

Updated HOS evaluation June 2021

Process

The LESC gathered a new round of input via a survey from staff and board members regarding the HOS's performance, with particular focus on areas identified for growth in the previous evaluation cycle, as well as highlighted strengths.

Strengths

The strengths identified previously continue to be sources of excellence for Laylah. The school is ahead of schedule in meeting deadlines set by the commission due to Laylah's resilience, passion, persistence, systems thinking and hard work. Laylah's previous experience in managing a local construction firm is allowing her to make excellent progress in managing contractors and renovations to the school facility. The LESC feels confident that with Laylah's leadership, the school is on target for a strong opening in August 2021.

Progress made in areas of focus for growth - Communication

Several survey participants noted progress around communication, an area for growth identified in the previous cycle of evaluation, with several people responding that email communications are now shorter and more focused. If Laylah wants support to further enhance communication, members of the LESC would be available to provide feedback on important communications prior to distribution to a larger audience.

Immediate Priorities for the HOS

Laylah's big task right now is to prioritize essential tasks and increase her ability to delegate certain tasks to others. As much as Laylah wants to be a part of every aspect of the school to ensure completion and excellence, the LESC suggest that this will be impossible as the school opens its doors. Delegation will not only free up Laylah's time for priorities but help develop leadership in others.

Focus for the next six - twelve months

As we get closer to the school opening date, and with the increase in the number of people for whom Laylah will be a leader (increased staff, families, students) the LESC suggests that over the next few months, the HOS should continue her focus on developing her approach to leadership, and continue to align that approach with the school's Montessori philosophy and 'We are Leaders' core values. In a Montessori classroom community, there are clear expectations, and processes in place to nurture independence and collaboration, which allow the classroom community to function well, even when the classroom teacher is not present. Over the next six months is the time to develop similar clear expectations and processes to allow the school to function well, even when Laylah is not present, leading or extensively engaged in a particular function or action item. This will allow for board members to participate in a more personalized way in board activities, as an example, in a way that best utilizes their strengths, talents and interests.

Prioritizing Self-Care

Another big task for Laylah right now is to prioritize her own well-being and begin scheduling time off for herself. The LESC acknowledges and appreciates Laylah's demanding work and

long hours but recommends that Laylah also prioritizes her own scheduled time-off, so that she can continually recharge her own batteries and bring her best-self to the leadership role in the long term for the success of the school.

Focus for all involved

Finally, the LESC recommends that the HOS, just like everyone else involved in this big lift over the next few months, continues to keep in mind that what is most important for the students must be what is most important for us.



Fwd: Next steps in the HOS annual evaluation

Beverley Wolff

Mon, Jun 21, 2021 at 11:21 AM

Dear committee,

John and I met today with Laylah to answer any questions Laylah had about the HOS annual evaluation summary. I have updated the summary with feedback from John (add headings) and Laylah (stress that the focus is for continued growth, not addressing a problem)

I have attached the end of year summary to this email, and included links to the mid-year evaluation.

[Word Cloud](#)

[Process](#)

[Collective EAI Results](#)

Our next steps are:

Immediate

- Share the final report with board members (via committee report in the board packet), Board members will have an opportunity to ask questions at the board meeting before approving the end-of-year evaluation.
- Make a recommendation to the board regarding the renewal of Laylah's contract. I propose that we make this recommendation based on our mid-and end of year evaluations of the HOS (and that we make this decision asap before our upcoming board meeting).

Contracts run September 1 through the end of August, and offers are scheduled to go out to staff at the end of June/early July.

Following approval of the evaluation of the HOS by the full board

- John send this summary and mid-year report to Kara Lowe kara.lowe@k12.wa.us Laylah's current commision field support. (Suggested wording 'Per the timeline and procedures outlined in the HOS PD & Accountability Plan, I am reaching out on behalf of the PCM Board to share the results of our end-of-year evaluation of PCM's Head of School. I am including our mid-term evaluation for your convenience)
- Bev send out the summary to staff members
- At the August LESC meeting, review Layla's Annual Growth Portfolio.