

2017 Compilation
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.						3.85
1-2	The executive director and staff have worked with the board to develop a clear mission.						3.85
1-3	The executive director and staff have moved NSIP forward, or closer to its vision/mission, during the last twelve months.						4 We continue to grow, adding new SAM teams and improving services provided to existing teams

Comments:

The executive director and staff work to continuously move NSIP forward. This includes not only expansion and deeper implementation but also creatively thinking about what NSIP could be beyond what it currently is.

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.						3.7 Better communication needed to ensure new members attend baseline training and all participants clearly understand the role of the SIS team. Scheduler needs to check events taking place in districts and check to see how many events will take the SAM team out of the buildings during implementation days
2-2	The executive director and staff have improved SAM coaching, training and support.						3.7 More training needed for new coaches and closer monitoring in first year of coaching. Still need improvement such as scripted on-boarding and training program to reduce variability in coaching. This continues to improve but is an area that still needs to be strengthened to provide consistency and ensure integrity of the process
2-3	The executive director and staff have improved professional development offerings and the national conference.						3.7
2-4	The executive director and staff have improved TimeTrack™.						4 Absolutely!

Comments:

NSIP is continuously improving. It is ever evolving into a better program of support for principals. While Mark is the head of the organization, when it comes to TimeTrack improvements he unfailingly gives credit to the SAM teams who send suggestions from the field and to Eric and Jim for turning those suggestions into new TimeTrack features.

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.						3.85 I continue to believe NSIP should figure out how to “hang on” to schools and districts years down the road when finances often end up trumping the SAM process. Data shared at the annual conference clearly showed the growth of the organization as well as steadily increasing conference attendance.
3-2	The executive director and staff have provided more support for state affiliates.						3.1 More is needed to assist in recruiting schools.
3-3	The executive director and staff are building strong relationships with clients.						3.7 As indicated above, this relationship is very strong as teams come on board but we need to keep improving our long term relationships and commitments
3-4	The executive director and staff are increasing the visibility of and interest in the SAM process.						3.85 Mark works very hard at this-it is challenging in these times of financial problems and uncertainty at the federal level.

Comments:

The support provided by NSIP’s executive director and staff is very helpful to the work done at the state affiliate level. In particular, it is very helpful that the executive director and staff are open and flexible to particular differences from state to state.

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 One of Mark’s greatest strengths. Mark does an excellent job here.
4-2	The executive director has increased the NSIP fund balance over the last twelve months						3.85 All good for now.
4-3	The executive director presents financial reports to the Board and other information as requested?						4

Comments:

This is a particular strength of the executive director. The information provided is very accurate and informative.

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?						3.85 Mark works hard to maintain an effective and efficient office.
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:

Mark constantly monitors both short-term and long-term risks, and takes/recommends action as appropriate for the risks and for the resources NSIP has available. This is also a particular strength of the executive director. The day-to-day operations of NSIP are efficient and effective.

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?						3.85
B	Program Development & Delivery?						3.7
C	Financial Management?						4
D	Marketing & Public Relations?						3.85
E	Long-Range & Strategic Planning?						3.85
G	Client Services?						3.85
H	Overall Quality of Staff Performance?						3.85
I	Support of State Affiliates					1	3.1

Comments:

I believe it is important to continually engage in the process of looking forward. It should be an ongoing discussion between the board and executive director to imagine what NSIP will look like in the years to come.

Overall Comments:

Executive director is committed to NSIP and does an outstanding job in promoting the project.

Mark does an exceptional job as the NSIP executive director. We are very lucky to have him. As any organization gets larger it becomes increasingly more difficult to ensure integrity and long-term effectiveness I think. That is, and will continue to be our biggest long term issue especially in difficult financial times when it is easy to “cut” what some see as “extra” instead of integral to the development of their leaders. I don’t know what the solution is but I believe strongly it is what we need to focus on as a priority as we continue to grow and add new teams/districts.

Because we’re all human we have occasional glitches and slip-ups, but the long-term quality and growth of the SAM work has been consistently outstanding. Of the teams that I know of that have dropped their affiliation with SAM, most have done so because someone moved on (usually principal, sometimes a superintendent) and others have left because of loss of funding source, but none have left because of dissatisfaction with the organization or its services. Unless my experience is unique, that’s a pretty positive statement about NSIP in general and about Mark’s leadership in particular.

The executive director provides strong leadership for NSIP. The program has experienced remarkable growth under his leadership. The executive director is particularly strong in his fiscal management and operational leadership. His commendable efforts are very much appreciated.

NSIP continues to strive with high quality. As things change economically for districts, NSIP has adapted. The public relations are strong and it has a great reputation. The strategic planning and personal efforts of the executive director to keep up with the changing times and adapt to new environments has been reMARKable. Structure of NSIP allow it to be fluid and change as full time employees are limited so NSIP can downsize or increase more easily. Continued efforts to increase quality and enhance services keep the program current and relevant and on the cutting edge. National education policies will need to be monitored to determine potential change in federal funding for states and districts and may dry up some funding sources. Overall comments are positive and efforts should continue forward in the same manner as past to maintain success.

Mark has done an effective job at scaling the SAM process to multiple states and regions. His passion for the work and testimonies has enabled the process to be sustainable. As the SAM project continues to gain interest, there is a need to increase the professional learning that is part of the suite of tools. This will help to ensure high levels of engagement in the process that goes beyond the technical use of the TimeTrack™ Calendar. Attention to coaching support is imperative to the sustainability of the process.

One area of improvement is the tiered cost of the process. More specifics regarding the cost structure would help new and existing districts to budget effectively. For example, if a portion of the cost is for professional learning and coaching and another is for the tool, then school districts may be able to pull resources from multiple departments to fund the process. This may have an unintended benefit of engaging multiple stakeholders (on the district level) in the process.

As the SAM conference continues to be a focal professional learning opportunity for SAM teams and the cost rises, the regional conferences are a great way for school districts to get a similar experiences and network with others who are improving practices through this process. This added feature to the SAM process has been extremely beneficial to smaller districts or those who have specific guidelines regarding travel and cost.

Lastly, Mark's passion for the work is critical to SAM's success. How do we ensure succession? Is there a consideration for an assistant director or director who works side-by-side with Mark to learn the specifics of his work, in the event that he retires? I want to ensure continuity in support and scaling.