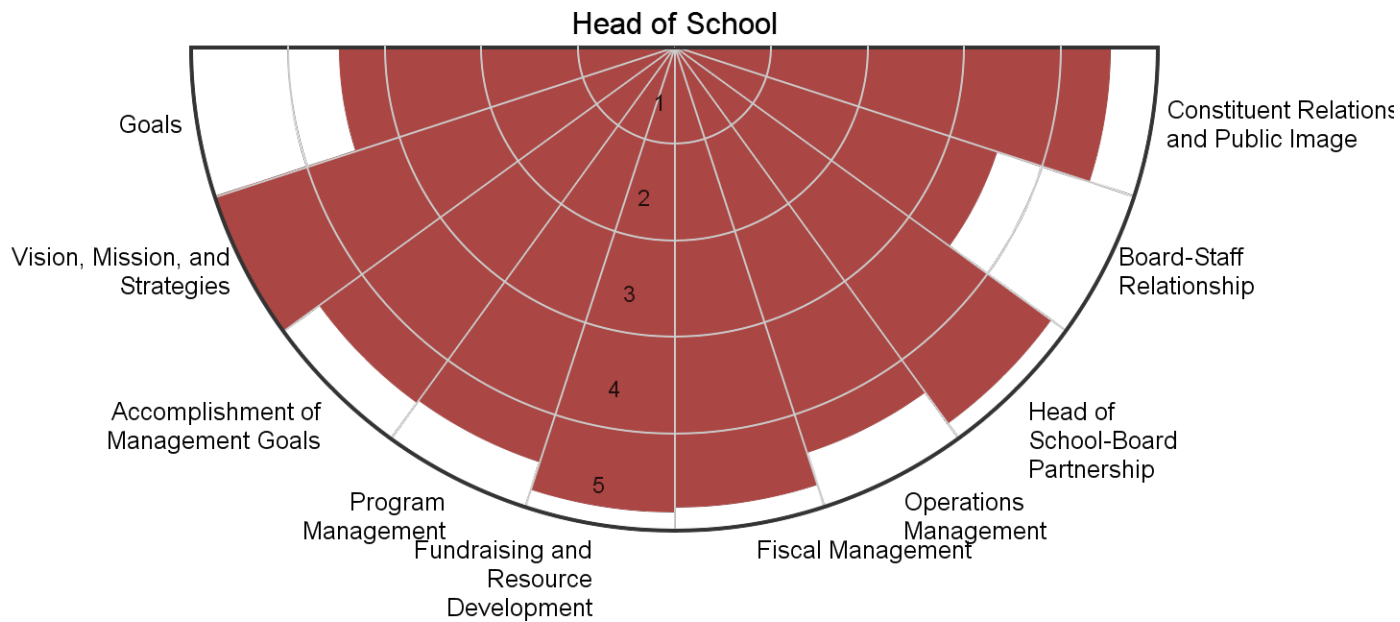
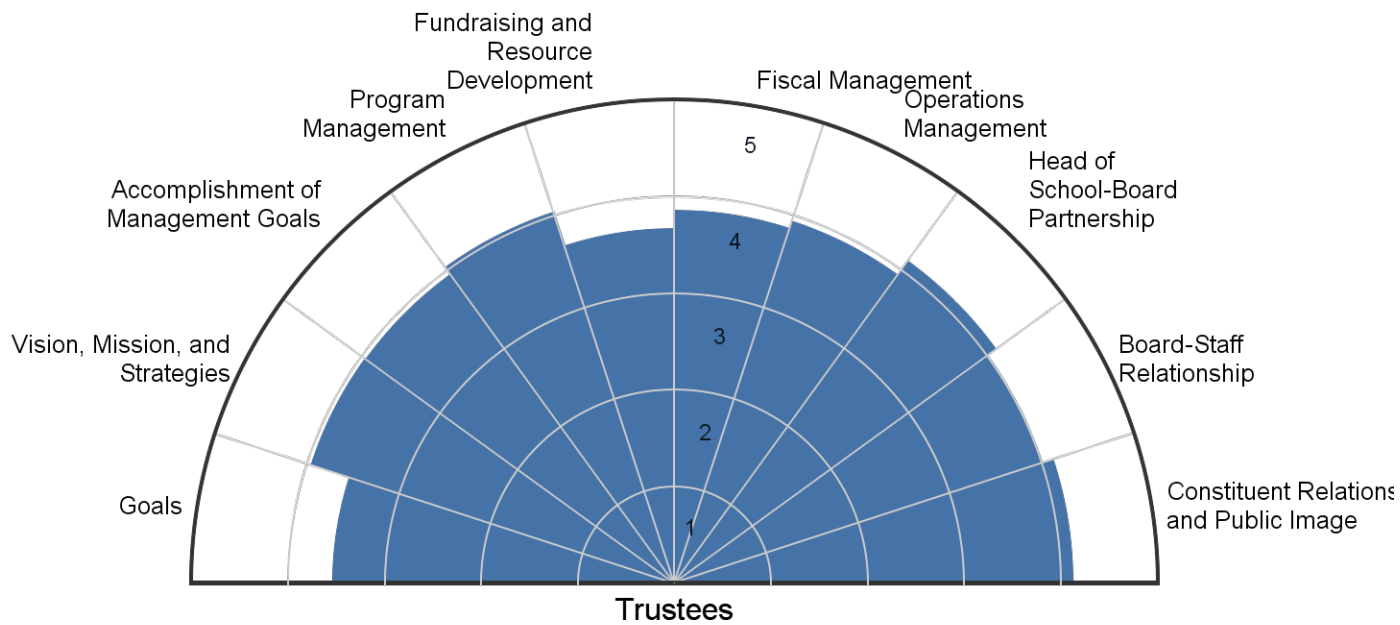




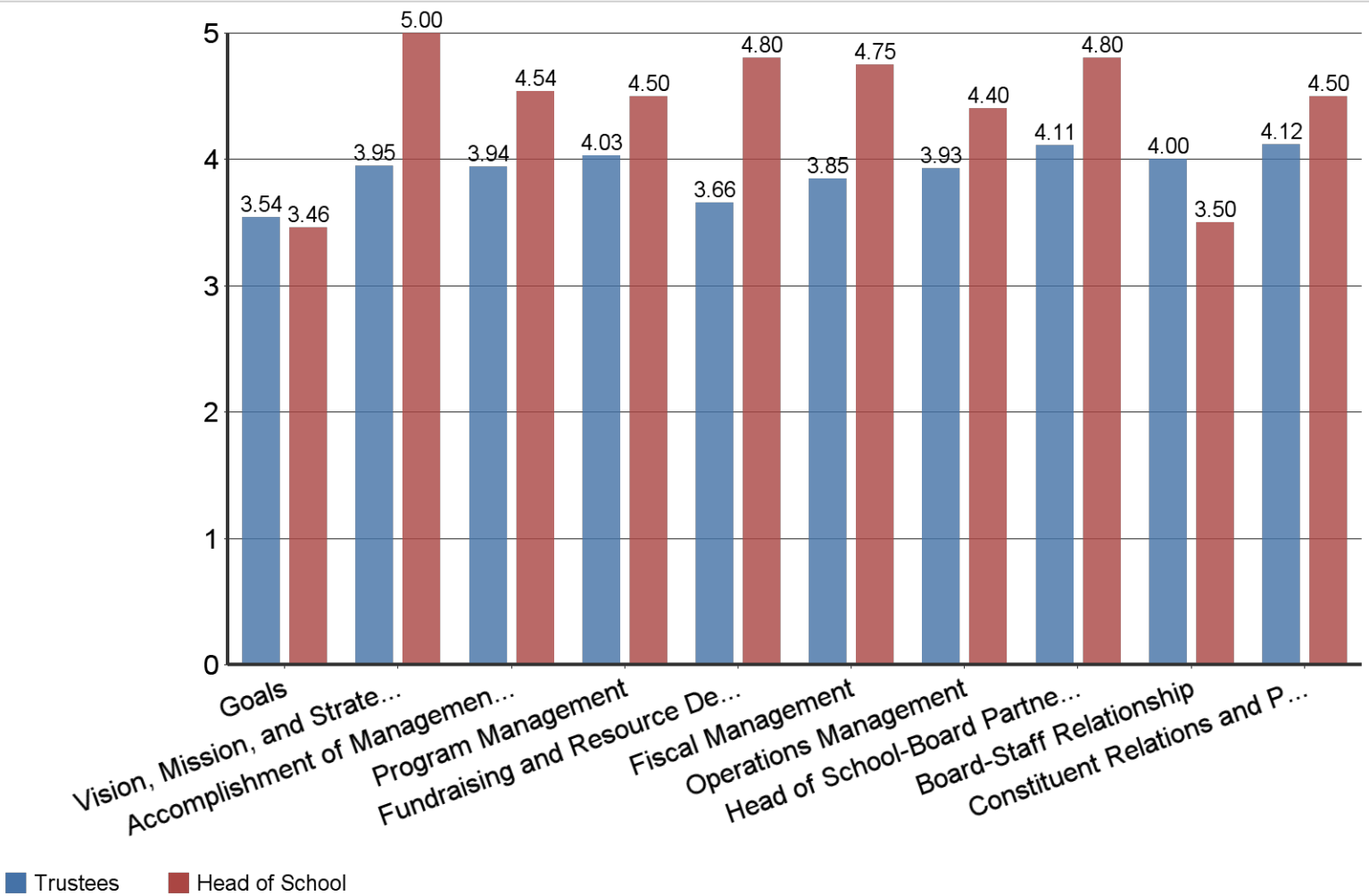
Head of School Report [Redacted] 2021

Report Summary	
Subject:	[Redacted]
Number of evaluators invited:	22
Number of evaluators responded:	19
Number of evaluations received:	20
Total evaluations for this assessment:	20
Number of Trustees evaluations received:	19
Number of Head of School evaluations received:	1

Report For [Redacted]

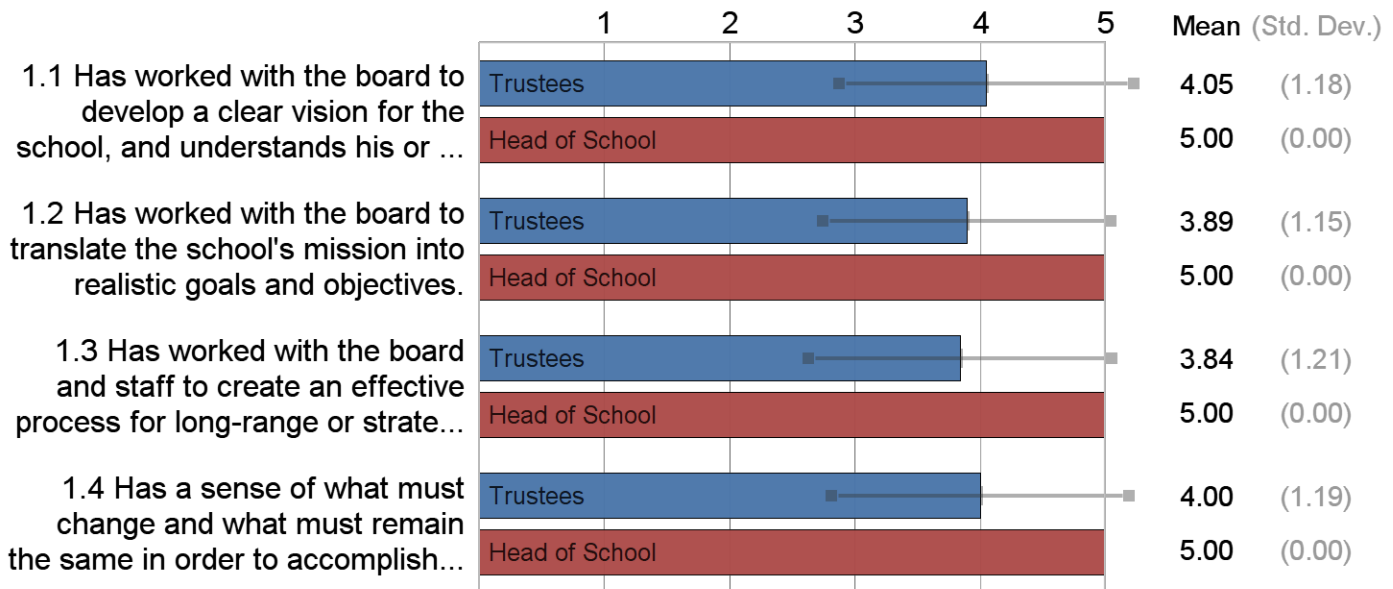


Scoring Overview For [REDACTED]



Scoring Category	Trustees	Head of School
Goals	3.54	3.46
Vision, Mission, and Strategies	3.95	5.00
Accomplishment of Management Goals	3.94	4.54
Program Management	4.03	4.50
Fundraising and Resource Development	3.66	4.80
Fiscal Management	3.85	4.75
Operations Management	3.93	4.40
Head of School-Board Partnership	4.11	4.80
Board-Staff Relationship	4.00	3.50
Constituent Relations and Public Image	4.12	4.50

Section 1: Vision, Mission, and Strategies



Question	Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations	Exceptional	Response	Average Value
1.1 Has worked with the board to develop a clear vision for the school, and understands his or her own leadership role.	5.26%	5.26%	15.79%	26.32%	47.37%	19	4.05
1.2 Has worked with the board to translate the school's mission into realistic goals and objectives.	5.26%	10.53%	5.26%	47.37%	31.58%	19	3.89
1.3 Has worked with the board and staff to create an effective process for long-range or strategic planning for the school.	5.26%	10.53%	15.79%	31.58%	36.84%	19	3.84
1.4 Has a sense of what must change and what must remain the same in order to accomplish the school's mission and realize its vision.	5.56%	5.56%	16.67%	27.78%	44.44%	18	4.00

What are the major strengths of the Head of School in this area? How can the Head of School improve in this area?

Trustees

_____ excels across the board in leadership, vision, and planning. He knows what needs to happen to achieve our mission. He also is a strong communicator with the Board (the good and the bad). Not only is he a great Head of School, but he values and appreciates the Board and the importance of the Head/Board relationship.

I think _____ has a solid understanding of the mission and vision of the school and has worked hard to build on those thoughtfully. Where we are all challenged is to understand how to stay true to our vision and mission and ensure financial sustainability.

_____ works well with the board and is an effective leader. Some departments need to be reviewed more carefully and changes need to be made ie alumni and admissions.

His empathetic leadership style and strong mentoring skills are his major strengths

As a new member of the board, I do not feel equip to answer this question. I have seen evidence of the vision, mission and strategy. I have heard reports on the various goals but I do not feel I have enough of a historical perspective to evaluate where we are in the process and _____'s role in getting us there.

Head of School has wonderful vision, but it's been a real challenge to realize it - been a tough year.

The Head of school is very good at expressing issues clearly with the board and is also good at deputizing others. As well, he is a good listener who lets other people lend their expertise.

Major strength: Communication - bring together different parties to develop ideas

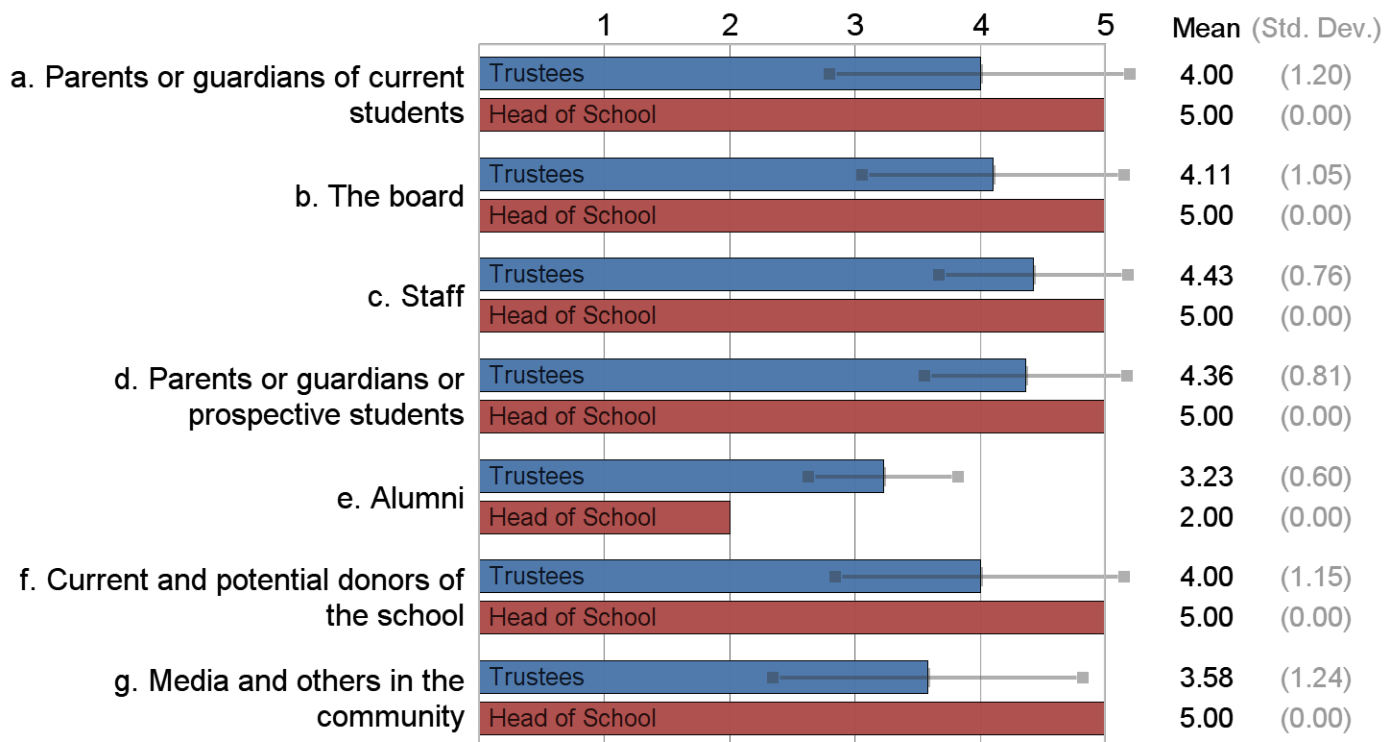
_____ works very well with the board to clearly articulate the mission and vision of the school and works towards ensuring that agreed upon goals are met.

The relationship between head of school and board is productive and collaborative and roles of each are appropriate and ethical. We now need to move forward on a new strategic plan.

Head of School

Head's mission is school's mission....perhaps time to revisit mission, values, etc. to make sure they permeate fundraising and philanthropic goals as well.

2.3 Appropriately and effectively communicates with:



Question	Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations	Exceptional	Response	Average Value
a. Parents or guardians of current students	-	21.05%	5.26%	26.32%	47.37%	19	4.00
b. The board	-	10.53%	15.79%	26.32%	47.37%	19	4.11
c. Staff	-	-	14.29%	28.57%	57.14%	14	4.43
d. Parents or guardians or prospective students	-	-	18.18%	27.27%	54.55%	11	4.36
e. Alumni	-	7.69%	61.54%	30.77%	-	13	3.23
f. Current and potential donors of the school	6.25%	-	25.00%	25.00%	43.75%	16	4.00
g. Media and others in the community	8.33%	8.33%	25.00%	33.33%	25.00%	12	3.58

What are the major strengths of the Head of School in this area? How can the Head of School improve in this area?

Trustees

_____ 's communication skills and his understanding of key communities/interested parties in the _____ community are excellent. Increased focus on media, donors and alums should help us with admissions, fundraising and overall financial sustainability.

Communication is an area of need, particularly with parents.

_____ worked hard to increase _____ 's visibility in public as well as communicating frequently with students and parents.

Throughout my time on the board, _____ has made himself available whenever I needed to communicate with him and as well as soliciting my opinion when needed. I feel like we have an open line of communication and that _____ is supportive of my efforts. On a broader level, _____ 's communications with parents have steadily improved throughout the year. He has been very open to feedback about content and frequency. This year in particular, parents want more communication and he has responded to that need. Thank you _____

He's a great communicator, who is genuine and sincere.

The head is an excellent communicator both in writing and in speaking.

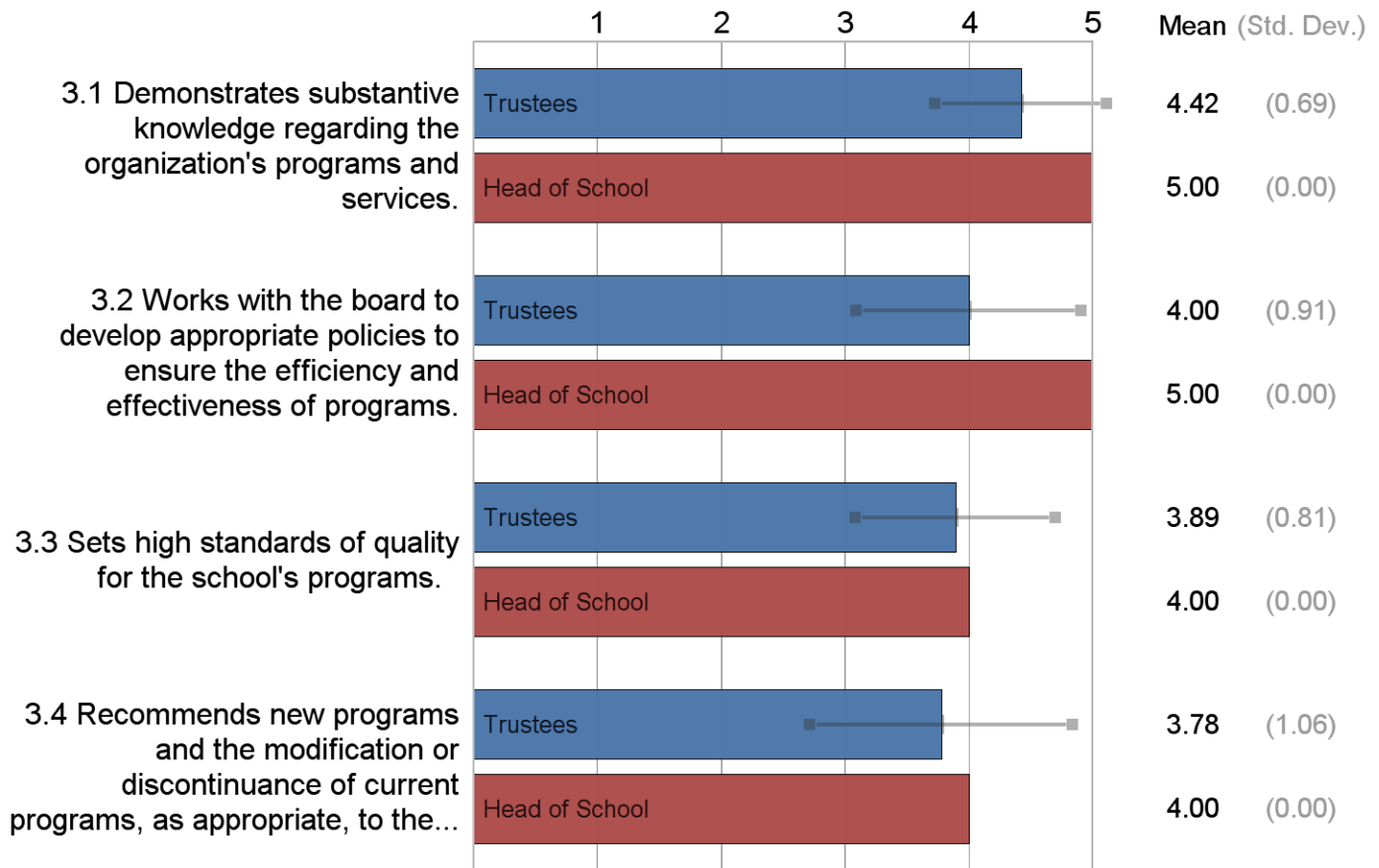
Maintains excellent senior level staff and effectively communicates with all constituents.

There is strong communication between head and parents, and head is responds to parent emails and calls. There is a strong and collaborative relationship between the board and head. Alumni is a big area that needs improvement with donations and applications.

Head of School

Alumni program needs work...hopeful that commitment to new personnel will make this happen, along with help from Board

Section 3: Program Management



Question	Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations	Exceptional	Response	Average Value
3.1 Demonstrates substantive knowledge regarding the organization's programs and services.	-	-	10.53%	36.84%	52.63%	19	4.42
3.2 Works with the board to develop appropriate policies to ensure the efficiency and effectiveness of programs.	-	11.11%	5.56%	55.56%	27.78%	18	4.00
3.3 Sets high standards of quality for the school's programs.	-	5.26%	21.05%	52.63%	21.05%	19	3.89
3.4 Recommends new programs and the modification or discontinuance of current programs, as appropriate, to the board.	5.56%	-	33.33%	33.33%	27.78%	18	3.78

What are the major strengths of the Head of School in this area? How can the Head of School improve in this area?

Trustees

He has a strong programmatic knowledge.

A lot of good work has be done under [redacted]'s leadership to develop and refine the academic program. There is additional work needed in the area of health and wellness as well as math and languages.

[redacted] does an excellent job in this area. He has exceptional skills in the areas of program development and management.

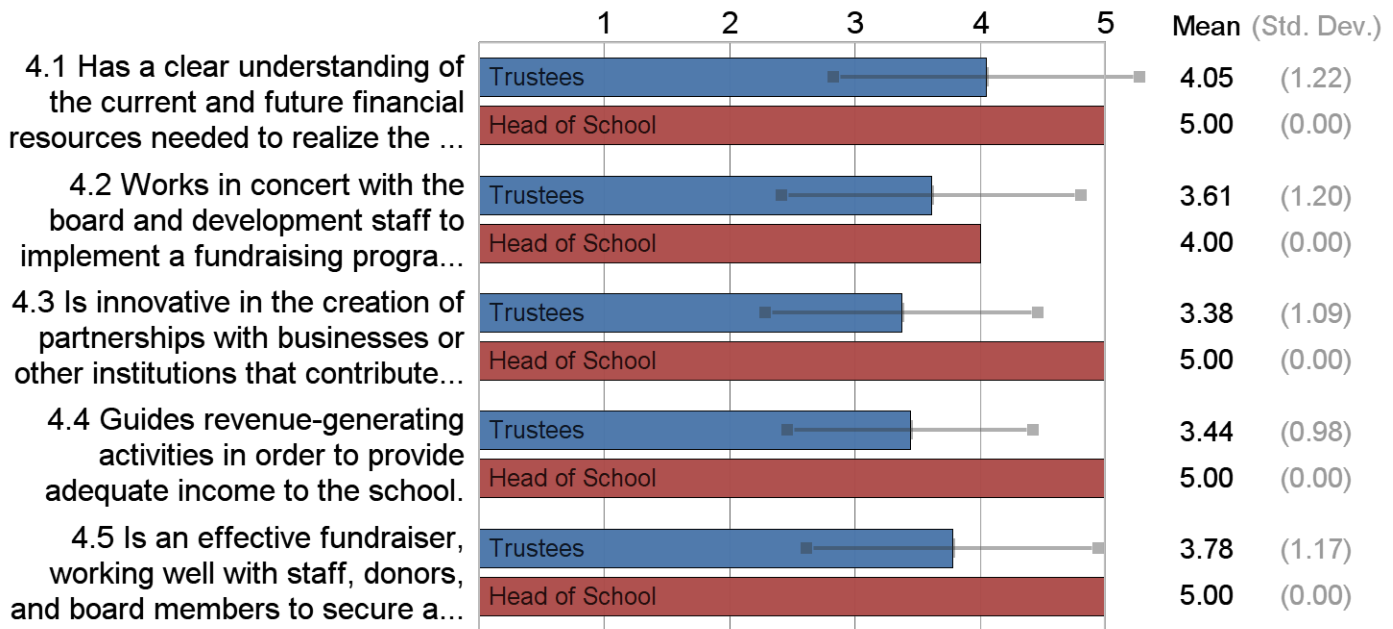
Head is very responsive to necessary changes in programs and works very hard on programs and policy.

Mr. [redacted] is committed to keeping what makes [redacted] unique while adapting the school to the challenges of the future such as technological change, new fields of study and year-long/continuous learning.

Head of School

Need to bring back an effective Education Committee that meets its mission, and serves to bring more generative discussions to the Board

Section 4: Effectiveness in Fundraising and Resource Development



Question	Unsatisfactory	Needs improvement	Meets expectations	Exceeds expectations	Exceptional	Response	Average Value
4.1 Has a clear understanding of the current and future financial resources needed to realize the school's mission.	5.26%	10.53%	5.26%	31.58%	47.37%	19	4.05
4.2 Works in concert with the board and development staff to implement a fundraising program that meets the goals established for the school.	5.56%	11.11%	27.78%	27.78%	27.78%	18	3.61
4.3 Is innovative in the creation of partnerships with businesses or other institutions that contribute to the school's resources.	6.25%	12.50%	31.25%	37.50%	12.50%	16	3.37
4.4 Guides revenue-generating activities in order to provide adequate income to the school.	5.56%	5.56%	38.89%	38.89%	11.11%	18	3.44
4.5 Is an effective fundraiser, working well with staff, donors, and board members to secure adequate income and strong personal commitments from those who have an interest in the school.	-	16.67%	27.78%	16.67%	38.89%	18	3.78

What are the major strengths of the Head of School in this area? How can the Head of School improve in this area?

Trustees

It is clear that [redacted] understands and exceeds at "the business of running a school". His leadership and expertise here is invaluable. He has also been an effective fundraiser. Continuing to broaden efforts and perhaps "think out of the box" will help expand fundraising efforts even more. He is focused on the right issues and knows what we need to keep working on.

[redacted] is an effective fundraiser. We still have a lot of work to reach fiscal sustainability.

[redacted] has been an active leader in the success of the [redacted] Fund and [redacted]

Mr. [redacted] works towards improving the school's fundraising activities and sharpening the school's response to a fast-changing world with challenges both known and unknown.

Excellent fundraising skills.

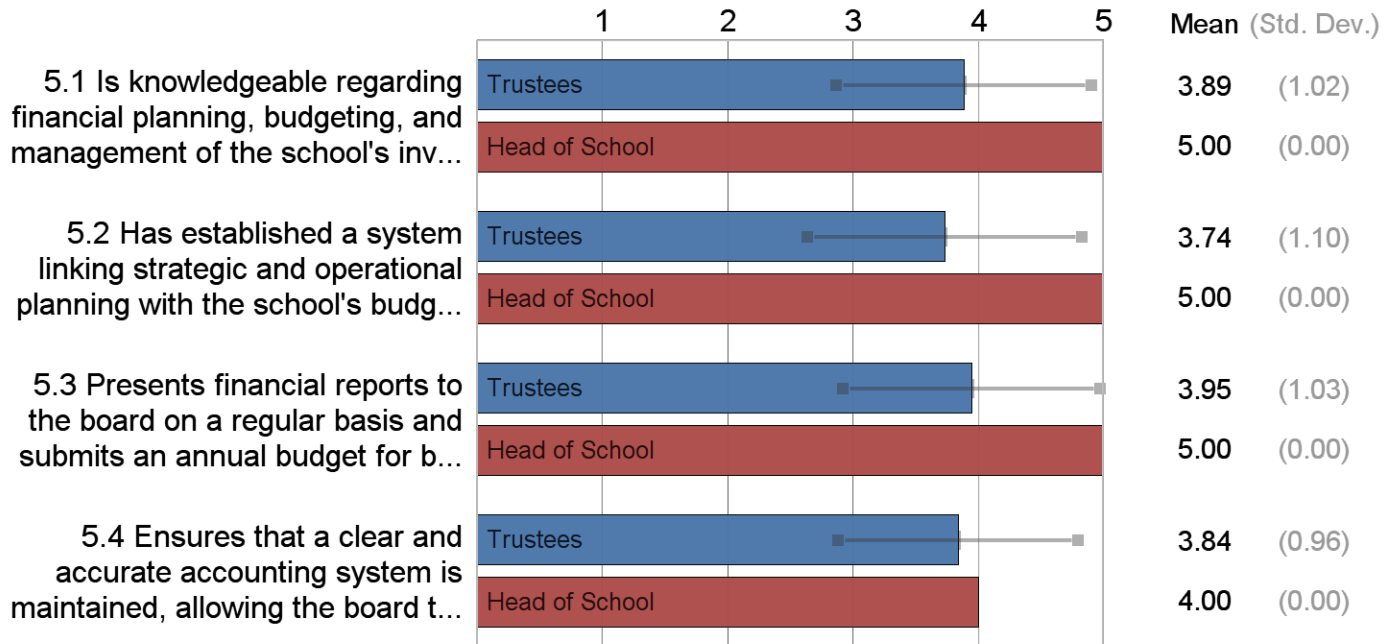
The COVID-19 pandemic creates many challenges to fund-raising regardless of the performance and abilities of the HOS.

Head has a deep understating of resources needed. Area for improvement is more board commitment to financial goals.

Head of School

Head is well on the way toward fulfilling Campaign goals--needs to focus even ore on this....

Section 6: Fiscal Management



Question	Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations	Exceptional	Response	Average Value
5.1 Is knowledgeable regarding financial planning, budgeting, and management of the school's investments and endowment, and understands the place of each in the school's overall financial picture.	-	11.11%	22.22%	33.33%	33.33%	18	3.89
5.2 Has established a system linking strategic and operational planning with the school's budgeting process.	5.26%	5.26%	26.32%	36.84%	26.32%	19	3.74
5.3 Presents financial reports to the board on a regular basis and submits an annual budget for board review, revision, and approval.	5.26%	-	21.05%	42.11%	31.58%	19	3.95
5.4 Ensures that a clear and accurate accounting system is maintained, allowing the board to monitor the school's finances and operations in relation to the approved budget, and to make informed financial decisions.	-	10.53%	21.05%	42.11%	26.32%	19	3.84

4. What external factors have influenced the head of school's performance?

Trustees

Financial challenges; PANDEMIC!

Covid 19, and ever changing rules and regulations related to it.

covid 19 [redacted] environment Out of his control. He did a good job managing

Covid.

Obviously the pandemic

COVID-19

Admissions are down in nursery because of covid. Admissions are down because of economic situation, as well as more competitive with more schools out there.

Challenges on the admissions front for "B" independent schools in [redacted]. re: COVID, [redacted] has more than risen to the occasion. Fabulous job here.

Covid economy

The uncertainties surrounding Covid took much time to understand and learn and naturally lead to some important initiatives to be delayed; however this external factor affected almost every institution in our country this year. [redacted] actually used this challenge to improve its systems and curriculum.

COVID, Black Lives Matter. [redacted] seems to thrive in a crisis. Although he may not be feeling it, he appears to be the calm within the storm.

Pandemic.

Pandemic, population flows out of the city.

This year's Covid-19 pandemic has impacted all industries and operations.

climate of enrollment cover

Covid

Head of School

One major thing: The COVID-19 pandemic which has challenged every aspect of the schools structure, functions, and governance

10. Additional comments:

Trustees

I was not 100% comfortable completing this evaluation due to my short time on the board. My new vantage point this year allowed me to come to an appreciation for what [redacted] does that I did not have in prior years. Given that not all parents can be on the board, I wish there a way for parents to gain some of the knowledge about [redacted]'s thoughts and decision-making. He is doing such an amazing job leading [redacted] through this storm.

[redacted] is a great HOS. The entire [redacted] community is so fortunate to have him.

It has been a pleasure and an honor to work with [redacted]. Your commitment and dedication to the [redacted] community is unmatched. You are greatly appreciated.

The HOS has demonstrated remarkable leadership during the COVID-19 pandemic. Our children are receiving an excellent education, school is open, and he's looking ahead to the future. I remain concerned about the financial situation of the school. We should capitalize on our ability to keep the school open while others didn't [redacted].

I hope strongly that we have the head for a few more years. In this time of huge change and major plans of change, I think it would be very disruptive. If you look at other private schools, which are not struggling with admissions, you'll see that most of them have heads that am been there for many years, way longer than our head. A head search while we are dealing with everything thing else we are dealing with is a bad idea.

As Henry Ford said, "Airplane takes off against the wind". Challenges bring together many opportunities for learning and improvement as evidenced by Mr. [redacted]'s turning many of the challenges into opportunities this year. I am grateful for his careful and responsible management and empathetic leadership and unwavering dedication to our school.

Head of School

What a challenging year this has been...we all need to thank Valerie for her incredible leadership, support, and good will....I could not have done this without her!