Draft report – January 2022

Evaluation of performance of Head of School, Laylah Sullivan

**Process**

* A survey was sent out to:
  + 10 staff members
  + 6 board members
  + 6 partners
* Out of a potential total of 22 participants, we received 13 responses. That’s just under 60%.
  + The survey was sent using the PCM board email. However, the recipient received an email just from ‘board’. Having the sender identified as PCM board would encourage a better response.
  + For various reasons, the survey was sent out over the December holiday season. Although a reminder was sent out after the holidays in early January, responses might have been higher had we avoided the holiday season.
  + LESC recommends that in future a brief email is sent out from the HOS right before the survey is sent out, alerting board, staff and partners that the survey will be coming from the board email address and encouraging participation.
* Responses received were detailed and specific.
* After reviewing the data, the following themes emerged:

**Strengths:**

* + Laylah opened a school during a pandemic, with all of the challenges of labor shortages, supply and delivery problems, and lack of opportunities for face-to-face engagement with the community. She coordinated and provided oversight of major building renovations, the furnishing and equipment of a new school from scratch and established strong systems. This has been one of the most challenging times for anyone involved in education, and as a new administrator Laylah has repeatedly demonstrated tenacity, dedication, resilience, hard work, passion, commitment and an ability to problem solve. These were descriptors used frequently in responses.
  + There is an acknowledgement that Laylah is learning fast and is improving as a school leader. As continuous improvement is a goal of the school, Laylah should celebrate this learning and improvement.
  + Laylah’s commitment to the school, and to student learning and well-being was repeatedly called out.

**Areas for growth:**

* + **Community building**
    - Model the Montessori philosophy by inspiring staff and board members to take leadership, set goals and follow their strengths over a three-year cycle to implement and support the school. Give them agency.
      * The survey indicated that listening and responding to teachers’ ideas, needs, and concerns is a top priority for improving the climate at PCM. More delegation, trust, and support were called for. It was noted that this is improving.
      * Recognize, celebrate and utilize successes and individual talents to strengthen engagement and commitment to PCM.
  + **Communication:** 
    - Recommend that Laylah focuses on conciseness, brevity and transparency in written communication.
    - In-person communication would benefit from openness to dissenting and questioning voices, and to focus on discussion, dialogue and collaboration.

**Goals**

The LESC appreciates the input from Laylah Sullivan, HOS, to this cycle of the evaluation process by completing and sharing her self-assessment through the Executive Reflective Practice Inventory and the Executive Appraisal Instrument. There was much alignment between Laylah’s responses and reflections and the data collected through the survey, showing elf-awareness.

Laylah’s goals for spring 2022 match an area for growth identified in this report, community building. Laylah’s goals are listed below:

* Build more opportunities for staff decision making in next year’s calendar.
  + Share draft of annual calendar by mid-February
* Solicit individual staff feedback, and then provide opportunity to discuss as a group (especially around 'thematic' days and dates).
* Maintain weekly communications about Wednesday PD the Friday before. Send out agenda the Friday before & have details blocked out in Google PD calendar.
  + Solicit staff feedback on PD sessions. Send out survey for ideas on additional interests.

An area not identified by Laylah as an area in need of growth but identified as such by the data and this report is in the area of communication. Brevity and conciseness are needed for clear communication.

The LESC’s goal for HOS for this spring is very narrow and focused on the sustainability of the leadership role.

* The Head of School should identifying tasks and responsibilities that can be successfully delegated to others (e.g. SIA, board members, staff members, partners) and allow partners the agency to complete the tasks. This would help develop trust, ownership and commitment, and free up time for the HOS to lead.