



Parker Performing Arts School

PPA Board Executive Session

Published on May 5, 2025 at 10:57 PM MDT

Date and Time

Tuesday May 6, 2025 at 6:00 PM MDT

Location

PPA Board Executive Session

Tuesday, May 6 · 6:00 – 7:00pm

Time zone: America/Denver

Google Meet joining info

Video call link: <https://meet.google.com/tto-pzsv-md>

Or dial: (US) +1 352-503-8207 PIN: 134 531 875#

Agenda

	Purpose	Presenter	Time
I. Opening Items			6:00 PM
A. Record Attendance		Stephanie Cooke (E, #6)	1 m
B. Call the Meeting to Order		Rochonne Sanchez (A, #8)	

Executive Session pursuant to C.R.S. 24-6-402(4)(f) to discuss a personnel matter related to the evaluation and contract of the executive director.

	Purpose	Presenter	Time
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II.	School Leader Review and Evaluation		6:01 PM
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A.	24/25 School Leader Evaluation and Review	Vote	Rochonne Sanchez (A, #8)	45 m
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Please see your email for supporting discussion documents. Thank You.

III.	Closing Items		6:46 PM
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A.	Adjourn Meeting	Vote	
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Coversheet

24/25 School Leader Evaluation and Review

Section: II. School Leader Review and Evaluation
Item: A. 24/25 School Leader Evaluation and Review
Purpose: Vote
Submitted by:
Related Material:
24_25 PMolfino Board and Self Survey Summary.pdf
Parker Performing Arts School School Leader Evaluation FY24-25 evaluation Phil Molfino DRAFT.pdf

Overall Rating: 3.35

Performance Rating	Annual Review Score	Payout Maximum
Exemplary	3.75-4	10%
Significantly Exceeds	3.5-3.74	7.5%
Exceeds	3.01-3.49	5%

1. Demonstrates Integrity**Summary:**

Respondents praised Phil Molfino for his ethical behavior, clear communication, and alignment with the school's mission and values. He is seen as respectful, accountable, and transparent. Staff and board members noted his consistent demonstration of honesty and professionalism.

Action Item:

Continue modeling transparent communication and ethical leadership, especially during high-pressure moments or organizational changes, to reinforce team trust and accountability.

2. Cultivates a Culture of Excellence**Summary:**

There was strong support for Phil's intentional alignment with the school's vision and improved systems and communication. Feedback acknowledged increased collaboration, a culture of high expectations, and support for both students and staff. Some concerns were raised about the consistency and urgency of student behavior management and communication with families.

Action Item:

Ensure more consistent follow-through and clarity around student behavior policies and staff communication, especially in high-stakes or emotionally charged situations.

3. Drives Academic Excellence and Student Performance**Summary:**

Staff and board members noted visible progress in academic growth, improved systems, and

interventions. However, there is still work to be done in challenging high-achieving students, increasing participation in standardized testing, and managing the tension between individualization and a unified culture.

Action Item:

Implement strategies to better challenge advanced students and encourage full participation in standardized assessments, while maintaining differentiated support across the student body.

4. Leads the Educational Program

Summary:

Leadership in curriculum development and instructional practices is seen as a strength, particularly in using data to guide decisions. There are still gaps for both gifted and special populations, and arts educators could use more tailored support. Respondents recognize Phil's ability to delegate to subject-area experts effectively.

Action Item:

Develop a targeted strategy to support special populations and refine evaluation and planning practices for arts educators to ensure all programs are held to meaningful, appropriate standards.

5. Develops and Leads Staff

Summary:

Phil is recognized for building a committed team and fostering a positive culture. Many staff feel connected to the mission. However, this year saw turnover among senior leaders and some long-standing staff. While not attributed solely to leadership, it highlights a need for long-term engagement strategies. Some staff prefer direct support from their APs rather than the Principal, which aligns with the school's leadership structure.

Action Item:

Clarify leadership roles and strengthen staff retention efforts, especially for top performers, by reinforcing pathways for growth and acknowledging contributions.

6. Manages Organizational Compliance and Administration

Summary:

This is an area of clear strength. Phil is praised for balancing operations with responsiveness, managing compliance and safety effectively, and making thoughtful, real-time decisions (e.g.,

physically protecting students during the Fun Run). Staff note that the school runs efficiently and safely, with strong systems in place.

Action Item:

Continue optimizing operational efficiency while empowering others to lead within their areas, preserving this strength without overburdening senior leadership.

7. Builds and Maintains Family Satisfaction

Summary:

Feedback emphasizes respectful communication, high parent satisfaction, and well-executed events. Some families feel limited in opportunities to participate during the school day, and there's concern about over-reliance on word-of-mouth communication. A vocal minority of parents present challenges when individual expectations clash with community needs.

Action Item:

Expand proactive and inclusive family engagement strategies, especially during school hours, and set clearer boundaries to manage parent expectations without sacrificing staff morale.

8. Manages Financial Performance

Summary:

Phil's leadership in financial planning is widely praised. The school is in its strongest fiscal position ever, thanks to strategic budgeting, continued teacher bonuses, and strong oversight. The finance team's efforts over the past decade have built a resilient foundation.

Action Item:

Begin developing a financial sustainability roadmap for the next 3–5 years, ensuring continued strength through future transitions or funding challenges.

9. Actively Promotes the Organization and Ensures Adequate Resources

Summary:

Phil is seen as committed to public relations and resource development, but this area was flagged as under-addressed in the past year. Structural challenges and a heavy workload limited progress in building community partnerships and fundraising. Board engagement was also cited as a limiting factor. The Fun Run fundraiser appears to be losing momentum.

Action Item:

Co-create a refreshed fundraising and partnership strategy by pairing Phil with a board

liaison or development lead, and explore new events or community-driven campaigns to increase reach and energy.

10. Ensures Adequate Facilities

Summary:

Facilities are viewed as clean, safe, and mission-aligned. Phil is credited with proactive facilities planning and maintaining a welcoming physical environment. Safety upgrades and long-term maintenance are recognized by both board and staff as well-executed.

Action Item:

Maintain and build upon the current facilities plan with a focus on sustainability, accessibility, and alignment with evolving instructional and community needs.

11. Partners with the Board

Summary:

Phil keeps the board informed and seeks input, particularly in strategic planning. Some respondents expressed a desire for more collaborative tone early in discussions and called for stronger board engagement. The administration is placing appropriate responsibility on the board, but the lack of unified board voice complicates schoolwide messaging.

Action Item:

Establish a clear communication protocol and early engagement framework with the board, emphasizing two-way collaboration and expectations for board involvement in governance and strategic advocacy.

12. Engages the Community

Summary:

Phil is respected for representing the school with professionalism and care. He listens well, responds thoughtfully, and has strong relationships with local officials. However, there's room to deepen external community partnerships and increase visibility, particularly in support of development and enrollment goals.

Action Item:

Develop and implement a community engagement plan with measurable outreach goals, including partnerships that advance both fundraising and student opportunities.

13. Overall Leadership and Performance

Summary:

Phil is seen as a mission-driven, visionary leader with integrity, strategic foresight, and operational strength. He is commended for leading through staff transitions and maintaining organizational stability. There's recognition of the importance of sustaining morale, deepening leadership capacity, and guiding through a pivotal upcoming year with new assistant principals and a "green" board during charter renewal.

Action Item:

Prioritize succession planning and leadership development, including onboarding of new APs and structured preparation for board renewal and charter processes.



**Parker Performing Arts School
School Leader Evaluation FY24-25 evaluation
Phil Molfino**

Prepared By: Rochonne Sanchez (A, #8)
Date: 6 May 2025

Purpose of Evaluation

It is the Board's responsibility to hire, manage and support the School Leader of the organization. This annual evaluation serves as an important tool in meeting that responsibility. The main purposes of the evaluation are:

1. To provide the School Leader with the opportunity to reflect on their performance over the past year, and to share those reflections in a structured way with the board
2. To provide explicit feedback from staff and Board to the School Leader on their performance, to help them recognize strengths and improvement areas.

Methodology

The School Leader completed a self-evaluation and provided evidence to support their rating. This information was shared with the full board, and then the full board was asked to complete an online, anonymous survey through BoardOnTrack's School Leader Evaluation Tool.

Executive Summary

The School Leader's performance over the last year has been widely viewed as strong and mission-aligned. Phil Molfino's ethical leadership, strategic decision-making, responsiveness, and visible presence across the school community have had a deeply positive impact on culture, stability, and operations. During a year marked by significant leadership transitions and continued post-pandemic recovery efforts, the School Leader demonstrated clear vision, intentional planning, and a steady hand.

As in any evaluation, there are areas in which the School Leader should focus on improving over the coming year. Two areas seem most critical.

The first is formalizing a community engagement and fundraising strategy to ensure sustainability.

The second is reinforcing internal staff and leadership capacity to promote continuity and support long-term growth.

Evaluation

The structure of this evaluation is through an examination of the important pieces of the School Leader's job at Parker Performing Arts School. As the School Leader, Phil Molfino is the chief executive of the organization and bears ultimate responsibility for staff contributions to academic performance, mission-aligned school culture, and organizational viability. With the Board, the

School Leader sets short and long term goals for the organization and assesses the organization's adherence to its mission and charter promises.

The core of this evaluation is provided within this construct, outlining specific measures that the School Leader is responsible for and an evaluation of his performance against those responsibilities. Some of the measures are taken from ABCCS' Accountability Plan, waiting final approval from the Department of Education. For these measures, quantitative data is available to evaluate the organization, and by extension the School Leader's, performance. These measures are in bold font below.

The other responsibilities are evaluated qualitatively, largely based on Board perspectives, with additional data provided through the School Leader self-evaluation and through input from the direct reports.

Comments from the board are integrated within the set of responsibilities below.

CORE COMPETENCIES

Demonstrates Integrity

Strengths: Phil consistently demonstrates ethical behavior, transparency, and clear alignment with organizational values. He treats others with respect and communicates openly, earning the trust of staff, families, and board members alike.

Areas for Improvement: Continue modeling this strength in high-pressure situations and support its integration across all leadership roles.

Summary Comments: Integrity was seen as a foundational strength by respondents, with specific praise for his professionalism and communication.

Cultivates a Culture of Excellence

Strengths: Phil's decisions reflect high expectations and alignment with the school's mission. Communication and collaboration have improved, and the culture fosters accountability and student-centeredness.

Areas for Improvement: Strengthen consistency and urgency in behavior management and clarify communication loops, particularly around discipline.

Summary Comments: The school culture is seen as intentional and focused, though some feedback suggests continued work is needed in key behavioral response areas.

Drives Academic Excellence/Student Performance

Strengths: Academic growth, student progress, and investment in new systems and interventions were widely acknowledged. Staff feel supported in prioritizing achievement.

Areas for Improvement: Increase academic rigor for high-performing students and boost student participation in state testing to more fully reflect schoolwide success.

Summary Comments: Progress is evident across student performance metrics, and continued refinement is expected to yield further gains.

ROLE SPECIFIC COMPETENCIES

Leads the Educational Program

Strengths: Phil effectively supports instructional leadership and standards-based curriculum development. He uses data to inform decisions and aligns curriculum with strategic goals.

Areas for Improvement: Ensure progress for gifted and special education populations, and clarify expectations for arts educators to ensure equity in evaluation.

Summary Comments: His leadership is collaborative and data-informed, with clear delegation to subject-area experts.

Develops and Leads Staff

Strengths: Phil has recruited strong, mission-aligned talent and fostered a positive, connected staff culture. Staff morale appears high and aligned with school values.

Areas for Improvement: Focus on retaining top performers and clarifying the coaching/support roles between Principal and APs.

Summary Comments: While staff culture is strong, recent leadership turnover underscores the need for sustainable retention strategies.

Manages Organizational Compliance and Administration

Strengths: Operational systems are well-managed. Phil ensures legal compliance, efficient resource use, and student/staff safety. He is hands-on and responsive.

Areas for Improvement: Continue empowering others in operational roles to reduce over-dependence on school leader.

Summary Comments: Compliance and administration are key strengths, consistently executed with foresight and care.

Builds and Maintains Family Satisfaction

Strengths: Phil is respectful, responsive, and professional in interactions with families. Events are well-organized and communication is thoughtful.

Areas for Improvement: Expand family engagement during school hours and improve proactive communication to reduce reliance on informal channels.

Summary Comments: Family satisfaction is high overall, though engagement could be broadened in structure and scope.

Manages Financial Performance

Strengths: Financial health is a major strength. Phil has led with foresight, ensured fiscal stability, and supported competitive compensation for staff.

Areas for Improvement: Continue laying groundwork for long-term financial sustainability and adapt to anticipated shifts in public funding.

Summary Comments: Budgeting and financial strategy are seen as exceptionally strong aspects of his leadership.

Actively Promotes the Organization and Ensures Adequate Resources

Strengths: Phil is committed to public representation and community alignment with the school's mission.

Areas for Improvement: This area needs clearer strategy and more shared leadership to address fundraising and community partnership goals.

Summary Comments: There is broad agreement that development efforts should be refreshed and restructured to increase effectiveness.

Ensures Adequate Facilities

Strengths: Facilities are clean, safe, and well-maintained. The school environment reflects organizational values.

Areas for Improvement: Continue long-term planning and maintain current standards through projected growth.

Summary Comments: Facility management is a clear strength and well-coordinated with school safety and mission.

Partners with the Board

Strengths: Phil keeps the Board well-informed and includes them in major planning discussions. Structured agendas and regular follow-ups have improved communication.

Areas for Improvement: Foster early collaboration on emerging issues and work with the board to build more unified engagement in governance and development.

Summary Comments: The administrator has developed trust with the board but will benefit from more active support and shared ownership of external initiatives.

Engages the Community

Strengths: Phil is respected for his professional representation of the school and for fostering trust with parents, stakeholders, and public officials. His consistent and thoughtful communication style supports school reputation and stability.

Areas for Improvement: Expand partnerships with local organizations and increase visibility through external engagement that supports fundraising, programming, and enrollment.

Summary Comments: Community engagement is solid but could be deepened to further expand opportunities, build alliances, and increase the school's public presence.

Overall Leadership and Performance

Strengths: Phil provides mission-driven, visionary leadership marked by transparency, accountability, and a consistent presence. He manages change with clarity and calm and leads by example.

Areas for Improvement: Reinforce leadership team capacity and prepare for key transitions to ensure momentum is sustained and strategic alignment is preserved.

Summary Comments: This was a year of strength, stability, and thoughtful navigation of change. Phil's leadership is widely recognized and appreciated by all respondent groups.

Most Significant Accomplishments and Strengths Demonstrated this Year:

- Financial stability and operational foresight
- Leadership through AP transitions and staff realignment
- Improved academic benchmarking and enrichment offerings
- Strategic planning ahead of charter renewal

- Steady presence and leadership under pressure

Top Three Priorities to Move the Organization Forward:

1. Develop and implement a refreshed fundraising and development strategy
2. Build leadership capacity through strategic onboarding and clear succession planning
3. Sustain and deepen board engagement in governance and advocacy

Key Challenges:

- Transition of key leaders and maintaining continuity during onboarding
- Balancing budget constraints while supporting staff and program growth
- Expanding external relationships and ensuring charter renewal preparedness

Final Remarks: Phil Molfino is leading the organization with clarity, ethics, and deep commitment. As the school navigates another year of transitions, his continued strategic foresight and ability to inspire confidence will be essential to sustaining growth and alignment with the school's mission.