITIES*

		****	***	**	*	Comments
1	Maintains high standards of ethics, honesty, and integrity in personal and professional matters.	X				
2	Earns the respect of professional colleagues and acts as a role model for others.	X				
3	Recognizes and appreciates the unique gifts and challenges of all students.	X				
4	Devotes time and energy effectively to the job.	X				
5	Demonstrates the ability to work well with individuals and groups.	X				
6	Exercises good judgment and gathers appropriate input when making decisions.	X				
7	Speaks and writes effectively, expressing ideas in a concise, logical, and forthright manner.	X				
8	Is suitably attired and well groomed.	X				
9	Pursues professional growth and development.	X				

## *RELATIONSHIPS WITH THE BOARD*

		****	***	**	*	Comments
10	Keeps the board informed on issues, needs, and operation of the school system.	X				
11	Provides accurate and well-supported information that enables board members to make informed decisions.	X				
12	Effectively listens to board direction, interprets board intent, and executes board policy.	X				
13	Seeks and accepts constructive criticism.	X				
14	Supports board policy and actions to the public and staff.	X				
15	Acts as an effective liaison between the board and district personnel.	X				
16	Treats board members respectfully.	X				
17	Promptly responds to board member concerns and works to resolve differences of opinion.	X				

### COMMUNITY RELATIONSHIPS

		****	***	**	*	Comments
18	Earns the respect and support of the community regarding school operation.	X				
19	Solicits and gives attention to problems and opinions of all groups and individuals.	X				
20	Handles media relations skillfully.	X				
21	Participates actively in the community.	X				
22	Works effectively with public agencies and private organizations.	X				
23	Is viewed as a community leader.	X				

### STAFF AND PERSONNEL RELATIONSHIPS

		****	***	**	*	Comments
24	Develops and executes sound personnel procedures and practices.	X				
25	Fosters high employee morale and job satisfaction.	X				
25	Treats personnel fairly while holding them to high performance standards.	X				
27	Delegates authority and responsibility to subordinates.	X				
28	Employs a collaborative management style that encourages staff participation and input.	X				
29	Makes tough decisions when needed.	X				
30	Maintains positive, productive relationships with employee groups and associations.	X				
31	Supports growth and professional development opportunities for staff.	X				
32	Evaluates the performance of administrative personnel.	X				

### EDUCATIONAL LEADERSHIP

		****	***	**	*	Comments
33	Anticipates and prepares for future district needs.	X				
34	Implements the district's vision and improvement plan.	X				
35	Works with staff, board, and community to evaluate and improve instructional programs.	X				
36	Organizes a planned program for staff evaluation and continuous improvement.	X				
37	Inspires others to achieve the highest professional standards.	X				

*BUSINESS AND FINANCE*

		****	***	**	*	Comments
38	Evaluates financial needs and makes recommendations for adequate, prudent budgets.	X				
39	Determines that funds are spent wisely and that adequate controls and accounting procedures are maintained.	X				
40	Provides financial operation oversight, insisting on competent and effective performance.	X				
41	Understands and anticipates future need for programs, facilities, equipment, and supplies.	X				

OVERALL COMMENTS:

See attached sheet.

---



---



---



---



---



---



---



---



---



---

\_\_\_\_\_      \_\_\_\_\_      *Jandra Moore*      \_\_\_\_\_  
 SIGNATURE OF SUPERINTENDENT      DATE      SIGNATURE OF BOARD PRESIDENT      DATE

## **Superintendent Fisk Evaluation 11-15-2021**

*Note: Mr. Steve Fisk took over the job of Colville School District Superintendent on July 1, 2021. At its September 9, 2021 Special Board Meeting, the Colville School Board worked with Supt. Fisk to set goals and objectives for the 2021/2022 school year. The goal-setting process was facilitated by Dr. Michael Dunn, Superintendent of Northeast Washington ESD 101.*

*At the September 9 meeting, the Board approved three primary goals, each accompanied by a comprehensive list of action items. The Board's expectation was that Superintendent Fisk would show significant progress toward each of the three goals by completing at least 80% of these action items by September 1, 2022.*

*Today's evaluation represents a preliminary opportunity to confer with Mr. Fisk and assess his progress in his new job.*

\*\*\*\*\*

Steve Fisk has done an exceptional job as Colville Superintendent during his first 4½ months in the position; I could not be more pleased with how smoothly and effectively he has transitioned into this complex and difficult new role.

Superintendent Fisk greets every workday with the heartfelt excitement and optimism of someone who truly loves his job. His infectious enthusiasm motivates and raises the spirits of all he encounters. His passion for educating the students in our District shines through everything he does and his compassion and empathy seem boundless. He genuinely wants to learn the story of every child and hear the concerns of every parent and staff member.

Despite the serious challenges presented by the COVID pandemic and state-implemented mask and vaccine mandates, Mr. Fisk has quickly and seamlessly transitioned into his new leadership role and has earned the respect and admiration of administrators, teachers, staff, parents, colleagues, and School Directors. He works incredibly hard, successfully juggling the District's day-to-day operational issues like budgeting, grant writing, staffing, labor negotiations, evaluations, parent/guardian concerns, and innumerable COVID-related issues, all while working on his annual goals of developing and strengthening relationships and communication with others in the District and in our community. He has already made significant progress on most of the action items he and the Board set last September. Furthermore, he has carefully adhered to the 15 bullet points of guidance that are listed at the end of his Goals document ("Superintendent Goals for the 2021/2022 School Year").

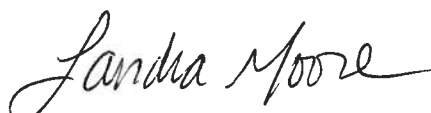
Since July 1, among other accomplishments, Mr. Fisk has:

- Developed excellent working relationships with all Board Members. He has: kept the Board informed, provided accurate information; listened and accepted input, and promptly responded to Board member concerns.
- Met with Principals, Administrators, Directors, Teachers, Paraprofessionals, Nutrition Service workers, Custodial staff, and Maintenance personnel to discuss needs, goals, and priority areas.
- Gained hands-on experience in all buildings and most jobs by: subbing for principals and classroom teachers; riding school bus routes; playing in the Pep Band; supervising recess;

serving lunches and cleaning the kitchen; visiting all classrooms in all buildings; and attending weekly sports and activities.

- Improved the District's system of data collection and analysis to inform decision-making and improve student learning.
- Worked with labor groups to lay the groundwork for contract negotiations.
- Scheduled focus group work with students in December.
- Developed partnerships with Rural Resources and Second Harvest with plans for partnering with Colville Public Library and Parks and Recreation.
- Met with many key community leaders from: businesses, community organizations, medical facilities, and faith groups.
- Connected with parents and community members at the County Fair, at school events, through Benchwarmers, and via telephone.
- Improved communication by: instituting Community Forums; supporting an enhanced and updated website; developing a COVID dashboard, and planning a District Facebook page.
- Worked with Business and Operations Director Heather Judd to keep our District in excellent financial shape, and taken full advantage of available ESSER funds while meticulously ensuring they were spent exactly as prescribed by law.
- Worked to prepare for the District's upcoming Educational Programs and Operations Levy.

Superintendent Fisk is a man of great honesty, integrity, and heart; it's been my honor to serve with him these last 4½ months. As Board President, I have probably worked more closely with him than most in the District. Every day, I've appreciated his wisdom and kindness and I've learned more than I can say from his patient and enthusiastic leadership. I will very much miss working alongside him when my term expires in December. Our students, staff, and community are extremely fortunate to have him leading our District.



Sandy Moore  
President, Colville School Board  
11/15/2021

OVERALL COMMENTS:

Steve Fisk is the best person for the Colville School District. He is passionate about all students, his staff and all personnel. Mr. Fisk is a <sup>true</sup> leader in a time when great leaders are needed to maintain the focus and purpose of our public schools, educating our students with all that we can. Steve has taken over our district in a time like no other. He's stepped into some very large shoes to fill and has exceeded all of my expectations. We are blessed to have him here and I am honored to work with him.

SIGNATURE OF SUPERINTENDENT

DATE

SIGNATURE OF BOARD PRESIDENT

DATE

Steve Balke 11/15/21

## OVERALL COMMENTS

I have not had as much one-on-one personal time with Superintendent Fisk, except for one occasion. In the October board meeting, our great music program was mentioned. I then reached out to him to share an issue I knew was needing to be addressed at Fort Colville and Hofstetter for the music program. Superintendent Fisk immediately got in touch with the principals, a meeting was set up so singing in the music classes could move forward. It was solved less than a week from first contacting him.

I have experienced his great approachability, thoughtfulness, and sincerity in everything he does. I only wish I had more time to work with him as a Director.

Stazya Richman

## ***Evaluation for Superintendent Fisk: Overall Comments***

15 November 2021

Watching Steve Fisk settle into the role of Superintendent of Colville School District has been a great lesson in the power of enthusiasm, curiosity, empathy, and respect. Superintendent Fisk has put energy and heart into his responsibilities and his interactions with students, staff, administrators, and community members. He has attended parades, community events and meetings, and countless student events, always ready to hear out community members who have concerns about our schools or kids, often about the policies which the pandemic has influenced. I have witnessed his work during this year's opening day, in public settings such as the Stevens County Fair, Family Day at the Jr High, and other school and community events. I have read his reflections after exploring the school system through substitute teaching, serving lunches, and bus ride-alongs and I appreciate his tangible enjoyment at these explorations and his cheerful school spirit.

I joined the School Board in 2017 in hopes of strengthening the relationships between the District and the Colville community. So it has been rejuvenating to see Superintendent Fisk dedicate his efforts to increase the inclusivity and transparency of the district. He has regularly sent out video updates for staff, parents and students. He has also hosted informative Town Hall-style meetings to allow community leaders and organizations to publicly discuss ideas and how they might facilitate better support for our children.

Perhaps one of his most notable characteristics, Superintendent Fisk is able to admit when he's made a mistake, to ask for help, and to state when he doesn't have the answer. He's reliable at researching and circling back. I believe that this kind of leadership enables a professional and educational culture to courageously make mistakes, dust ourselves off, and evolve. What our children need to succeed in this world (and we adults, too, in my opinion) is the ability to be resilient and curious, unafraid of admitting and fixing our mistakes, to become more effective in the roles we hold and the people we hope to be.

I am grateful for Superintendent Fisk's earnest desire and the actions which he has begun taking to galvanize the relationships among families, our school system, and our community as a whole. Through this, we may realize that we all have agency to drive Colville School District's ability to support our diverse range of students and their interests and needs. Superintendent Fisk's nonjudgmental curiosity and courage to address challenging situations and conversations head-on—such as the many misinformed rumor mills of social media—are signs that under his leadership, our community can look forward to meaningful conversations and opportunities to strengthen and innovate our children's educational, athletic, artistic, vocational and socio-emotional experiences. And his record of helping students achieve great success under his caring eye, both in Hood River, and at North Central High School among others, bears great evidence of our District being in responsible and capable hands.

It has been a great pleasure and privilege to serve on the Colville School Board, and I feel fortunate to have witnessed Superintendent Fisk's first four months in the Colville School District. I look forward to the District's future with Superintendent Fisk at the helm.