Evaluating Your Charter School Leader

Webinar
What We’re Going to Cover

► Top 10 Mistakes Boards Make When Evaluating Their Leader

► Key Steps to Complete an Effective End of the Year CEO Evaluation

► Concrete Tools You Can Use

► Q&A
A Few Notes Before We Dive In

► It’s all about the kids.
► I am going to articulate a very high bar. The students in your charter school deserve nothing short of excellence.
► Terminology:
  – We use the term “CEO” to denote the person at the very top of the org chart, who reports directly to the board.

We will provide a link to a recording of this webinar.
Big Picture Framing
FRAMING PRINCIPLES

- The BoardOnTrack approach is predicated on the idea that you should be striving to build a healthy partnership between the Board and the CEO.

- When this process is executed effectively, it can lead to higher engagement, productivity and retention of the CEO and ultimately result in a stronger organization.

- Having clarity on goals and frequent dialogue on performance can also make the job of the board easier if and when performance issues surface.

- Many boards recognize and understand the significance of this responsibility, yet may not plan for it adequately or know what process to follow.

- Effective leaders actually want their board to evaluate them.
Top 10 Mistakes Charter School Boards Make When Evaluating Their Leader
1. **They don’t do it!**

   - Most charter school boards do not have an effective process to evaluate their leader annually.
   
   - The board is busy; designing a strong process and evaluation tool is difficult.
   
   - The CEO/School Leader often tells the board “that’s OK, don’t bother”.
Top 10 Mistakes

2. **See it as an end of the year “quick hit” not a year round process**
   - Effective CEO/School Leader support and evaluation is a year round process
   - The end of the year evaluation is only one step of a 5 part cycle
End of the Year CEO Evaluation

**DOCUMENTATION**
- Contract, Job Description, Board Approved Annual Goals

**ANNUAL EVALUATION**
- CEO Self-Evaluation
- Board Evaluation
- Direct Reports

**PROCESS DEFINED**
- Appoint Committee, Timeline & Action Steps for Entire Year

**SPRING CHECK-IN**
- Formal process to report against goals

**FALL CHECK-IN**
- Formal process to report against goals
3. **Design the process without including the CEO**

- Ideally this is a collaborative process and the CEO should have a chance to weigh in on the process and the evaluation tools.

- It should feel supportive, rather than punitive.
4. **Unclear about what you are measuring performance against**

An effective process needs to draw on:

- **Board approved organizational goals**

And refer to:

- **The charter and accountability plan**
5. Misuse parent and teacher satisfaction surveys

- Don’t ask questions directly about the leader, ask about overall organizational performance
Top 10 Mistakes

6. Don’t have the full board share the responsibility

- Some trustees may have better visibility than others into particular areas, but you are all on the hook for overall organizational effectiveness

- All trustees should complete the same evaluation tool, not just the chair or the officers
Top 10 Mistakes

7. **Don’t have direct reports weigh in anonymously**

   - We highly recommend a process that allows direct reports to weigh in anonymously.
   - Board members should never interview the staff directly.
Top 10 Mistakes

8. Board doesn’t speak with one voice

- It is imperative that the board provide feedback to the CEO by speaking with one voice

- You should deliberate in closed session until you can achieve this

(as long as open meeting law allows for this type of deliberation)
9. Shares raw data with the CEO

- Again, speak with one voice

- Better to say “the majority of the board feel you are doing an outstanding job at x”

Rather than saying 9 of us think you do this well, 1 does not.
10. Don’t have the board complete a parallel process

– It’s a partnership!

– The board should complete a similar year round process
Board Should Have a Parallel Process: It’s a Partnership

**DOCUMENTATION**
- Board Job Description
- Individual Performance expectations

**BOARD GOALS DEFINED**
- Clear Measurable Goals for the Year

**ANNUAL EVALUATION**
- Full Board and Individual Trustee Performance

**FALL & SPRING CHECK-IN**
- CEO gives board feedback on their performance

**Ongoing Accountability**
- For board to deliver against stated goals
Key Steps to Completing an End of Year CEO Evaluation
It’s a Year Round Process

**DOCUMENTATION**
- Contract, Job Description, Board Approved Annual Goals

**PROCESS DEFINED**
- Appoint Committee, Timeline & Action Steps for Entire Year

**ANNUAL EVALUATION**
- CEO Self-Evaluation
- Board Evaluation
- Direct Reports

**SPRING CHECK-IN**
- Formal process to report against goals

**FALL CHECK-IN**
- Formal process to report against goals
KEY ACTION STEPS

1. Form CEO Evaluation Committee
2. Develop a Timeline
3. Determine Evaluation Tool/Instrument
4. CEO Completes Self-Evaluation, Self-Evaluation Shared with Board
5. Board and Direct Reports Complete Evaluation
KEY ACTION STEPS

6. Determine additional data points to be used and collect data
7. Discuss results with full board
8. Create a summary memo to share with the CEO
9. Hold in person meeting with CEO to share results
10. Goals and action plan created for next year
Step #1: Form CEO Evaluation Committee

Who should serve on the committee?

It’s recommended that the Board Chair serve on this committee, and preferably someone with HR or managerial experience.

Ideally three members.

Appoint one person as the chair/evaluation coordinator. Typically better if this is not the Board Chair.
Step #2: Develop a Timeline

Tips

► Map backwards from the desired end date.
► Write down process steps and timeline.
► Get input from the CEO.
► Have the timeline and process approved by the full board.
Step #3: Determine What Tool / Instrument You Will Use

Options

► BoardOnTrack’s Online Tool
► Homegrown
► Other options?

Ideally one that has been road-tested with charter schools nationwide.

Tool that focuses on the CEO job not the Superintendent or Principal only.
Step #4: Determine What Additional Data Points Will Be Used

Examples include:

- Report from CEO on board approved goals for the year and progress towards completion
- State Test Scores
- Annual parent satisfaction surveys
- Annual staff satisfaction surveys

Think as if you are building a “portfolio” of data points.
Step #5: CEO Completes Self-Evaluation

- We highly recommend that the CEO complete their self-evaluation enough in advance that it can be used by the full board while they complete their portion of the evaluation.
- Agree upon a completion date with CEO.
- Share CEO self-evaluation with the full board.
- *The self-evaluation can also be shared with the direct reports.*
Step #6: Board and Direct Reports Complete Evaluation

- **FULL** board completes evaluation by agreed upon time.
- Direct reports complete evaluation by agreed upon time.

Step #7: Full Board Discusses Results

- **FULL** board discusses results and agrees to speak with one voice.
Step #8: Create Memo to Share with the CEO

- Committee drafts a summary memo.
- **FULL BOARD** reviews memo together.
- **FULL BOARD** agrees to speak with one voice.
Step #9: In-person meeting with CEO to share results

- Ideally a smaller subset (the committee) meets with the CEO to share feedback.

- We recommend **not** sharing the documents/memo in advance but providing it after the discussion.
Step #10: Action Plan and Goals for Next Year

► Develop concrete goals and an action plan for the next school year.
What Does This Look Like in Action?
BoardOnTrack’s CEO Evaluation Tool

- After watching boards botch this for more than a decade we set out to build an effective and efficient tool.

- It is online, web-based

- Includes one survey instrument – the same instrument is completed by the CEO, Full Board and Direct Reports

- Includes training videos, templates and helps you execute our 10 recommended steps.
BoardOnTrack’s CEO Evaluation Process Timeline

Steps You Through Our Recommended Steps

<table>
<thead>
<tr>
<th>PROCESS</th>
<th>SURVEY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action</td>
<td>Due</td>
</tr>
<tr>
<td>Ensure committee is formed</td>
<td>4/2/2016</td>
</tr>
<tr>
<td>The board chair ensures that a CEO Support and Eval committee exists with an assigned chairperson. Learn how.</td>
<td></td>
</tr>
<tr>
<td>Open the CEO self evaluation</td>
<td>4/9/2016</td>
</tr>
<tr>
<td>Request the CEO to complete their self evaluation prior to the board being requested to complete their evaluations. Learn how. Review the questions prior to opening the survey here.</td>
<td></td>
</tr>
<tr>
<td>Complete the CEO self evaluation</td>
<td>4/17/2016</td>
</tr>
<tr>
<td>Complete your self evaluation as requested by the board. Learn how.</td>
<td></td>
</tr>
<tr>
<td>Share the CEO self evaluation</td>
<td>4/17/2016</td>
</tr>
<tr>
<td>Share the CEO’s Self Evaluation with the board. It is recommended that this be done before requesting the board to take their evaluation surveys. Learn how.</td>
<td></td>
</tr>
</tbody>
</table>
Overview of CEO Evaluation Tool

► On-line survey

► 60 questions:
  – 57 closed ended with comments at the end of each category
  – 3 open ended questions

► 2 main sections: core competencies and job specific competencies

► 5-point rating scale:
  – With 1 = Unsatisfactory, 3 = Meets Expectations, 5 = Far Exceeds Expectations
Core Competencies

► Demonstrates integrity
► Cultivates a culture of excellence
► Drives academic excellence/student performance
Role Specific Competencies

► Actively promotes org. and ensures resources
► Ensures adequate facilities
► Partners with the board
► Engages the community
► Overall leadership & performance

► Leads the educational program
► Develops & leads staff
► Manages organization’s compliance & admin
► Builds and maintains family satisfaction
► Manages financial performance
Open Ended Questions

► CEO’s most significant accomplishments and/or strengths?

► Top 3 things the CEO should do to move the organization forward?

► List any key challenges in year ahead for CEO and/or organization.
Core Competency: Demonstrates Integrity

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deals with others in straightforward, honest and ethical manner.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Behaves in a way that supports the organization’s mission, vision and values.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Admits mistakes and takes timely corrective action.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Treats others with dignity and respect.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**ADDITIONAL COMMENTS/EXAMPLES** - Please provide additional comments or specific examples that support the ratings given above:

- 
- 
- 
-
BoardOnTrack’s CEO Evaluation Report (Summary)

- **Demonstrating Integrity**
  - Score: 4 (CEO), 4 (Board), 3 (Staff)

- **Cultivating a Culture of Excellence**
  - Score: 4, 3, 3

- **Driving Academic Excellence/Student Performance**
  - Score: 4, 3, 2

- **Leading the Educational Program**
  - Score: 4, 2, 2

- **Developing and Leading Staff**
  - Score: 4, 4, 4

- **Managing Organizational Compliance and...**
BoardOnTrack’s CEO Evaluation Report (Detail)

**REPORT: Demonstrating Integrity**

<table>
<thead>
<tr>
<th>PROCESS</th>
<th>SURVEY</th>
<th>REPORT</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Board</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff</td>
<td>4</td>
<td>3</td>
</tr>
</tbody>
</table>

**OVERALL SCORE**

- Deal with others in straightforward, honest and ethical manner.
  - **5** - **4** - **4**
- Behave in a way that supports the organization's mission, vision and values.
  - **3** - **3** - **3**
- Admit mistakes and take timely corrective action.
  - **4** - **4** - **4**
- Treat others with dignity and respect.
  - **3** - **4** - **3**

**Participants**

- CEO: Gina Fafard
- Board: Brian Carpenter

**Documents**

- Objectives.pdf (10 days ago)
- KPIS.csv (10 days ago)
- Sample Teacher Survey Question (10 days ago)

**Memo**

- Memo for Gina 2015-2016.docx (10 days ago)
Walk-In Clinic March 21\textsuperscript{st} 2:00 pm eastern

See the BoardOnTrack CEO Evaluation Tool in Action
Questions?
Questions?

► Should we wait and complete the CEO Evaluation once we have our state test data in the fall?
► How does BoardOnTrack’s tool align with those recommended or mandated by various state agencies?
► How concerned should we be about structuring and administering the evaluation consistently from year to year?
► What should we do if the board did not ask the CEO for specific goals, or objectives this year?
► What’s the cost of BoardOnTrack’s CEO Evaluation Tool? How do we purchase it?
Interested in Learning More?
We’ll send you a link to the webinar recording.

Members
Reach out to us via the HELP button if you need support in kicking off the evaluation process

Not a Member?
Learn more
info@boardontrack.com

Walk-In Clinic March 21st 2:00 pm eastern
We’ll show you the CEO Evaluation Tool in Action