

**National SAM Innovation Project (NSIP)**  
**Executive Director Performance Review-COMPILATION**

2016 Compilation – Revised January 18, 2018, January 24, 2024

Please complete the evaluation and return to the Board President. The president will compile the results and share with the executive director. The Board and executive director will meet to discuss.

Each section begins with a brief description of an area of responsibility. After reading it the answers to the questions will measure your level of satisfaction with how the executive director is performing. Check off the number representing the degree to which you are satisfied or not satisfied:

- 1-Very Dissatisfied
- 2-Dissatisfied
- 3-Satisfied
- 4-Very Satisfied
- 5-Not sure or N/A

At the end of the sections there is a place for comments. All comments will be shared with the executive director.

Except where stated otherwise, all items refer to actions or conditions since the previous Performance Review (approximately one year).

**1. Vision and Mission** – The executive director’s role has both strategic and operational components. Working with the board, the executive director develops a shared vision for NSIP, builds understanding around the current mission, and develops appropriate goals and strategies to advance the mission.

How satisfied are you that:		Not satisfied		Satisfied		Not Sure	Comments
		1	2	3	4		
1-1	The executive director and staff have worked with the board to communicate a clear vision for NSIP.						4 Every board meeting addresses the vision to some degree. Both of these were discussed at board meetings and were very clear.
1-2	The executive director and staff have worked with the board to communicate a clear mission.						4 Same as above
1-3	The executive director and staff have moved NSIP forward, or closer to its vision.						4 New states are being added every year-moving forward!
1-4	The executive director and staff have moved NSIP forward, or closer to its mission.						4 More states are added. All eval tools are geared at student improvement and success.

Comments: There is a very intentional focus by the Executive Director and staff on providing more improved services in more states throughout the county, which is exactly what the mission and vision is all about. NSIP has continued to communicate with the SAM’s community on the efforts to enhance conference offerings, share board information and build the TimeTrack platform. Each board meeting includes discussion and action on updates about vision and mission, evidence

of advancement for both and how efforts will continue after the board meeting.

**2. Improving Quality – Quality of NSIP implementation and support**

How satisfied are you that:		Not satisfied		Satisfied		Not Sure	Comments
		1	2	3	4		
2-1	The executive director and staff have worked to improve SAM implementation.						4 Tool kits constantly evaluating process
2-2	The executive director and staff have worked to improve SAM coaching, training and support.						4 Added more coaches-all have training and deep support systems. Rubric keeps getting better and implemented more thoroughly
2-3	The executive director and staff have worked to improve professional development offerings and the national conference.						4 Unsure about PD offerings but the national conference is at the top of everyone he does continuously. Data Tuesdays were a particular hit! This year's conference has more breakouts than ever. National conference is solid and efforts at intermittent PD is good as well as the Samtastic weekly notes
2-4	The executive director and staff have worked to improve TimeTrack™.						3.8 TT2 release in AUG!

Comments: Very specific rubric. Love all steps and process of those involved. All great and the 3 for TimeTrack is just waiting for it to shine for all. Efforts have been demonstrated to improve the quality of implementation by ensuring that there are multiple opportunities to communicate with coaches and ensuring that support for principals is maintained until they have demonstrated consistency. Being explicit and providing examples of how other SAM's teams have used their calendars has continued to be a strong point during implementation. Some very hard work has been done over the past couple of years to strengthen implementation, training and support and to provide overall improvements across the SAM project.

**3. NSIP Growth**

How satisfied are you that:		Not satisfied		Satisfied		Not Sure	Comments
		1	2	3	4		
3-1	The executive director and staff have increased, maintained or decreased the number of participating SAM schools as consistent with the mission, vision and culture of NSIP.						4 It appears to have increased with new states and districts but not sure how many have stopped. Steady increase.
3-2	The executive director and staff have built strong relationships with clients.						4 All appear to know the team and feel appreciated and special. Great relationship cultivation. Always present, available and welcoming.

3-3	The executive director and staff have enhanced the visibility of the SAM process.					1	3.8 Need a little more info about what this means
3-4	The executive director and staff have enhanced the interest in the SAM process.					1	3.8 This is ongoing. New teams and positivity bring new teams and lots of interest
<p>Comments: Seems due to growth more folks are hearing about it and utilizing the process. The rubric and feedback show the enhanced quality. Mark is always open about process and open to suggestions. Wants growth and am convinced that he will do whatever it takes or is suggested! One of the strongest components has always been the quality of relationships throughout the organization with school leaders and organizations across the country.</p>							

**4. Fiscal Management** – Ensuring that income is managed wisely is important. It is the role of the executive director to see that solid planning and budgeting systems are in place and that NSIP’s goals and strategic plan serve as the basis for sound financial planning. In addition, it is the executive director’s responsibility to ensure that qualified staff is hired to accurately monitor, assess, and manage the financial health of NSIP.

How satisfied are you that:		Not satisfied		Satisfied		Not Sure	Comments
		1	2	3	4		
4-1	The executive director responsibly managed financial planning, budgeting and fiscal resources.						4 All guidelines and rules are followed and verified. Very organized
4-2	The executive director maintained a fund balance that assures organizational stability.						4 Fund balance is appropriate for size and funding of the non-profit. Talk in great detail about fund balance and sustainability
4-3	The executive director presented financial reports to the Board and other information as requested.						4 Reports presented

Comments: The fiscal health of the organization is very strong, and the Executive Director provides an abundance of details and is very transparent with the board about data and information. The number of states that do the SAM’s process continues to grow. Intentional actions to reach non-SAM’s states or return teams to the process continues to be a demonstrated effort. Mark is scrupulously attentive to NSIP’s financial status and processes. NSIP is on firm financial ground and operating plans should maintain that status. I am a fiscal, money person and was excited to see spreadsheet and organization of funds-money coming in/out was clear and very detailed!

**5. Operations Management** – The executive director is responsible for day-to-day management. The executive director works with staff to develop, maintain, and use the systems and resources that facilitate the effective operation of NSIP.

How satisfied are you that:		Not satisfied		Satisfied		Not Sure	Comments
		1	2	3	4		
5-1	The executive director has assured NSIP has sound risk management policies in place including adequate insurance coverage.					1	4
5-2	The executive director has assured NSIP has accounting, payroll, and cash management systems in place.						4 Current system covers checks and balances. The payroll system is very effective and efficient. Show and explain process-very detailed.
5-3	The executive director has ensured compliance with all legal and regulatory requirements.					1	4 Yearly audit is sound practice and verifies all is within acceptable accounting practices.
Comments: All operations of the organization are sound, in place and compliant with legal and regulatory requirements.							

**6. Board Perceptions of the Organization** – As the board reviews the performance of the executive director, it should also gauge its perceptions of the general operations and quality of NSIP in the following areas. The responses to these questions may help to focus the board and executive director’s attention on specific areas of strengths and limitations and will help to guide future NSIP development efforts.

Over the past year, what do you see as the Executive Director’s greatest strength or most important accomplishment?

His greatest strength is his passion for the SAM’s process, his belief that it works and his ability to convey it. It’s contagious and it’s amazing! Keep it up!  
The Executive Director has a passion for supporting school principals in their efforts in improving instructional practice and learning in their schools. The Executive Director’s focus and actions are always centered on this. Currently, with educator shortage issues and a perceived lack of community support appearing to be so prevalent in many school communities, the support and learning provided by the Executive Director and the SAM’s process is particularly on point and highly valuable.  
Relationship building and organizational oversight. NSIP keeps getting stronger and impacting more districts. The rubric advancement is fabulous and enhances the program. The team review of teachers by a team at the school is the next great step and should be promoted.  
Mark’s greatest strength is his drive to keep the organization moving forward. He does an excellent job of analyzing how the organization is functioning, keeping what works, addressing what doesn’t work, and always looking for ways to improve. This sometimes means there’s a lot of change, but there is solid reasoning behind all of the changes.  
The Executive Director continues to grow and develop the SAM’s process. He is very receptive to the board’s feedback and has implemented layers of data to provide evidence of the SAM’s impact on principals’ practice.

In the year ahead, what do you see as the Executive Director’s greatest potential area for growth?

Sharing success of current districts and continued advancement of team approach to guide schools.  
I do believe, and always have, that Mark is a great asset to promote the SAM’s process. His belief in the process is contagious. I think having his presence available (maybe via videos) to SAM’s teams who aren’t new to the process but could always use refresher/motivation would be an amazing tool and area of growth. Focus on those that have been using SAM’s and might just need a little push/motivation (other than their data). I think videos might be a great way to accomplish this (Mark doing a couple, not just SAM’s teams).  
I’m not sure this is an area for growth, exactly, but Mark may want to meditate a bit on whether NSIP is properly balancing its focus on administrators (TimeTrack users) and its focus on SAMs. It sometimes feels that while the SAMtastic Weekly Tips, conference keynotes and such have things that a SAM could use, the more immediate target audience is administrators. This is not to say that SAMs are ignored-I think this year’s conference may have had more SAM focused breakouts than ever before-but maybe more a matter of looking at things more frequently and consistently through the lens of an average SAM (most likely a main office secretary, for whom being a SAM is one of many responsibilities).  
I see the data that is being collected being shared with SAM’s teams and supporters as evidence of the strong work that is being done across the nation. I see greater steps towards achieving the vision of the SAM’s process. Thanks to efforts by the Executive Director, there is an increasing amount of new data demonstrating the impact of the SAM process. This compelling data points to real growth and development of principals who are fully engaged in the SAM process. Finding different ways to share this data with new and different audiences would provide opportunities for expanding the quality and the reach of the SAM’s process.

Overall Comments:

The increased use of data and technology in education will continue to make the SAM's process a meaningful part of the principal's work. As a practitioner who understands the impact of the day to day work in the school house for both principals and teachers, the SAM process is a concrete way to see and celebrate the many layers of success highlighted when principals work with teachers to improve student performance.

Every year, NSIP/SAM just keeps getting better and Mark is the driving force that makes it happen.

Think about Central Office staff and are tools beneficial to them? Should anything else be developed for them specifically? Keep up the good work!!! Thank you.

NSIP is run smoothly and has nice personal touch and culture. It is quite relationship oriented and requires a knowledgeable person with strong people skills. Mark has demonstrated that continuously and this year is no different. Board perspective has been enhanced with additional board members to work with existing original board members who have institutional memory which is important to go with the new current practitioner members.