



BUILDING BOARD STRUCTURE – MEASURING SUCCESS

FEATURING MARCI CORNELL-FEIST AND ORLANDO CASTELLON

— THE GOVERNOR JOHN ENGLER —
CENTER FOR CHARTER SCHOOLS
— CENTRAL MICHIGAN UNIVERSITY —

BOARD STRUCTURE - MEASURING SUCCESS

Presenters



Marci Cornell-Feist
BoardOnTrack

Biography:

<https://BoardOnTrack.com/team/>



Orlando Castellon
The Governor John Engler Center
for Charter Schools

Biography:

<http://www.TheCenterForCharterSchools.org/about/center-for-charter-schools/our-team/>

Today's Format

- Content rich webinar
- Brief time for Q&A at the end
- Evaluation

This session is being recorded. The recording and PowerPoint will be made available at www.TheCenterForCharters.org/Events.

What We Are Going To Cover

- 10 common mistakes in leader evaluation
- Process for completing an evaluation
- Key action steps for the evaluation
- Q&A

Some Framing Thoughts

A Few Notes Before We Dive In

- It's all about the kids.
- We are going to articulate a very high bar. The students in your charter school deserve nothing short of excellence.
- Terminology:
 - BoardOnTrack uses the term "CEO" to denote the person at the very top of the org chart, who reports directly to the board.

Why complete an evaluation?

- To identify strengths and weaknesses.
- Creates a process of continuous improvement.
- It is required by Michigan law.
- What gets measured gets done.

Top 10 Mistakes Charter School Boards Make When Evaluating Their Leader

Top 10 Mistakes

#1: They don't do it

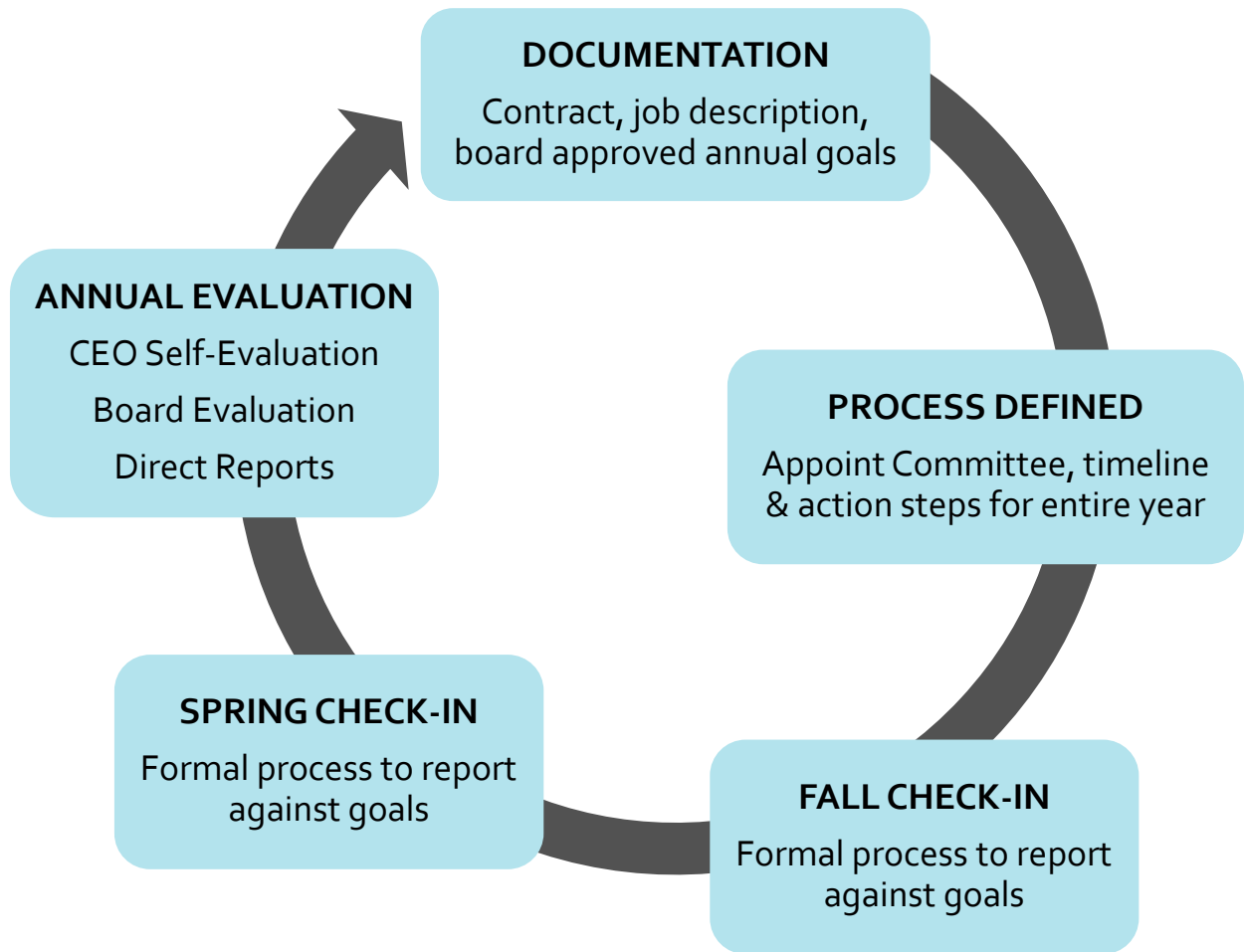
- Most charter school boards do not have an effective process to evaluate their leader/contract annually.
- The board is busy; designing a strong process and evaluation tool is difficult.
- The CEO/school leader often tells the board “that’s OK, don’t bother.”

Top 10 Mistakes

#2: See it as an end of 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 five-part cycle.

End of the Year CEO Evaluation Cycle



Top 10 Mistakes

#3: Designing the process without including the CEO

- 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.

Top 10 Mistakes

#4: Unclear about what you are measuring performance against

- An effective process needs to draw on board-approved organizational goals.
- It needs to refer to the educational goal in the charter contract (Schedule 7b).

Top 10 Mistakes

#5: Misuse of parent and teacher satisfaction surveys

- Don't ask questions directly about the leader. Ask questions 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 board members should complete the 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.

Top 10 Mistakes

#9: Shares the raw data with the CEO

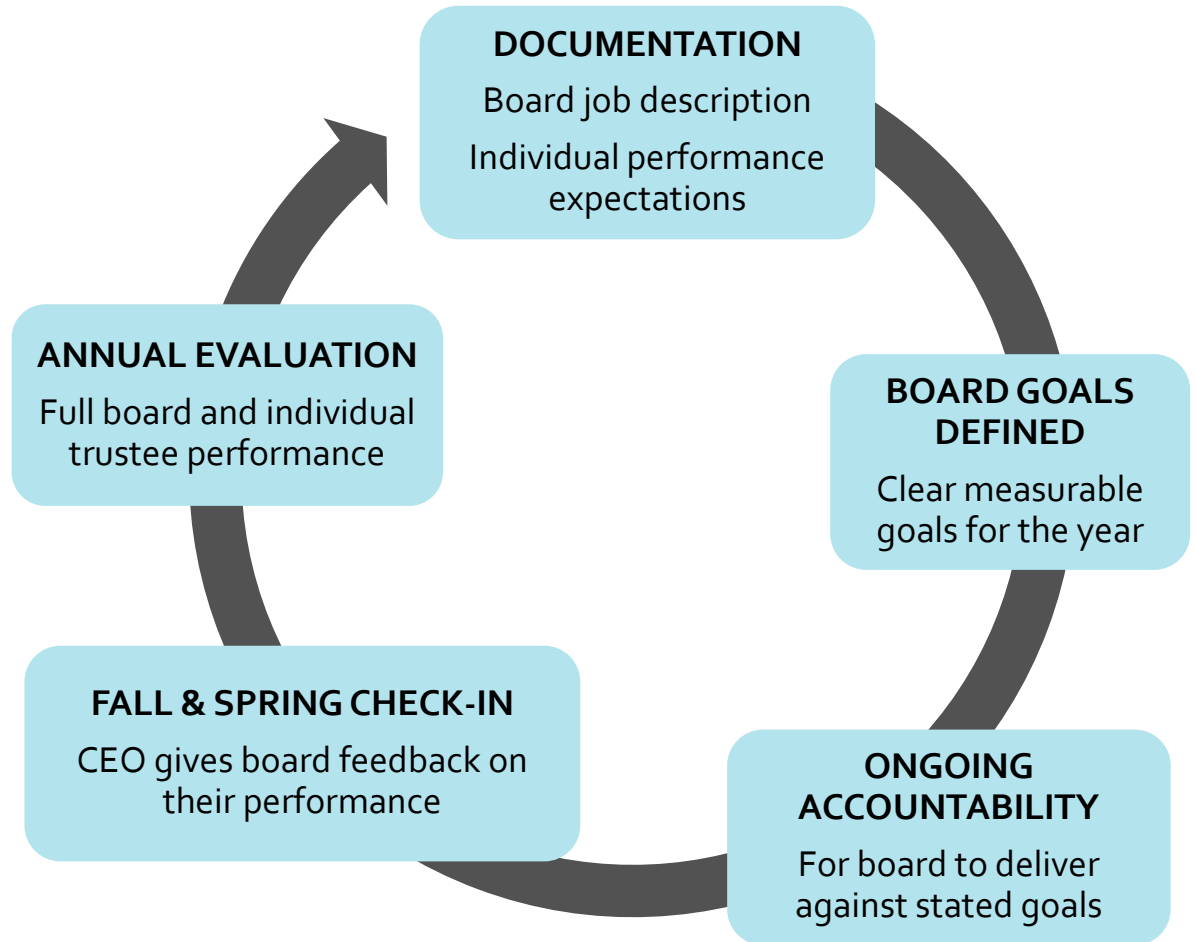
- Again, speak with one voice.
- Better to say “the majority of the board feel you are doing an outstanding job at x” rather than saying nine of us think you do this well and one does not.

Top 10 Mistakes

#10: Don't have the board complete a parallel process

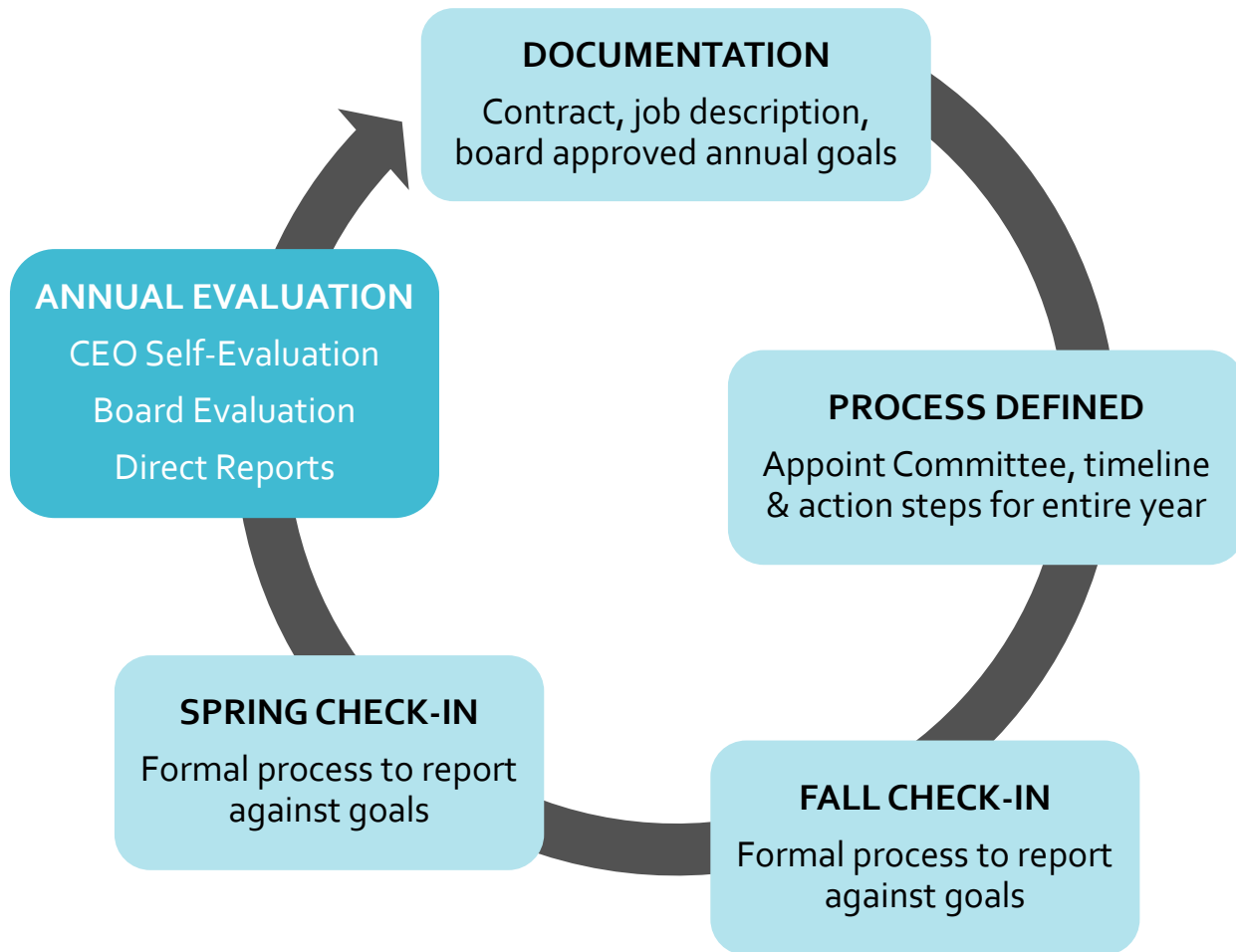
- It's a partnership!
- The board should complete a similar year round process.

Board Should Have a Parallel Process: It's a Partnership



Key Steps to Completing an End of Year CEO Evaluation

It's a Year Round Process



Key Action Steps

1. Form a committee or task the Academic Excellence Committee with this function
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 a 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.
- It is typically better if this is not the board chair.

Step #2: Develop a Timeline

Tips to consider:

- 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

Determine your options for tools:

- Contractor (i.e. BoardOnTrack)
- Homegrown
- Other options?

Consider if the tool has been used previously and how effective it was.

Tool that focuses on functions of the job not the individual superintendent or principal.

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.
- Test scores (see contract goals)
- Attendance; staff and students?
- 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** board discusses results and agrees to speak with one voice.

Step #8:
Create
Memo to
Share with
the CEO

- Committee drafts a summary memo and 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 after the discussion.

Step #10:
Action Plan
and Goals
for Next
Year

- Develop concrete goals and an action plan for the next school year.

Additional Items to Consider

What are your Core Competencies

- Demonstrates integrity
- Cultivates a culture of excellence
- Drives academic excellence/student performance

Example from
BoardOnTrack

Core Competency: Demonstrates Integrity

| | 1 | 2 | 3 | 4 | 5 | N/A |
|---|---|---|---|---|---|-----|
| Deals with others in straightforward, honest and ethical manner. | | | | | | |
| Behaves in a way that supports the organization's mission, vision and values. | | | | | | |
| Admits mistakes and takes timely corrective action. | | | | | | |
| Treats others with dignity and respect. | | | | | | |
| ADDITIONAL COMMENTS/EXAMPLES - Please provide additional comments or specific examples that support the ratings given above: | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |

What are the Role Specific Competencies

- Actively promotes organization and ensures resources
- Ensures adequate facilities
- Partners with the board
- Engages the community
- Overall leadership and performance

What are the Role Specific Competencies

- Leads the educational program
- Develops and leads staff
- Manages organization's compliance and administration
- Builds and maintains family satisfaction
- Manages financial performance

Open Ended Questions to Consider

- CEO's most significant accomplishments and/or strengths?
- Top three things the CEO should do to move the organization forward?
- List any key challenges in year ahead for CEO and/or organization.

Concluding Thoughts

- Evaluation should be considered as an opportunity for improvement and collaboration.
- Evaluation should be based on mutually agreed upon predetermined strategic direction and goals.
- Evaluation is cyclical, rigorous and fair.

Questions?

Upcoming Events

Assessing Academic Progress

June 26, 2018- Grand Rapids

June 28, 2018- Novi

Annual Conference

October 4, 2018- Novi

www.TheCenterForCharters.org/Events