

Superintendent Evaluation
Terry Nelsen Bouck
Summary
April 2014

Summary

	Unsatisfactory	Basic	Proficient	Distinguished	No Answer
1.0-Communication with the Board	0	2	2	5	0
2.0- Connecting with the Community	0	1	0	8	0
3.0-Management, Leadership, and Decision Making	0	1	3	5	0
4.0-Short Term	0	1	1	7	0
5.0-Long Term Planning	1	1	4	3	0
6.0-Board Goals for Superintendent	1	1	1	4	2
Total	2	7	11	32	2

**Superintendent Evaluation
Terry Nelsen Bouck
Trustee Responses
April 2014**

1.0-Communication with the Board

Summary of all Trustees

Unsatisfactory	Basic	Proficient	Distinguished	No Answer
0	2	2	5	0

1.0-Superintendent Reflection

Trust, collegiality, and communication are vital to a highly effective and efficient school board. We have made great strides over the last year in these areas. Leadership, decision-making, policy oversight and the development of “best practices” in board governance now has a solid foundation. Board-Superintendent relationships are moving forward and can be characterized as work in progress.

As superintendent, my desire is to provide strong communication with the Board of Trustees through board communication bulletins, individual meetings, emails, newsletters, monthly LST reports, board and committee meetings, superintendent’s report and telephone conversations as needed.

I look forward to continuing to work with Trustees on board governance, team building and communication.

1.0-Trustee Responses and Comments

• **Kathy Aragon-Proficient**

1.1-Maintains status quo. 1.2-Budget draft adoption should be done before negotiations for more informed process.

• **Greta Besch Moen-Distinguished**

As a member of our Board, I have observed a reliable flow of important information from our superintendent to the trustees. Terry communicates by text or phone when there are pressing issues of a critical nature. He also consistently updates the board on non-urgent issues by email. He has established bulletins for the board to keep us informed of current District matters and continues to provide monthly summaries from his learning support team.

Serving as the Planning & Development Committee Chair, I have been in the unique position of working closely with Terry who is the committee’s staff liaison. We worked together in preparation for and presentation to hundreds of committee meetings, board meetings, and

community meetings for the Facilities Master Planning process, bond information, new school planning, renovations, and maintenance. As a result, we communicate frequently in an open and honest manner.

In my observations of Terry, I have noticed that he strives to bring people to work together. He has a willingness to listen and a voiced appreciation for the input and commitment of the Board and his staff.

I think our Board has struggled to identify a communication method that suits all trustees. This was an important issue to be discussed and resolved at our postponed Board retreat. I look forward to the opportunity to build a better trustee-superintendent team.

- **Lindy Graves-Basic**

I don't think that Board governance is on solid foundation. Hopefully, the issue will be fixed this year.

- **Janna Hafer-Proficient**

From my perspective our Superintendent is congenial and approachable. I very much appreciate that. There is a lot going on in SD2 presently; keeping everyone informed is a challenge. I want to encourage efforts in this area.

- **Allen Halter-Distinguished**

Strong asset to have for our district!

- **Travis Kemp-Distinguished**

Terry made time to contact me to make sure all my questions were answered. He is very easy to communicate with.

- **Teresa Stroebe-Distinguished**

There is a great need for a retreat. Our Doug Edie model of governance is not working; it needs to be reevaluated, changed, or scrapped. Committee of the whole is encumbering.

- **Travis Smith-Distinguished**

Terry, it is not often that I can say communication is good. I feel that all board members and the community would have to agree. You have spent many hours going the extra mile on communication.

- **Kevin Toohill-Distinguished**

Communication is a two-way street, and my evaluation is as much a reflection of board performance as the Superintendent. Mr. Bouck stepped into a dysfunctional board/superintendent-administration relationship and I have witnessed significant improvement under his leadership. However, I believe that the typical decision-making process often limits constructive Board involvement. The Board is brought into the process at a late stage when the decision has already functionally been made, and there are limited or no alternatives left for the Board. I have experienced frustration that alternative ideas were not openly received in the planning stages, and background information, important for sound decision making by the Board, was inadequate. Again, further work on board structure, goal setting, and constructive use of work sessions will continue to improve this working relationship and Mr. Bouck has shown great willingness to continue this.

2.0-Connecting with the Community

Summary of all Trustees

Unsatisfactory	Basic	Proficient	Distinguished	No Answer
0	1	0	8	0

2.0-Superintendent Reflection

We have encouraged and enhanced our connection with the community through public forums, surveys, task forces, and committees. . . . audit, budget, bond/levy, facilities, etc.

We have enhanced communication through tools and channels such as newsletters, local media, automated calls and emails, school and district websites and community outreach.

Our strong connection with the community includes, but is not limited to: MSU-B, City College, Rocky Mountain College, Kiwanis Clubs, Rotary Clubs, Optimist Clubs, Community Task Forces, City and County Councils, Billings Education Foundation, Big Sky Economic Development, Downtown Billings Alliance, Boys and Girls Club, YMCA, YWCA, News Media, Billings Police Department and City of Billings.

As superintendent, one of the highest priorities is to promote and encourage meaningful community involvement. My focus in the community will continue to be one of encouraging community involvement in our schools through visibility, listening, seeking input and suggestions. Maintaining continuous improvement with connecting our community with our schools is essential.

2.0-Trustee Responses and Comments

- **Kathy Aragon-Distinguished**
2.4-Grad. Matters and alternative pathways to graduation need to be explored and adapted. Partnerships with City College, expanding Career Center, and MSUB needed. Dual credit not on par with other communities is an example. Dual credit was adopted 8 years ago, why is SD2 lagging?
- **Greta Besch Moen-Distinguished**
Superintendent Bouck continues to be the diligent, passionate, and optimistic face of our District. This past year of finalizing the facility plan and passing the bond simply could not have been done without community involvement and support. In addition to the hundreds of community meetings that were held to provide information and solicit input on the future facility and

educational needs of our district, Terry continued to keep the community informed of ongoing district issues through his emailed newsletter, guest editorials, TV and print interviews, and representation on numerous boards.

Moving forward, it is critical to keep and build the community engagement as the district focuses on budget, establishing new school boundaries, legislative funding needs, and educational issues.

- **Lindy Graves-Basic**

No Comment

- **Janna Hafer-Distinguished**

Our Superintendent has gone above and beyond connecting with the community. Of course, he can't please all the people all the time, but he strives to reach out in so many ways to keep people informed.

- **Allen Halter-Distinguished**

Great job!

- **Travis Kemp-Distinguished**

No Comment

- **Teresa Stroebe-Distinguished**

Communication with the community is great. Community involvement is improved.

- **Travis Smith-Distinguished**

The amount of time you have put in and the groups of people you have communicated with has been rewarded with the success of a bond and mill levies, which this community has not seen for a long time.

- **Kevin Toohill-Distinguished**

This is a significant area of strength in Mr. Bouck's performance. He has quickly cemented himself as an important community leader and ensured open communication with the City, community stakeholders, and the public. His diligent work to create, develop, and foster community communication has been exemplary. The only issue related to the rubric is 2014-2015 goal setting, but I put this responsibility to the Board to address with the Superintendent.

3.0-Management, Leadership and Decision Making

Summary of all Trustees

Unsatisfactory	Basic	Proficient	Distinguished	No Answer
0	1	3	5	0

3.0-Superintendent Reflection

<p><u>Accreditation</u></p> <ul style="list-style-type: none"> -Classrooms over accreditation -Librarian -2013 Levy 	<p><u>Elementary Levy</u></p> <ul style="list-style-type: none"> -20.5 teachers impacting accreditation
<p><u>Student Achievement</u></p> <ul style="list-style-type: none"> -HR Review -AdvancED (Accreditation + School Improvement) -Project Lead the Way (STEM) -Dual Credit -HiSET . . . Standards Base -PLC -Tech Levy 	<p><u>Stakeholder Engagement</u></p> <ul style="list-style-type: none"> -Staff, Parents and Non-Profits -City, County, and Businesses -Police
<p><u>Montana Common Core Standards</u></p>	<p><u>Facilities Master Plan</u></p> <ul style="list-style-type: none"> -K-12 Master Plan Adopted -Demographic Projections -K-5, 6-8, 9-12 Configuration Adopted -Survey of K-8 voters regarding Bond 2013 -Passage of November 2013 Bond -Broadwater/McKinley, Two New Middle Schools and Deferred Maintenance
<p><u>Graduation Rates</u></p> <ul style="list-style-type: none"> -Graduation Matters -Expanded Gradpoint -Grants -Early Warning system -Dual Credit -Jobs for Montana's Graduates expanded to middle school (Riverside) -5% Increase in Graduation Rates – 3 years 	<p><u>Middle School Transition Plan</u></p> <ul style="list-style-type: none"> -Program Development/Schematic Design -Elementary School Redistricting Study (May '14-Feb. '15) -High School Redistricting Study

<u>Budget – 5% Reserve/Financial Management</u> -Big Picture Budget Trends -Prioritizing Spending -Accountability -Collaboration – Administration, Teaching and Support Staff, Lincoln Center -5 Year Plan -Meetings with Middle Schools and High Schools concerning Extracurricular Accounts	<u>Safety Enhancements</u> -Safeschools.com -SRO Career Center -Security K-8 -Security Assessment @ High Schools/Career Center
---	--

3.0-Trustee Responses and Comments

- **Kathy Aragon-Distinguished**
 Distinguished in mgmt. skills, but basic in leadership as SD2 must face reality of expenditures outpacing revenues and will need to address with long-term solutions (see CAFRS). Sup. Has gone above and beyond to present and connect with groups with SD2 message, but seeking input on decisions is a shortfall as exemplified by recent staff confusion/lack of input in planning for middle schools (auditorium). Community group connection is excellent. 3.6 & 3.7-Many SD2 issues are complex and two-sided and complexity needs to be communicated, i.e. # of classrooms, size of classrooms-relate to budget and # FTEs (same for SPED) hires vs. retirees, trends and sustainability.
- **Greta Besch Moen-Distinguished**
 Superintendent Bouck inherited a District in educational and financial crisis. A primary focus was the development of a facility plan to address the educational and maintenance needs of our district. Our district had almost 100 classes over accreditation, schools overcrowded, and schools in desperate need of significant maintenance. Over the last year classrooms over accreditation have be reduced by about 50%, due in part to the passing of a levy. The facility plan was adopted and the bond passed, which will address our overcrowding and some deferred maintenance. When a poignant reminder of children’s safety was highlighted in a tragic massacre, Terry led the charge to institute stringent safety requirements and upgrades in our schools. Additionally, there is a focus on student achievement as evidenced in Project Lead the Way, Graduation Matters, and the implementation of Common Core. Terry has accomplished these tasks, as well as many others, by his active engagement of staff and community. He challenges his Learning Support team not only on academics, but also on reducing their budgets. His goal of building up the reserve funds to 5% is in sight.
- **Lindy Graves-Basic**
 No Comment
- **Janna Hafer-Proficient**
 When the Superintendent arrived, he was faced with some significant issues. He (& we) has made great strides. There is still work to do. I have no reason to question his integrity and feel that he is striving to do what is in the best interest of SD2.

- **Allen Halter-Distinguished**

Always willing to make a tough decision even if it's not the most popular. Have heard great comments from the building about your leadership!

- **Travis Kemp-Proficient**

No Comment

- **Teresa Stroebe-Distinguished**

No Comment

- **Travis Smith-Proficient**

I feel there is room for improvement. You have spent much time in the community fighting for bonds and mill levies; unfortunately, this has taken some time away from being in the buildings. Now that we are passed the getting the money stage, I have no doubt that you will indeed spend more time seeing the different programs that some schools have, and work towards implementing them district wide.

- **Kevin Toohill-Distinguished**

Another area of exemplary performance by Mr. Bouck. He is quite active in the schools and throughout the community and the change in positive tone and morale throughout SD2 is evident. Again, more work must be done on defining, communicating, and following through on goals, but it is a responsibility of the Board to work with Mr. Bouck to implement this planning process.

4.0-Short Term

Summary of all Trustees

Unsatisfactory	Basic	Proficient	Distinguished	No Answer
0	1	1	7	0

4.0-Superintendent Reflection

The Learning Support Team provides exceptional administrative support in maintaining fiscal solvency and accountability, guidance for learning and teaching, reviews in Technology and Human Resources and support for other reforms and restructuring in the school district. A variety of federal and state reports are required throughout the year. The budgeting process includes the delegation of duties, responsibilities and timelines. Examples of these reports are:

Federal

- All Payroll (W-2, 1099, etc.)
- Federal Subsidies/Bond Reporting
- All Title Reports I-VII

State

- Trustee Financial Summary
- Budgets
- TEAMS (Terms of Employment, Accreditation and Master Schedule)
- Enrollment

As Superintendent, I meet monthly with each of the three bargaining units: BEA, BCEA, MPEA

4.0-Trustee Responses and Comments

- **Kathy Aragon-Distinguished**

4.5-We have not addressed sustainability/expend. /rev. 4.4-Are principal evaluations in place? Re. fiscal solvency and accountability-had to suspend 5% reserve policy x2 years (see CAFR projections). Expend. /rev. trends and FTEs not sustainable. Did not meet LR #1 of 5 year proj. Insufficient enrollment.

- **Greta Besch Moen-Distinguished**

I evaluate Terry's relationship with his Learning Support Team by their results. Terry frequently references and commends his team. He views them as an integral component to the success of the District. Their work and involvement have been demonstrated in their monthly reports and board presentations.

- **Lindy Graves-Basic**
The District has great support staff to get the job done.
- **Janna Hafer-Proficient**
I feel that I have inadequate information to make an educated decision; however, it appears that the administration is running smoothly. The Superintendent seems to have a good working relationship with the staff.
- **Allen Halter-Distinguished**
Again, thank you for your work on these. Your team works hard and does an awesome job.
- **Travis Kemp-Distinguished**
- No Comment
- **Teresa Stroebe-Distinguished**
No Comment
- **Travis Smith-Distinguished**
This shows your dedication to communication.
- **Kevin Toohill-Distinguished**
Mr. Bouck is a very good tactical manager, has a positive trusting relationship with staff, but is always personally accountable for the results. The number of issues which reach a Board level are minimal, which I believe speaks to Mr. Bouck's personal, and his leadership team's, abilities to manage district operations.

5.0-Long Term Planning

Summary of all Trustees

Unsatisfactory	Basic	Proficient	Distinguished	No Answer
1	1	4	3	0

5.0-Superintendent Reflection

<p><u>Student Achievement</u></p> <ul style="list-style-type: none"> -Strategic Planning -Graduation matters -Common Core Implementation -Project Lead the Way -Career Center – Expansion of Career Pathways -Dual Credit/AP -Accreditation 	<p><u>Long-Range Planning</u></p> <ul style="list-style-type: none"> -HR Review Implementation -Technology Review Implementation -Bond Implementation (Broadwater, McKinley, Middle Schools, Deferred Maintenance) -Redistricting <p><u>Budget</u></p> <ul style="list-style-type: none"> -5%+ Reserve -5-year forecast -Legislative Session -Committee
--	---

5.0-Trustee Responses and Comments

• **Kathy Aragon-Proficient**

All should relate to student achievement and include measures. My understanding was that initially district/board would build 1 MS, evaluate enrollment (actual vs. projected), budget ability to staff and operate, then build #2. Now fully charging ahead to more and smaller schools. I love this concept. More schools, no closures, no cuts to programs and no classes over accreditation as well as decreased transportation costs. My understanding is that MS #2 will as 12-13 more buses which will cost 500K+, this is not consistent with promise. 5.1-Would like to see this trend included in CAFR, as well as FTE elem., MS, HS-requested this almost 2 years ago-hires vs. retirement, etc.

• **Greta Besch Moen-Distinguished**

It was imperative that Terry have a long-term vision for our District. As mentioned earlier, this District was in an educational and financial crisis. We are steadily climbing out of our crisis under his leadership. In the near future, I would like the Board and Superintendent to develop a Strategic Plan for our District. I would also like to see the development of individualized School Improvement Plans.

- **Lindy Graves-Basic**
Needs to be done.
- **Janna Hafer-Proficient**
Our Superintendent has introduced some excellent plans to help the District move forward. Sometimes it seems like we are "putting out fires" rather than focusing on goals. I would recommend work on a strategic overall plan.
- **Allen Halter-Proficient**
A part that the Board and you need to work on to make clear for all parties involved.
- **Travis Kemp-Proficient**
Terry's approach has been clear and easy to understand.
- **Teresa Stroebe-Distinguished**
The HR review was greatly needed. I so appreciate the thoughtful, professional review. I appreciate the effort made to have a transparent, fair, and thoughtful approach to redistricting. I anticipate rebounding will be transparent, thoughtful, and fair as well.
- **Travis Smith-Distinguished**
Keep up the good work.
- **Kevin Toohill-Unsatisfactory**
Mid- and long-term planning is another area where the Board of Trustees and Mr. Bouck can make significant progress in the year ahead. Mr. Bouck has done a commendable job of moving several important initiatives forward. In communications with Mr. Bouck it is apparent he has a long-range vision for district improvement and is focused on continued improvement in student achievement. However, these elements need to be translated to a written, multi-year Strategic Plan that can be used as a roadmap for the district and as a critical communications tool for the public. The overall goal should be a plan that says "we know where want to be as a district, and here is the plan to get there." To this point the many individual projects, all with considerable momentum and early success, have not be woven into an interrelated strategic vision that the Board and community can understand and participate in achieving.

6.0-Board Goals for Superintendent

Summary of all Trustees

Unsatisfactory	Basic	Proficient	Distinguished	No Answer
1	1	1	4	2

6.0-Superintendent Reflection

Upcoming Board and Superintendent retreat.

6.0-Trustee Responses and Comments

- **Kathy Aragon-No Answer**

Board should do self-evaluation as well. Review of goals at retreat and set next goals.

- **Greta Besch Moen-Distinguished**

The Board established a list of goals for Terry in October 2012. Terry has made steady progress on those goals. Our Board has the responsibility to discuss and establish new goals. In concert with a developed Strategic Plan, I would like to develop “District Goals” with associated “Superintendent Performance Goals”.

- **Lindy Graves-Basic**

I feel that the Board needs to set goals. The Board should be looking at other items than what is just given to us by Admin. Hopefully, this year will be the year to have goals set for both the Board and Superintendent.

- **Janna Hafer-Proficient**

I agree we could benefit from a Board & Superintendent retreat. Overall, SD2 is in a much better situation than it has been in a long time. I think the Superintendent deserves a lot of credit for that!

- **Allen Halter-Distinguished**

Overall, a great job this last year. A great leader for our district and moving us forward. As a trustee, I appreciate your expertise and also willingness to listen to others.

- **Travis Kemp- Distinguished**

Keep this guy around. He is doing a great job!

- **Teresa Stroebe- Distinguished**

Board and Superintendent retreat needed.

- **Travis Smith-No Answer**

Continue to squeeze the budget, without affecting education.

- **Kevin Toohill-Unsatisfactory**

Again, this is a deficiency in Board governance, not the performance of Mr. Bouck. He has shown a desire to have goal setting and targets to meet, and the Board needs to follow through on this important piece of governance.

TRUSTEE KATHY ARAGON DETAIL SCORING

Note: Trustee Aragon scored each subitem under major categories. Since she was the only Trustee that evaluated in this way, her detail is presented here. The detail scoring was used to determine her overall scoring included with the other trustees overall scoring in the Trustee summary and detail.

Superintendent Evaluation
Terry Nelsen Bouck
Trustee Aragon Detail by each sub item
April 2014

Board of Trustees Superintendent Survey **Kathy Aragon**

1.0-Communication with the Board	Unsatisfactory	Basic	Proficient	Distinguished	No Answer
1.1-Engender trust...			x		
1.2-Keeps the board informed...			x		
1.3-Offers professional advice...		x			
1.4-Has a harmonious working relationship...			x		
1.5-Handles differences of opinion...			x		
1.6-Seeks and accepts constructive criticism...		x			
1.7-Is receptive to board members...			x		
1.8-Interprets and executes the intent...			x		
Total	0	2	6	0	0

2.0- Connecting with the Community	Unsatisfactory	Basic	Proficient	Distinguished	No Answer
2.1-Communicates on a regular...			x		
2.2-Participates in community...				x	
2.3-Gains respect and support...				x	
2.4-Provides educational leadership...		x			
2.5-Solicits and gives attention...			x		
2.6-Works effectively with public...				x	
2.7-Develops cooperative relationships...				x	
Total	0	1	2	4	0

3.0-Management, Leadership, and Decision Making					Unsatisfactory	Basic	Proficient	Distinguished	No Answer
3.1-Is visible in schools...							x		
3.2-Devotes time and energy...								x	
3.3-Serves as a role model.								x	
3.4-Speaks and writes effectively.								x	
3.5-Develops good employee morale...								x	
3.6-Maintains high standards of ethics...						x			
3.7-Exercises good judgment...						x			
Total					0	2	1	4	0
4.0-Short Term					Unsatisfactory	Basic	Proficient	Distinguished	No Answer
4.1-Maintains a smooth-running...								x	
4.2-Prepares all necessary local...								x	
4.3-Delegates authority to staff...								x	
4.4-Evaluates performance of staff...							x		
4.5-Maintains positive relationship...								x	
Total					0	0	1	4	0

5.0-Long Term Planning					Unsatisfactory	Basic	Proficient	Distinguished	No Answer
5.1-Recommend changes...							x		
5.2-Creates long term plans...							x		
5.3-Revises goals...							x		
Total					0	0	3	0	0
6.0-Board Goals for Superintendent					Unsatisfactory	Basic	Proficient	Distinguished	No Answer
Kathy Aragon									x
Total					0	0	0	0	1
Total					0	5	13	12	1

Note: Trustee Aragon scored each subitem under major categories. Since she was the only Trustee that evaluated in this way, her detail is presented here. The detail scoring was used to determine her overall scoring included with the other trustees overall scoring in the Trustee summary and detail.