

Compilation of Scores and Comments 2014
National SAM Innovation Project (NSIP)
Executive Director Performance Review

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.

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 develop a clear vision for NSIP.						3.9
1-2	The executive director and staff have worked with the board to develop a clear mission.						3.9
1-3	The executive director and staff have moved NSIP forward, or closer to its vision/mission, during the last twelve months.						3.9

Comments:

The board and executive director have kept the vision for NSIP at the forefront of the work. The spread of SAMs has been accomplished due to the executive director and skillful work of the NSIP staff.

Mark continues to propel the national project forward in very positive ways and is absolutely the lever for change and growth.

The vision is clear and understood, with the mission and appropriate direction in place.

Records and reports show movement forward with PD and support as well as growth to strengthen NSIP.

Generally satisfied in this area, given the relative youth of our organization as a non-profit. To date, though, our mission and vision exist as shared understanding among veterans of the project rather than as formal statement that could be used as guides either by the current Executive Director and Board or by a next generation of NSIP leaders.

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 improved SAM implementation.						3.9
2-2	The executive director and staff have improved SAM coaching, training and support.						4
2-3	The executive director and staff have improved professional development offerings and the national conference.						4
2-4	The executive director and staff have improved TimeTrack™.						4

Comments:

The concept of Implementation Specialists has enabled new SAM/principal teams to accomplish more in less time than ever before.

The coaches training day and other sessions at the annual conference are excellent and the online sessions keep the momentum going throughout the rest of the year.

I consistently hear that the conference is one of the best, and often, THE best, professional development that my principals have ever attended. For my Model 3 SAMs, who generally do not get meaningful PD in any other aspect of their jobs, the conference is high quality PD and a unique and powerful expression of respect for and appreciation of their work. The upcoming coach training sessions in Louisville represent a truly remarkable level of support for coaching PD.

Time Track is a model of a vibrant, ever-improving professional tool.

Time Track updates are appropriate and helpful and impressive. Use of Implementation Specialists good addition.

Work for coaches very beneficial. Online and face2face trainings good. Teams appear supported well.

National conference and work with state conferences very well done and support appreciated. Improvements are appropriate and timely.

National Conference, coaching support, Implementation Specialists and Time Track innovation repeatedly mentioned!

Improvements in ALL areas have surpassed expectations over the past 12 months.

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 the number of participating SAM schools over the last twelve months.						3.9
3-2	The executive director and staff have provided more support for state affiliates.						3.7 1 Not Sure
3-3	The executive director and staff are building strong relationships with clients.						3.9
3-4	The executive director and staff are increasing the visibility of and interest in the SAM process.						3.9

Comments:

As we grow, increasing the number of schools may become more challenging, however, the executive director is diligent in his recruiting and advertising endeavors to increase membership. There has been a strong increase in participation and more growth is expected. Additional support is always provided to state affiliates upon request. Recent Ed Week advertisements and articles have helped to spread SAM visibility. Additional day of PD for each state’s teams has been a great addition and is much appreciated. Mark has not lost site of our daily efforts in each of the affiliate states to continue to grow and support our teams. This continues to be an important part of NSIP. Not sure there is “more” support because Mark and the staff are always personally supportive and never fail to help when asked to do so. Charter school work in NY and NJ show the growth of visibility.

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, 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 is knowledgeable regarding financial planning, budgeting and management of fiscal resources?						4
4-2	The executive director has increased the NSIP fund balance over the last twelve months						4
4-3	The executive director presents financial reports to the Board and other information as requested?						3.9

Comments:

Considering the state of the national economy in general and of district budgets in particular, our financial stability is amazing.
 There is a good handle on finances, future projections and fund balance issues. Good planning for the future.
 Fund balance is up to a high level and there is good cushioning for future expenses.
 Updates and timing are always appropriate.
 I still struggle sometimes with the elaborate meals, etc., but understand it is a perk of being on the unpaid board.
 Would perhaps like to see reports (financial) more often.
 Mark is very strong in this work.

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 is knowledgeable regarding the operations of an effective office environment?						4
5-2	The executive director has assured NSIP has in place sound risk management policies including adequate insurance coverage?						4
5-3	The executive director has assured NSIP has in place accounting, payroll, and cash management systems?						4
5-4	The executive director ensures compliance with all legal and regulatory requirements?						4

Comments:

Even though Mark is on the road so often, the office is always very responsive whenever I ask or any of my state teams needs anything. Even though he is out of the office so much, Mark seems to always know what is going on back in the home office.

Existing systems seem complete and thorough and Mark works to make sure that they evolve as the organization grows.

Legal work and other items are progressing well.

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.

How satisfied are you that:		Not satisfied		Satisfied		Not Sure	Comments
		1	2	3	4		
A	Administration & Operations?						4
B	Program Development & Delivery?						3.9
C	Financial Management?						3.9
D	Marketing & Public Relations?						3.7
E	Long-Range & Strategic Planning?						3.4
F	Fund Raising?						Taking Out-No relevance according to respondents
G	Client Services?						3.7
H	Overall Quality of Staff Performance?						4 1 Not Sure, 1 No Answer
I	Support of State Affiliates						3.7 1 No Answer

Comments:

Mark is supportive of staff who are doing well, but has demonstrated skill and will to dismiss staff who are not succeeding.

The board has more work to do in the area of continuing to define the strategic plan. Continuing concern of cost for new teams and rising cost of conference attendance.

Overall Comments:

My apologies for not sending this onto you earlier as I thought I had. This answers a few questions that some of you had and is the basis for our discussion regarding salary. If it means that you might change a rating or a comment, please let me know that and I will amend this compilation. Here is the e-mail from Mark regarding progress reporting and his salary request.

In thinking about my contract, the performance review and salary request for 2014-15, I have tried to consider where we are as a company and what is reasonable and sustainable for NSIP.

A few things to consider:

1. NSIP will finish the fiscal year June 30 with an unencumbered fund balance of over \$750,000.
2. NSIP services have improved, I believe, at a faster rate than our growth. I see our greatest improvements in the areas of Time Change Coaching training and consistency of service, Implementation Specialist services, professional development offerings and TimeTrack.
3. We are continuing to grow in size. I project we will add over 100 teams in the first semester of the 2014-15 school year.
4. Given the size of NISP and responsibilities, I would like my salary for the FY15 (2014-15 school year) to be \$202,400. (FY13 salary was \$160,000, FY14 salary is \$176,000)
5. I am planning to increase most salaries, full and part time, by 10% for FY15. The increase I am requesting for me is higher, 15%, due to the level of responsibility and performance over the last two years. I live this work 24/7, 365 days a year. I enjoy it, too. This increase would bring my salary to the level I originally requested when we became fully independent two years ago.

Two years ago we were optimistic but did not have a track record as a private corporation. After two very successful years we have a record that I believe supports this salary request. I appreciate the benefits in my contract and am requesting no changes.

It is also true that I love what I am doing and am thoroughly enjoying building this company with you and the Board. I consider myself blessed.

Thanks for your consideration.

****Overall comments from the board:**

NSIP has seen many improvements and innovations during the past year. The NSIP staff are very supportive of teams and provide assistance as needed. Great strides have been made to recruit and communicate the SAM Project. The advances in technology and the Time Track tool are outstanding and have placed the organization in a league all its own.

I believe the organization is poised to increase membership and continue to provide outstanding service to its members.

One area for consideration is in providing additional opportunities for networking among SAM teams in addition to the national conference. These additional opportunities could be regionally located and in locations that offer lower costs in order for those who cannot attend the national conference to meet, learn and share in the SAM trainings and collaborative settings.

Mark continues to do an excellent job as the Executive Director of NSIP. He is always out there on the cutting edge recruiting and supporting SAM/Principal teams and districts. As the state affiliates continue to grow and expand (hopefully), everyone involved in those partnerships will need to do more hand-holding and supporting those in central office positions in our implementing districts. Budget constraints continue to create pressures in school districts and if we are not directly walking with the leaders of those districts SAMs can be seen as “just another expense”. I realize that most of this responsibility rests on the shoulders of the state coordinators but is something that NSIP also needs to continually keep in mind.

I know we have talked about succession planning before but as a board we need to continue to encourage Mark to do long range planning as to the leadership of NSIP down the road a few years. I think the board can help develop this type of succession planning guiding document alongside Mark.

Work to date has been above expectations and expectations were high to start! Expansion plan development is good. My state is happy with the support and updates. The long range plan and public relations are good. The technological aspects are progressing very well and mechanism to manage system is thought out and strong. Above expectations and high satisfactory rating this year!

Mark has again done an excellent job of shepherding NSIP through its transition to life as a non-profit. He is constantly focused on two important areas: increasing the number of clients and improving our services to all clients.

While I'm not sure how long we can sustain it, the funding of coaches to attend the national conference sends a strong message of support to the coaches. It also guarantees that a high percentage of coaches will attend the conference, which in turn provides the added benefits of quality coaches' professional development and affords NSIP with an opportunity to monitor the quality of the coaches' skills.

Similarly, funding for at least some SAM/Principal teams to attend the conference provides incalculable benefits in everything from increasing the understanding and skills of the teams to providing amazing opportunities for national networking.

Mark and his staff have provided a great opportunity for school leaders to increase their instructional leadership. In addition, the infusion of professional development to increase the leadership capabilities of the principals has helped to strengthen the SAM process. Fierce SAMs, Skillful Observation and Coaching Laboratory, and Top 20 Teachers have helped school leaders and their SAM teams improve their instructional practice.

From Bert:

Thanks to all for your time and responses. I am in full support of Mark's salary request. I have known superintendents, of course, who work 24/7/365 and believe they are never paid enough. I now see that Mark works 24/7/365 days a year and is away from home a great number of those days. Yet, he keeps a firm handle on all the workings of NSIP, manages the growth, knows his support teams, knows his state affiliates and is never too busy to respond to a need wherever it might be. NSIP would not be NSIP without Mark. I agree we must continue in our work as a board with Mark to define more clearly the strategic plan, assure that the vision and mission lives on beyond the veterans and that there is a succession plan in place. It is an honor and a privilege always to work with such a caring group of professionals with a passion for growing and supporting leadership across this county.