EXECUTIVE DIRECTOR EVALUATION PROCEDURE

A formal evaluation of the executive director will take place twice a year, a formative assessment in November and a summative assessment in March. The board will rate the director as satisfactory or unsatisfactory on each assessment. The Board Chair will be responsible for distribution, collection and compilation of all assessments. Board member’s comments will be recorded by name in the final evaluation. The board chair will discuss the evaluation with the director prior to the board meeting where it is brought to the board for discussion and approval. Once approved the document will be signed by the director and board chair; a copy will be given to the director, a copy placed in the director’s personnel file, a copy stored in a secure file at ESPB and in an electronic format with the current board president.

The board will assess the director based on their accomplishments related to the “ED Evaluation Guidelines”. Expectations of the director will be set at the beginning of each operational year. (August) A rubric will be provided to the board at the beginning of each year to use as a tool to keep track of the director’s responsibilities over the year.

An anonymous survey will be circulated to all board members and office staff once a year in the spring. The purpose of this survey will be to gather information regarding the director’s relationships in the office environment. The board chair will be responsible for distribution, collection and compilation of this survey. This survey will be part of the director’s personnel file.

Items Included:
• Formative Assessment
• Summative Assessment
• ED Evaluation Guidelines
• Staff/Board Survey
• Timeline for Assessment & Survey Distribution
• Board Rubric
1. Describe your perception of the Executive Directors performance indicating the extent to which you believe she is meeting the Board’s expectations. Include specific leadership actions or directions that you believe exemplify the Executive Directors ability to respond to the expectations of the board.

2. Discuss any areas that you believe deserve Executive Director redirection or increased emphasis.

3. What feedback do you have about any of aspects of the Board/Executive Director team as it related the ED expectations/tasks outlined at the August 2016 Retreat. (see attached)

Please assess the Executive Director’s overall performance by checking one of the following.

_____ Satisfactory           _____ Unsatisfactory
SUMMATIVE ASSESSMENT OF EXECUTIVE DIRECTOR PERFORMANCE

MARCH

1. Based on the Board’s prior acceptance of the ED Reports outlined in the Executive Director Evaluation Guidelines, and on-going monitoring or the organizations and the Executive Director’s performance during the preceding year, I as an individual board member, have reached the following conclusions relative to the Executive Director’s performance.

2. Based on the previous conclusions, I offer the following recommendations.

Please assess the Executive Director’s overall performance:

_____ Satisfactory  _____ Unsatisfactory
Executive Director Evaluation Guidelines

Calendar of ED Reports (July - June)
October - Accreditation/CAEP/Program Approval
November - Licensure
January - Stakeholder Treatment/Collaboration
March - Policy Development
April - Board Communication, Budget and Financial Planning
May - Staff Management, Operational Plan

Accreditation/CAEP/Program Approval
Expectations:
The executive director will provide leadership in program approval, national accreditation, continuing education of educators, and professional ethics of North Dakota educators.
The executive director will provide board education within this area to develop further understanding.
The executive director will stay up to date on changes within accreditation and program approval for colleges and universities.
The executive director will meet regularly with colleges and universities to gather input and feedback based on accreditation processes.
Suggested evidence may include: Board agendas, meeting minutes from college and university meetings, attendance at out of state accreditation trainings.
Accreditations/CAEP/Program Approval will be assessed in October.

Licensure
Expectations:
The executive director ensures that all licenses provided to educators follow all laws and administrative rules established by the Board and legislature.
The executive director shall work with stakeholders to develop a clear understanding of the licensing needs of school districts within the state of North Dakota.

The executive director shall seek out new and innovative ways to help increase the pool of teachers within North Dakota without lowering standards.

The executive director will provide an annual report to the board.

Suggested evidence may include: teachers shortage/excess data, meeting minutes with school district leadership, meeting minutes with colleges and universities, and communications with other states.

Licensure report will be assessed in November.

**Stakeholder Treatment/Collaboration**

Expectations:

The executive director will be active within the educational community and will take steps necessary to ensure that the educational community is engaged in ESPB.

The executive director will collaborate with other entities and stakeholders on various projects that lead to improved relations and drive ESPB interests forward.

The executive director will effectively handle inquiries and make the board aware of issues of importance.

Suggested evidence may include: Board meeting minutes, presentations at board meetings, educational community engagement activities, media coverage of ESPB, newsletters to stakeholders, and use of website and social media, satisfaction surveys

Stakeholder Treatment/Collaboration will be assessed in January.

**Policy Development**

Expectations:

The executive director will routinely meet/work with stakeholders to stay abreast of changes within the education field in North Dakota and amend or create new policy to meet new challenges.

The executive director evaluates and updates policy manuals for employees and board members on a 3 year cycle.

Suggested evidence may include: New and updated policies/manuals, minutes of subcommittee work, agendas, email updates, website updates
The Policy Development report will be assessed in March.

**Board Communication**

Expectations:
The executive director carries out his/her roles and responsibilities as assigned by the board and takes steps to assist the board with understanding and executing its role.
The executive director regularly communicates with the board outside of board meetings.

Suggested evidence may include: Board agendas, board minutes, board meeting packets, executive director’s written correspondence with the board, and other regular correspondence.

Communication with the board will be assessed in April.

**Budget & Financial Planning**

Expectations:
The executive director efficiently and prudently oversees ESPB finances and facilities, equipment, and supplies; operational decisions are aligned with the ESPB goals and strategic plan.

The executive director will work with the Finance Committee to develop the annual budget, salary updates and all other financial concerns.

Suggested evidence may include: Executive director’s budget narrative summary, monthly reports on budget statues, board meeting minutes, board policies governing purchasing and board finance, and board education on finance and budget.

Budget and Financial Planning will be assessed in April.

**Staff Management**

Expectations:
The executive director maintains positive and professional working relationships with all ESPB staff.
The executive director evaluates all employees employed by the ESPB. Duties include hiring, promotion and dismissal.
The executive director will establish policies and procedures to protect against discrimination, bullying, hazing and harassment.

The executive director shall conduct activities to create a strong climate, culture and improve productivity of ESPB employees.

The executive director will work with the Finance Committee when the need for replacement and/or additional employees arises to determine salary and duties.

Suggested evidence may include: Employee job descriptions, personnel policies/manuals, board meeting minutes, list of staff training/professional development opportunities, staff evaluations, staff orientations, and examples of staff communication, staff survey results.

Staff Management will be assessed in May.

**Operational Plan**

Expectations:

The executive director assists the board with data-informed goal development and takes action necessary to accomplish those goals.

The executive director will work with the board to develop an operational plan to meet the needs of educators within North Dakota. The plan shall include strategic objectives and action steps towards meeting the identified goals.

The executive director will provide an annual report based on the objectives within the operation plan at the May board meeting. At the board annual retreat in June, discussion for items to be included in the plan for the upcoming year will be discussed. A draft plan will be sent to the board annually with the August board materials. The plan will be presented, reviewed and approved at the August board meeting.

Suggested evidence may include: Strategic plan, board minutes, board meeting packets, communications (newsletters, social media, and website) and local media.

The Operational Plan will be assessed in May.
SURVEY QUESTIONS

1) Leadership and managerial ability
   ED is a visionary and forward thinking
   ED sets challenging, innovative and attainable goals for ESPB
   ED effectively manages crises and difficult situations
   ED provides effective oversight and guidance to specialized committees
   ED effectively interprets, articulates and promotes the vision, program, activities and services of ESPB and performs well in public forums.

2) Staff relationships
   ED communicates vision for ESPB to office staff
   ED is consistent and fair when dealing with staff members
   ED maintains a positive and professional working relationship with all ESPB staff

3) Stakeholder relations
   ED maintains a high level of professionalism with the public
   ED considers the concerns and opinions of diverse groups and individuals
   ED maintains a cooperative, professional relationship with stakeholders

4) Business and finance
   ED has a thorough and comprehensive understanding of the budget operations of ESPB
   ED directs timely and comprehensive budget development
   ED effectively monitors and controls operating expenses to ensure financial resources are utilized appropriately and cost effectively
   ED effectively monitors investments to insure all are maintained and utilized appropriately

5) Personal/professional qualities
   ED maintains high standards of ethics, honesty and integrity
   ED listens to and addresses concerns
   ED is visible and accessible

Note: All items to be rated on a scale of 1-5. Where #1 is Disagree and #5 is Agree.
Timeline for Assessment and Survey Distribution

The Executive Director will be monitored twice a year in March and November. An anonymous survey will be distributed to staff and board members once a year to coincide with the March assessment. The assessments and survey results will be discussed and approved at the regular ESPB board meetings in March and November.

1) Board chair will provide all board members with a copy of the ED Assessment, Survey and instructions at least 3 weeks prior to the meeting where the assessment/survey will be discussed.
2) Board members will be given one week from receiving assessment/survey to return to the chair.
3) Board chair will provide office staff with the Survey and instructions at least 3 weeks prior to the meeting where the survey will be discussed. They will be given one week to complete the survey.
4) Board chair will remind board members and staff of return deadlines of assessment and surveys as necessary.
5) Board chair will compile all assessment results into one comprehensive document. All member comments will be included by name in the document.
6) Board chair will compile all survey results into one report. Differentiation will be made between staff responses and board responses.
7) Board chair will discuss the completed assessment document with the Executive Director at least 10 days prior to the ESPB meeting at which it will be discussed.
8) Board chair will provide all board members with the completed assessment document and survey results at least one week prior to the ESPB meeting at which it will be discussed.
9) Board chair will assure that the Executive Director Assessment is an agenda item at the appropriate meeting.
10) The board will vote to approve the assessment at the board meeting. The vote will be recorded in the minutes.
11) Once the assessment is approved it will be signed by the board chair and the executive director.
12) The approved assessment will be placed in the executive director’s personnel file at the ESPB office, stored in a secured file at ESPB as well as in an electronic format with the board president.
ESPB Executive Director Evaluation Rubric

Note: This rubric is provided to board members on an annual basis in order to keep track of the executive directors responsibilities. This is a personal recording tool so that board members will be able to fill in the executive director evaluations in November and March. This rubric is to be used in conjunction with the Executive Director Guidelines as outlined in the Executive Director Evaluation Policy.

Instructions: The ED is required to give the board specific reports 6 times a year. Please use additional space as required.

OCTOBER - Accreditation/CAEP/Program Approval
Did the ED carry out the instructions of the Board?

Has the ED met my expectations in this area?

Should the ED be directed to do anything differently in this area?

Additional comments:

NOVEMBER - Licensure
Did the ED carry out the instructions of the Board?

Has the ED met my expectations in this area?

Should the ED be directed to do anything differently in this area?

Additional comments:

JANUARY - Stakeholder Treatment/Collaboration
Did the ED carry out the instructions of the Board?
Has the ED met my expectations in this area?

Should the ED be directed to do anything differently in this area?

Additional comments:

**MARCH - Policy Development**
Did the ED carry out the instructions of the Board?

Has the ED met my expectations in this area?

Should the ED be directed to do anything differently in this area?

Additional comments:

**APRIL - Board Communication, Budget and Financial Planning**
Did the ED carry out the instructions of the Board?

Has the ED met my expectations in this area?
Should the ED be directed to do anything differently in this area?

Additional comments:

MAY - Staff Management, Operational Plan
Did the ED carry out the instructions of the Board?

Has the ED met my expectations in this area?

Should the ED be directed to do anything differently in this area?

Additional comments: