

LYNDEN SCHOOL DISTRICT NO. 504

SUPERINTENDENT EVALUATION INSTRUMENT

EXPLANATION AND INSTRUCTAIONS:

- BOTH NUMERICAL AND OPEN-ENDED COMMENTS ARE USED IN THIS INSTRUMENT
- NUMERICAL RATINGS ARE FOUND IN SECTION I. LEADERSHIP AND SECTION II, MANAGEMENT. RATINGS USED ARE:
 1. WELL BELOW EXPECTATIONS
 2. BELOW EXPECTATIONS
 3. MEETS EXPECTATIONS
 4. ABOVE EXPECTATIONS
 5. WELL ABOVE EXPECTATIONS
- EACH CATEGORY HAS ONLY ONE RATING. THE ITEMS LISTED BELOW EACH CATEGORY ARE EXAMPLES AND/OR INDICATORS THAT MAY CONTRIBUTE TO THIS CHARACTERISTIC OR SKILL.
- SECTION III RESPONSES ARE OPEN-ENDED.
- SECTION IV ASKS FOR A SALARY RECOMMENDATION FOR NEXT YEAR.
- SECTION V IS AN OPPORTUNITY TO MAKE SUGGESTIONS AND OFFER IDEAS FOR IMPROVEMENTS NEXT YEAR.
- SECTION VI RECORDS SIGNATURES AND DATE OF EVALUATION.

NOTE: BOARD MEMBERS WILL COMPLETE THIS EVALUATION FORM INDIVIDUALLY, THEN SHARE THEIR ASSESSMENTS AND AGREE AS A SCHOOL BOARD ON FINAL RATINGS, COMMENTS AND RECOMMENDATIONS.

I. LEADERSHIP

1. VISION

- * Establishes a clear vision of a possible and desirable future.
- * Transforms vision into reality.
- * Inspires confidence and a belief that employees are important and capable.
- * Creates an accountable system where the bottom line is every student is a "successful learner."
- * Focuses the resources of the organization on its values, commitments and aspirations.

INDIVIDUAL MEMBER'S RATING:
(Circle one)

1 2 3 4 5

SCHOOL BOARD RATING:

1 2 3 4 5

COMMENTS: to early to tell
excelled with teachers and support staff

2. COMMUNICATIONS

- * Expresses ideas graphically, with image or models to focus attention.
- * Communicates shared meanings that define roles and authority.
- * Committed to personal communication to get the message across.
- * Communications are timely and give people (Board, parents, staff and others), enough time to ask questions, learn more, think about choices and provide more input before decisions are made.

1 2 3 4 5

1 2 3 4 5

COMMENTS: could be more deliberate with
office staff

I. LEADERSHIP (Continued)

3. TRUST & CONFIDENCE

- * Stays the course - keeps at it.
- * Takes risks and accepts losses, innovates, challenges and makes changes when indicated.
- * Emphasizes direction and constantly re-emphasizes it.
- * Exhibits confidence in staff and organization.
- * Develops a spirit of teamwork.

INDIVIDUAL MEMBER'S RATING:
(Circle one)

1 2 3 4 5

SCHOOL BOARD RATING:

1 2 3 4 5

COMMENTS: shows confidence in staff

4. LEADERSHIP STYLE

- * Leadership style pulls rather than pushes people on by exciting them to a vision of the future.
- * Makes employees feel they are making a difference both for the organization and the community.
- * Helps others feel they are growing and developing and gaining a sense of mastery.
- * Makes employees feel joined in a common purpose.
- * Arouses a sense of excitement about the significance of the District's contribution to society.
- * Makes other feel good about themselves.

1 2 3 4 5

1 2 3 4 5

COMMENTS: Employees feel valued

I. LEADERSHIP (Continued)

5. LEADERSHIP IN EDUCATION

- * Attracts and chooses high quality staff.
- * Helps create a teamwork environment within groups and between staff groups.
- * Participates with community, staff and Board in curriculum development.
- * Encourages and facilitates staff development.
- * Organizes procedures for staff evaluation and uses results to positively assist individuals and to improve the district.

INDIVIDUAL MEMBER'S RATING:
(Circle one)

1 2 3 4 5

SCHOOL BOARD RATING:

1 2 3 4 5

COMMENTS: good leader and team player

6. PERSONAL LEADERSHIP CHARACTERISTICS

- * Recognizes strengths and compensates for weaknesses.
- * Sets high goals and objectives for himself.
- * Concentrates on winning, not losing.
- * Open to new experiences and challenges; treats mistakes as opportunities for self-improvement.
- * Ideas and creative tension accepted as working tools.
- * Participates in learning.
- * Enjoys what he is doing and does not worry about whether his activities will be rewarded or not.
- * Demonstrates ability and willingness to change.

1 2 3 4 5

1 2 3 4 5

COMMENTS: assumes people will do their jobs

I. LEADERSHIP (Continued)

7. OVERALL LEADERSHIP RATING

INDIVIDUAL MEMBER'S RATING: 1 2 3 ④ 5

COMMENTS: has met all expectations
has willingness to listen

II. MANAGEMENT

1. RELATIONSHIP WITH THE BOARD

- * Keeps board informed.
- * Offers professional advice.
- * Does not play Board favorites.
- * Refrains from public criticism of Board members.
- * Participates in resolving differences of opinion.
- * Seeks out appropriate input from Board; uses board input when making decisions.

INDIVIDUAL MEMBER'S RATING:

(Circle one)

1 2 3 4 5

SCHOOL BOARD RATING:

1 2 3 4 5

COMMENTS: _____

2. COMMUNITY RELATIONS

- * Considers input from all groups when formulating decision.
- * Works with news media effectively.
- * Provides leadership in other areas of the community.
- * Makes people feel heard and feel their input was used when making decisions.

1 2 3 4 5

1 2 3 4 5

COMMENTS: has made a very good effort
to communicate with the community

III. MANAGEMENT (Continued)

3. SCHOOL/STAFF RELATIONS

* Develops sound personnel practices.

* Works or good morale.

* Delegates work properly.

* Is impartial in personnel matter.

INDIVIDUAL MEMBER'S RATING:
(Circle one)

SCHOOL BOARD RATING:

1 2 3 4 5

1 2 3 ④ 5

COMMENTS: needs to be deliberate with
district staff

4. BUSINESS AND FINANCE

* Is informed on physical needs of system (plant, supplies, and equipment).

* Monitors budget and informs Board on financing needs.

* Assists in identifying, planning, and implementing capital improvements.

1 2 3 4 5

1 2 3 ④ 5

COMMENTS: _____

II. MANAGEMENT (Continued)

5. PERSONAL QUALITIES

- * Is respected in the community, schools, and in education.
- * Has good health and maintains it.
- * Works well with others.
- * Writes and speaks clearly and effectively.
- * Is poised in the face of a crisis.
- * Maintains and up-to-date information network on all matters of education.

INDIVIDUAL MEMBER'S RATING:
(Circle one)

1 2 3 4 5

SCHOOL BOARD RATING:

1 2 3 4 5

COMMENTS: _____

6 OVERALL MANAGEMENT RATING

INDIVIDUAL MEMBER'S RATING:

1 2 3 4 5

COMMENTS: _____

III. OPEN-ENDED COMMENTS

1. STRENGTHS DEMONSTRATED BY THE SUPERINTENDENT:

demonstrates outstanding leadership qualities
good at delegating work
is very organized
very approachable
good communicator

2. AREAS OF NEEDED IMPROVEMENT:

central staff communication
communication with ~~parents~~ principals
board would like more information
on some issues prior to meetings

3. OVERALL EVALUATION AND COMMENTS:

Dr. Carlson has surpassed all expectations
hopefully he will be with us a
long time

IV. ACTIONS RECOMMENDED: (Check One)

~~Advance~~ _____ % on salary scale.

Remain at present salary level. plus cuts equal to that

~~Non~~-renewal of contract. by adding 1 year given to teachers

V. IMPLICATIONS FOR NEXT YEAR: (Suggestions, Improvements, Ideas...)

implement mission and vision goals

V. SIGNATURES

Dennis J. Carlson
SUPERINTENDENT

6-12-03
DATE

[Signature]
BOARD PRESIDENT

6-12-03
DATE

**2003-2004 EVALUATION
OF
SUPERINTENDENT DENNIS CARLSON**

The Lynden School Board met in work session on May 27, 2004 for the purpose of annually evaluating the performance of Superintendent Dennis Carlson. All five Board members were in attendance and actively participated.

Board members made the following observations:

- Superintendent Carlson is an effective communicator and the Board feels well informed to make the necessary decisions for the Lynden School District. He solicits input and is respectful of varying positions. He is responsive in listening to Board requests and is willing to provide information in a variety of formats.
- The Board is very pleased with the Superintendent's inclusive approach to facilitating the development of a meaningful and comprehensive strategic plan, as well as the benefits related to the ongoing Baldrige Award application.
- The Board appreciates Superintendent Carlson's skillful handling of difficult personnel matters in a professional, fair, and consistent manner.
- The Board notes and values Superintendent Carlson's efforts to include the principals as viable partners in providing the best programs for students.
- The Board recognizes the Superintendent's skill and commitment to Interest-Based Bargaining has benefited the District.
- Superintendent Carlson has provided sound fiscal management of District assets. The Board values Dr. Carlson's cautious use of resources and knowledge of the budget process.
- The Board appreciates the many ways in which Superintendent Carlson demonstrates high personal and professional integrity.
- Dr. Carlson's ability to provide balance between the demands of his position and his personal life will benefit the District by helping to assure his physical, mental, and emotional well being.
- The Superintendent handles conflict in a forthright manner to resolve issues, respecting the people involved.

The Board offered the following suggestions for Superintendent Carlson's consideration during the next year:

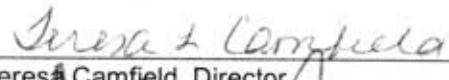
- Consider providing the Board packet earlier and, when possible, avoid late additions to the agenda.
- Keep the strategic plan in front of the Board as decisions are contemplated and programs evaluated. The Board expressed the importance of maintaining the plan as a living and dynamic document.
- Consider suggesting to the Board an increase in their involvement during the interviews for administrative and management positions.
- Continue to develop a long-range facilities plan, and perhaps, a long-term General Fund budget plan that establishes an unreserved fund balance target.

The Board and facilitator Dr. Jerry Jenkins met with the Superintendent and discussed the above issues. This is a written summary of the items discussed.

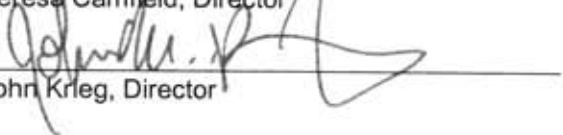
Sincerely,




Robin Mullins, Chair



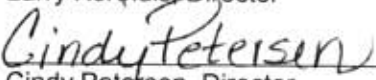
Teresa Camfield, Director



John Krieger, Director



Larry Korthuis, Director



Cindy Petersen, Director

**2004-2005 EVALUATION
OF
SUPERINTENDENT DENNIS CARLSON**

The Lynden School Board met in work session on March 10, 2005 for the purpose of annually evaluating the performance of Superintendent Dennis Carlson. All five Board members were in attendance and actively participated.

Board members made the following observations:

- Communication by Superintendent Carlson continues to be a strong skill and the Board feels well informed to make the necessary decisions for the Lynden School District. In addition, the Board appreciates his "approachableness" and the way he participates and communicates throughout the community.
- The Board recognizes and values the Superintendent's skill and commitment to *Interest-Based Bargaining*, which has benefited the District. He has effectively represented the Board's desires in this process.
- Sound fiscal management has been provided. The Board values Dr. Carlson's regular fiscal status reports, willingness to develop new reports, and timely thorough responses to questions.
- The Board values the professional goal-oriented focus of Superintendent Carlson. He has continuously strived to better the District and himself; yet he is able to maintain a sense of flexibility without compromising principles.
- Dr. Carlson maintains a focus on students—making recommendations based upon their future interests.
- The Board recognizes and appreciates Superintendent Carlson's modeling and leadership as the Lynden School District Superintendent. He receives respect, in part, through the respect he provides others.
- Superintendent Carlson is prepared and intentional in his leadership and recommendations. He thinks issues through and seeks additional information/insight, when appropriate.
- The Board appreciates Superintendent Carlson's continued handling of personnel matters in a professional, fair, and consistent manner.

The Board offered the following suggestions for Superintendent Carlson's consideration during the next year:

- The strategic plan does not seem to be influencing decisions and practices in the district to the extent hoped. Consider distilling the plan to its fundamentals, so it is more focused and user friendly. Help the Board establish systems such that annual District goals are developed to support the short-term highest priorities of the strategic plan, and that school improvement plans/program decisions are aligned to these goals. Keep the strategic plan in front of the Board as decisions are contemplated and programs evaluated—so it continues to be a living and dynamic plan.
- Consider making Board meeting study information available earlier (at least 4-5 days) and, unless unavoidable, avoid late additions to the agenda.
- Reach out to rebuild, reaffirm, and clarify administrative team relationships. It appears there may be a lack of understanding or disconnect with some of the principals as to the desired future of the District and their role in achieving it.

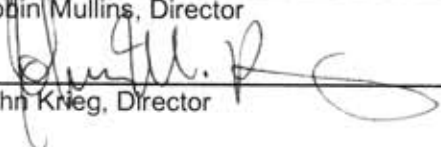
The Board and facilitator Dr. Jerry Jenkins met with the Superintendent and discussed the above issues. This is a written summary of the items discussed.

Sincerely,



Teresa Camfield, Chair

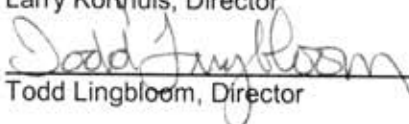
Robin Mullins, Director



John Krieg, Director



Larry Korthuis, Director



Todd Lingbloom, Director



Lynden School District No. 504
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Dennis L. Carlson, Ed.D.
Superintendent

Rick Thompson
*Director of Curriculum &
Student Learning*

Doug Adelstein
*Director of Human Resources &
Grant Monies*

April 27, 2006

Dear Dr. Carlson,

This letter serves as your evaluation for 2005. The Lynden School Board met in executive session during two special meetings on February 23rd and March 9th and again during the regular meeting of April 6th. At the first two meetings all members of the board attended and actively participated in this evaluation. During the April 6th meeting all members participated except for Mrs. Camfield who was excused from the meeting.

Throughout our meetings, the tone of the discussion was positive and supportive of your work for the Lynden School District. The general areas the Board commends you for include your vision for the district, your communications both within and external to the district, your leadership style, your relationship with and responsiveness to the Board, your proactive resolution of issues that have potential to grow into serious problems, and your overall commitment to student learning.

Specific commendations noted by the Board include:

- Your ongoing leadership with respect to the Fisher/Isom K-5 transition. The Board believes that the amount of communication on this issue is exemplary and the issues that have arisen were handled with prompt professionalism;
- The hiring and mentoring of Misters Thompson and Adelstein. The Board is especially pleased to see the teamwork that has developed between these individuals and yourself. More generally, the Board also notes that the quality of hires within the district over the past year has been outstanding;
- The movement towards a "district" rather than a "building" orientation among employees;
- Your thoroughness and promptness in answering questions from individual board members outside of board meetings;
- Maintaining community relations through Lynden Tribune articles and involvement of school district issues with community groups.

In addition to these commendations, the Board notes specific areas of desired future improvement:

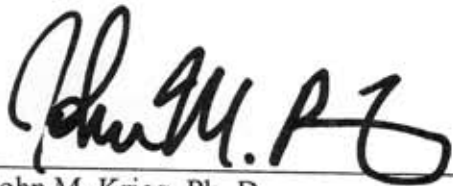
- Through the Strategic Planning Process, the Board adopted a reserve balance of seven percent. This goal has not been achieved over the past year. It is the Board's expectation that this goal will be met;
- The Board perceives that the decision to move to a trimester system at the Middle School was done without board consultation. While the Board does not have a desire to be involved in "management" issues, the Board believes that a decision of the magnitude of a change in schedule should be presented to the board for approval. The Board asks you to present changes of this magnitude to the board in the future;
- The Board is concerned about the lack of speed in which impact fees have been addressed and believes a more aggressive approach is needed with respect to this issue.

The Board is working to adopt goals for the coming year and we value working closely with you to accomplish these.

In summary, the Board is very pleased with your work and looks forward to moving the Lynden School District to greater future accomplishments together.

We are,

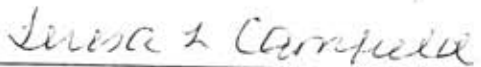
Sincerely,



John M. Krieg, Ph. D.
President, Lynden School Directors



Larry Korthuis
Vice-President, Lynden School Directors



Teresa Camfield



Todd Lingbloom



Steve Hortegas



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Dennis L. Carlson, Ed.D.
Superintendent

Rick Thompson
Director of Curriculum & Student Learning

Doug Adelstein
Director of Human Resources & Grant Monies

Steve Dahl
Director of Special Programs

Wilma A. Charleston, C.P.A.
Business Manager

April 18, 2007

Dear Dr. Carlson,

As provided by Policy #1630, this letter serves as your evaluation for 2006. The Lynden School Board of Directors met in executive session during three meetings held on February 22nd, March 15th, and April 12th, 2007. All directors attended each session except Mr. Hortegas who missed the February 22nd meeting and Mr. Korthuis who was excused from the April 12th meeting.

Throughout our meetings, the tone of the discussion was supportive of your work and enthusiastic about the direction the Lynden School District is taking. Without a doubt, we realize the role of superintendent is simultaneously difficult and highly important for student success. We commend you for handling this position with professionalism and skill. The Directors would like to especially commend you for your timely and thorough communication with the Directors and your overall commitment to educating our students. The Board of Directors remains excited that you have chosen to be part of the Lynden School District and, as a result, intend to renew your annual contract prior to June 30th.

It is our intent to use this evaluation as a vehicle to point out these areas of success and to address specific topics of concern.

Specific commendations noted by the Board of Directors include:

- Your leadership on the impact fee issue before the city was outstanding. The Directors encourage you to retain this energy on this issue until it has been resolved by the city and county councils;
- The Directors remain impressed with the elementary school re-alignment. We attribute much of this success to your planning and leadership on this issue;
- The Directors are pleased with the speed and outcome of contract negotiations with the LEA, PSE, and SEIU. We ascribe much of this success to your leadership, hard work, and vision for employee-employer relations;
- The hiring of Mr. Dahl and Ms. Charleston strengthened our District. We applaud your effort in bringing these individuals to Lynden;
- The many snow days our District recently experienced were advertised well and handled quickly;

- The Directors would like commend you for your work with the Washington State Quality Awards. We believe the experience you gain through WSQA is a valuable resource to this district;
- The Directors have noted your networking with other educational leaders within the state and believe that this reflects well on yourself and the District;

In addition to these commendations, the Board of Directors notes specific areas of concern:

- The Board of Directors perceives the current budget position of the District to be in a dangerous position. This has occurred after a prolonged decrease in the general fund balance over the course of a number of years and has been the specific concern of the Directors since at least the beginning of this academic year. The Directors believe that too long of a delay occurred before this situation was addressed by the administration;
- The Board of Directors is concerned about the lack of progress towards securing property for future building. While we realize property purchases cannot solely be the result of a single person's efforts, the Board feels strongly that our infrastructure situation needs to be resolved soon and encourages you to take appropriate steps to see that this happens;
- The Board of Directors believes that Mr. King required more oversight than what he received and encourages you to monitor and mentor members of your leadership team with the view of increasing their professional potential;
- The Board of Directors perceives a number of issues with Mr. Collins and yourself. These problems include the appearance of poor communication between Mr. Collins and yourself, the appearance of Mr. Collins not being a "team player," Mr. Collins' inflammatory SIP (which he was told by the Curriculum Director to omit), Mr. Collin's lack of leadership at the district level evidenced by his lack of participation in board and Administrative Council meetings, and the appearance of Mr. Collins using his school's budget numbers to increase his standing with the BVE employees at the expense of the superintendent and Board of Directors. We encourage you to take a stronger leadership role with respect to Mr. Collins;
- The Board of Directors is growing concerned with the number of complaints regarding the Middle School. Recently there appears to be a lack of communication between Ms. Petersen and parents (including a handful of parents who claim an inability to meet with Ms. Petersen in a timely manner), personality conflicts among building professionals that disrupt the efficient running of the Middle School, proposals to change the schedule in order to partially deal with a personnel matter, potential dishonesty in a board meeting, and a lack of monitoring Ms. Petersen by the administration. We encourage you to take a stronger leadership role with respect to Ms. Petersen and to suggest a program improving the educational product created at the Middle School;
- The Board of Directors would like to work with you to develop an environment of respect, collegiality, accountability, and professionalism among members of the Superintendent's

Administrative Council. Absent accomplishing this through professional mentoring, we encourage you to explore personnel moves that would achieve these goals.

- The Board of Directors is also concerned about your role as direct supervisor of the Lynden Learning Lifestyles program. While we do not observe how much of your time is spent with this program, we encourage you to delegate responsibility for this program to another administrator so you may better focus your attention to the needs of the entire district.
- Although the hiring of Mr. Dahl is to be commended, the process of hiring Mr. Dahl violated Policy #5051. The Directors expect that this type of violation will not occur in the future and are encouraged by the fast response and apology put forward by yourself and Mr. Adelstein;

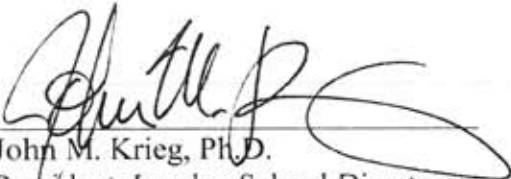
In addition to these concerns, the Board has a question which, while not rising to the "concern" level, we would like you to consider:

- The Board of Directors has a question regarding the "chain of command" and communication issues within the district. We recognize the importance of having employees discuss issues with principals, and then principals relate those issues to the superintendent. However, it seems as if the reverse should be true. Upon the superintendent making a decision, would it be better for this to be related to principals who in turn inform staff? Perhaps following this process would strengthen the employee-to-principal-to-superintendent chain.

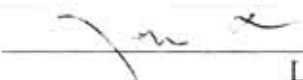
In summary, the Board of Directors remains enthusiastic about your work and leadership of the Lynden School District. We look forward to moving the District forward together over the coming year.

We are,

Sincerely,



John M. Krieg, Ph.D.
President, Lynden School Directors



Larry Korthuis
Vice President, Lynden School Directors

Teresa Camfield



Todd Lingbloom



Steve Hortegas