

2016-2017 Head of School Evaluation

Rationale

A critical role of our Board is to provide feedback, both real-time and structured, to our Head of School, to support his/her growth as the leader of our wonderful school community. Providing regular feedback and support to our HOS is at the center of our sustainability. In addition, with all of the strategic leadership work the HOS (and Board) needs to lead this year and in the coming few years to ensure NOCCS is sustainable, we must prioritize the HOS' development.

Stephen Ajani started as HOS in the Summer 2015 and has not had a formal evaluation. The Personnel committee would like to launch a comprehensive mid-year review that will include input from all staff (both admin and instructional) and the Board. We also want to support the HOS with creating and executing on an action plan, and to have access to coaching along the way.

We also believe mid-year is the best time to provide feedback that is both positive and developmental, with enough time remaining in the year to use that feedback to support a strong second half of the year.

Tool & Process

We are proposing that we use a CEO evaluation tool offered through BoardonTrack (see both the attached "Membership Overview" and "Targeted Membership" documents for details). We partnered with them in 2013 for the previous HOS' evaluation. The current toolkit includes the evaluation, analysis and coaching for the HOS and the HOS

w/Board chairs. You can learn more about BoardOnTrack at www.boardontrack.com.

We would like to kick-off Stephen's evaluation right after Winter break, with the goal of wrapping up feedback by mid January, and having Stephen's review conversation in early February.

Participation & Outreach

Our goal is 90% staff participation. In an effort To reach this goal, we are planning the following outreach to staff:

1. Official kick-off meeting with NOCCS team during their January 3rd PD day, with time carved out for staff to complete their feedback on that day. **We are expecting the largest participation with this effort.**
2. Email/in-person reminders to staff
3. Posting reminders in staff lounge

Costs

We are exploring three (3) options with BoardOnTrack under their Targeted Membership: a one-year, multi-year contract (3 years), and a multi-year contract (lump sum). The attached "Targeted Membership_CEO" document includes more specifics.

OPTION 1: A one-year contract will cost us \$4,995.

OPTION 2: A multi-year contract will cost us \$4,250/year (15% discount) for three years, with the same tools and support.

OPTION 3: If we choose the multi-year lump sum, we would pay a lump sum of \$11,985 (\$3,995/year).

Rationale for Costs (to BoardonTrack)

We understand that the budget is tight and we are looking to increase revenue and decrease expenses. Yet, we are also in the midst of doing work that is aimed to support the short and long-term sustainability of the school. So to be clear, we believe the Board should approve the costs for an outside organization to support us to review our HOS because of the following:

1. “Effectively” evaluating the HOS is important for the Board, for the HOS and for the school community. It’s core to a sustainable school now and in the long-term. They know how to do this way better than we do!
2. This multi-year proposal ensures that for whomever is leading the school, there will be development support in place on Day 1.
3. The HOS’ evaluation and coaching support will be consistent. It will not rely on the Board’s variable capacity (time and expertise) to manage it.

Where will the funds come from?

We are requesting that for this year we reallocate our \$1k Board development budget for this expense. For the remaining \$4k, we can explore with Stephen where we can cut expenses. Yet, with our already tight operating budget, realistically we are asking for this expense to be approved knowing it will increase our expenses for the year. This expense would be accounted for in future year budgets.