

## CWC-KC Executive Director Evaluation Process

The Board of Directors will develop an on-going process for the evaluation, growth, and development of exceptional leadership. The initial evaluation, by the local Board in the spring of 2023, will set the stage for a more thoughtful and planned process each year. Until now, review and evaluation of the Executive Director has been conducted by the National Citizens of the World Organization.

The process we will create from this initial evaluation will include:

- 1) Specific goals and targets for the school that are mutually agreed upon by the Board and Executive Director. These will include, but not be limited to, the school performance requirements outlined in our charter performance contract with the Commission.
- 2) A set of qualitative leadership values and skills that the Board and school community believe to be important.
- 3) A defined period of performance. For this initial evaluation the Board will consider the period from date of accepting the Executive Director through May 15, 2023. Going forward the period of performance will be June 1 to May 30 of each successive year.

The plan for execution of the initial evaluation are below.

Step	Action	Responsible	Date
1	Board approval of Performance Evaluation Framework and Period of Performance	Governance Committee (Dr. Hicks) and Executive Director	May 18, 2023
2	Submission of Quantitative Section and Self-Assessment on Qualitative Section	Executive Director	June 1, 2023
3	Completion of Qualitative Section	Board Members, staff and parent group	June 1, 2023
4	Performance Evaluation Review Session – closed session in Board Meeting	Board (or Governance Committee) and Executive Director	June 15, 2023
5	Approval of 2023-24 Performance Targets and Evaluation Schedule	Governance Committee and Executive Director	July 20, 2023

## Content of the Quantitative Section (140 Points/70%)

The Board will receive and review a report from the Executive Director outlining the quantitative progress of the school towards established goals and targets. In addition to the Executive Director's rating in the chart below, a narrative explanation of any external and mitigating factors will be attached.

Performance Category	Established Target	Actual	Points Possible	Exec. Director
MAP ELA 2021-22; 2022-23	40%/45% Proficient		20	

MAP Math 2021-22; 2022-23	33%/38% Proficient		20	
Variance ELA 2021-22; 2022-23	<10/<8		10	
Variance Math 2021-22; 2022-23	<17/<12		10	
Fountas & Pinnell's Assessment Target and Variance 2021-22	70%/under 10%		5	
Fountas & Pinnell's Assessment Target and Variance 2022-23	73%/under 10%		5	
NWEA Math, ELA, Variance 2021-22	40%/40%/less than 10% below		5	
NWEA Math, ELA, Variance 2022-23	45%/45%/less than 10% below		5	
Growth measure 2022-23 (TBD)	(TBD)		15	
Accomplishment of Anti-Racist, Inclusive School Community Objectives	As identified in plan		15	
Accomplishment of Refined External Support Objectives	As identified in plan		10	
Accomplishment of Financially Sustainable Practice Objectives	As identified in plan		20	
Total			140	

**Content of the Qualitative Section (60 Points/30%)**

The Executive Director, Board Members, and some staff and parents will complete an instrument adapted from the work of SchoolSmartKC to assess leadership values and skills.

**Leadership Values aligned with CWC Core Values**

**Excellence:** the ability to effectively assemble and motivate a team of professionals to achieve ambitious and measurable results.

**Change:** Constantly learns from and improves in her work.

**Community:** Treats others as she would want to be treated.

**Diversity:** Demonstrates an understanding of and sensitivity to the experiences of a socioeconomically, racially, and ethnically diverse school community and a passion for addressing the opportunity gap experienced by many low-income students and students of color.

**Authenticity:** Aligns her actions with her words and operates with transparency.

**Leadership Skills**

**Problem-solving:** Identifies issues, effectively structures problems, analyzes data to produce insights, and generates wise, actionable recommendations.

**Project management:** Oversees and structures complex projects, plans backwards, and ensures quality end-products are delivered on or ahead of schedule, without crises.

Communication: Produces strong written documents, edits documents effectively, engages in effective verbal communication, and conducts effective large group presentations.

External relations: Serves as an effective ambassador, builds connections, and maintains relationships with outside constituents.

Conflict Management: Effectively engages all stakeholders with a growth mindset to manage conflict and determine a shared path forward.

Results-Driven: Understands the balance between deliberative thinking and process-oriented work versus guiding staff and the organization towards results and outcomes.

Leadership: Communicate the schools' vision and goals in a way that ensures understanding and commitment from diverse stakeholders.