**Model Head of School Evaluation: Planning Year**

*Note: This document is an example only, and illustrates one method a board might use to track school leader progress against established goals. Each board must independently determine appropriate goals for school leaders given the organization’s specific strategic plan and initiatives and may track those goals through whichever methods the board chooses*

**Position Summary**

The Head of School will be held accountable by the Board of Trustees with regard to all aspects of the school’s success and management, including but not limited to: academic program, financial management, and organizational health. The Head of School is entrusted with advancing the school’s mission, ensuring strong student performance aligned with the goals and measures outlined in the school’s accountability plan, maintaining the financial viability of the organization, and determining the future direction of the school in accordance with the mission. The Head of School will be hired by and report to the Board of Trustees.

**Evaluation**

The Evaluation is directly tied to the responsibilities of the Head of School, specifically within the planning year. The Evaluation is informed by the members of the Board in alignment with various responsibilities and includes the Head of School’s self-evaluation in each area at the midyear and end of year evaluations. Dates addressed within this Evaluation are Month Date, 20XX through Month Date, 20XX. The midyear evaluation will take place on or before Month Date, 20XX. The end of year evaluation will be completed on or before Month Date, 20XX.

Each area for evaluation corresponds to elements with the Head of School’s job description and provides opportunity for both quantitative and qualitative review. The three areas (Academic Program, Fiscal Management, and Organizational Health) are in order of importance and weight. The Head of School uses this template to create a self-evaluation as well, and provides the self-evaluation to the Board as part of its annual evaluation process and as one resource informing this process.

The final evaluation document is completed with one voice from the entire Board, and includes specific but unattributed comments from the larger Board’s membership. The Board will establish a sub-committee, consisting of at least the Board Chair, one member from the Academic Committee, and one member from the Finance Committee. This sub-committee collates all of the materials and writes the final evaluation.

# Academic Program

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| **Responsibility** | **Measurements** | **Evaluation*** Not satisfied (0)
* Partially satisfied (3)
* Fully satisfied (5)
 | **Comments** |
| Create, monitor, and sustain a school culture of academic excellence through consistent implementation of systems and structures to maximize student learning. |  |  |  |
| Create, monitor, and sustain an exemplary 4-12 academic program that supports strong academic achievement for all learners. |  |  |  |
| Facilitate staff development and administrative meetings in coordination with other members of the leadership team, including Teacher Leaders. |  |  |  |
| Lead all student recruitment and community meetings in coordination with volunteers and contracted service providers. |  |  |  |
| Draft and communicate evaluations of all staff members. |  |  |  |
| Organize, plan, and lead orientation, training, and evaluation of all staff members. |  |  |  |
| Provide instructional leadership through regular observations, feedback, and meetings, and additional metrics of support in order to provide a quality instructional program to students within the context of a disciplined school culture. |  |  |  |
| Analyze student achievement data as well as teacher performance data on a variety of metrics, quantitative and qualitative, and use information to collaborate with the rest of the school leadership team on strategic plan and short- and long-term vision for school. |  |  |  |
| Implement all student discipline, code of conduct, and behavior standards and policies in conjunction with other administrative and teaching staff.  |  |  |  |
| Review all student report cards before disbursement to families, or delegate to appropriate staff member(s) upon school growth. |  |  |  |
| Supervise and direct the culture of the school by monitoring the academic program and the implementation of school’s discipline code to ensure a safe and focused school environment. |  |  |  |
| **Summative assessment of the Head of School’s leadership of the Academic Program in the planning year.** |

# Financial Management

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| **Responsibility** | **Planning Year Measurement**  | **Evaluation** | **Comments** |
| Manage and allocate school resources, including financial resources, in alignment with values of school and board-approved annual budget; work with the Director of Operations and back-office-provider to evaluate the accuracy of all financial documents. |   |  |  |
| Supervise and monitor daily inputs and outputs of the school including accounts payable and receivable, cash receipts and disbursements, payroll/benefits, taxes, staff, and school supplies. |  |  |  |
| Collaborate with the Director of Operations and back-office-provider to prepare and submit required reports, evaluations, and data to all external and funding sources. |  |  |  |
| Work with all school stakeholders, school personnel, and the Board of Trustees and its committees, to acquire and collect resources, financial and in-kind, for instructional, extracurricular, and enrichment needs.  |  |  |  |
| Ensure the financial stability of the school by attaining and maintaining stable enrollment.  |  |  |  |
| **Summative assessment of the Head of School’s leadership of Financial Management in the planning year.** |

# Organizational Health

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| **Responsibility** | **Planning Year Measurement**  | **Evaluation** | **Comments** |
| Manage and work closely with the Director of Curriculum and Instruction and Director of Operations on all responsibilities associated with the positions, including representatives of all outsourced business functions. |  |   |  |
| Manage and direct recruitment, hiring, and retention of all staff members, including salary, contract, and benefit orientations.  |  |  |  |
| Coordinate lottery, admissions, enrollment, and waitlist procedures for the school.  |   |  |  |
| Implement all personnel policies. |  |  |  |
| Serve as primary spokesperson for school to internal and external constituents including media, community members, parents, political leaders and representatives, and visitors.  |  |  |  |
| Support and work with all Board committees as well as provide information, data, reports, and context necessary to assist in effective governance of the school.  |  |  |  |
| Inspire staff and student body to remain focused and determined in work of fulfilling the mission of the school. |  |  |  |
| Model and promote self-care and safety precautions for all staff.  |   |  |  |
| Communicate effectively with families around the school’s mission and goals. |  |  |  |
| **Summative assessment of the Head of School’s leadership of Organizational Health in the planning year.** |

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| **Synthesizing comments on the Head of School’s leadership in the planning year:****Do More:****Do Less:****Stop Doing:** |

Board Chair Date

Head of School Date