



BoardOnTrack Board

Board Meeting

Published on August 16, 2024 at 1:34 PM EDT
Amended on August 20, 2024 at 4:20 PM EDT

Date and Time

Friday August 16, 2024 at 5:00 PM EDT

Location

123 Sample St

Orientation

Agenda

	Purpose	Presenter	Time
I. Opening Items			5:00 PM
A. Record Attendance			1 m
B. Call the Meeting to Order			
C. Approve Minutes	Approve Minutes		1 m
Approve minutes for Test Board Meeting on June 30, 2024			
D. Approve Minutes	Approve Minutes		5 m

	Purpose	Presenter	Time
	Approve minutes for test flow 2 on May 22, 2024		
E.	Public Comment	Brianna Stuczynski	3 m
II.	Report Outs		5:10 PM
A.	ED Report	FYI	
B.	Social Media Update	FYI	5 m
C.	Finance Update	FYI	5 m
III.	Programming		
IV.	Sales		
V.	Software Development		
VI.	Test Committee		
VII.	Vote Poll		
VIII.	Other Business		
IX.	Closing Items		
A.	Adjourn Meeting	Vote	

Coversheet

Approve Minutes

Section:	I. Opening Items
Item:	C. Approve Minutes
Purpose:	Approve Minutes
Submitted by:	
Related Material:	Minutes for Test Board Meeting on June 30, 2024

APPROVED



BoardOnTrack Board

Minutes

Test Board Meeting

Date and Time

Sunday June 30, 2024 at 5:00 PM

Location

Library

Local broadcast : [www.](#)

Orientation

Trustees Present

A. Orgeta, B. Stuczynski, G. Fafard, J. Finelli, J. Osgoodby, L. Inguaggiato, N. Henne, R. Hey, R. Thomas, Y. Shin

Trustees Absent

None

Trustees who arrived after the meeting opened

G. Fafard

Trustees who left before the meeting adjourned

J. Osgoodby

Guests Present

D. Bird, E. DeLucia (remote), M. Mizzoni, Paul S., R. Wood

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

A. Orgeta called a meeting of the board of trustees of BoardOnTrack Board to order on Sunday Jun 30, 2024 at 5:01 PM.

C. Approve Minutes

A. Orgeta made a motion to approve the minutes from test board meeting on 06-24-24.
J. Finelli seconded the motion.

The board **VOTED** unanimously to approve the motion.

Roll Call

Y. Shin	Absent
N. Henne	Aye
R. Hey	Abstain
J. Finelli	Aye
A. Orgeta	Aye
J. Osgoodby	Aye
R. Thomas	Aye
B. Stuczynski	Aye
L. Inguaggiato	Aye
G. Fafard	Aye

II. BOT

A. Presentation

Leo presented financial documents

G. Fafard arrived at 5:05 PM.

J. Osgoodby left at 5:00 PM.

The board took a break between 5:30-5:45

III. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 6:00 PM.

Respectfully Submitted,
J. Osgoodby

Coversheet

Approve Minutes

Section:	I. Opening Items
Item:	D. Approve Minutes
Purpose:	Approve Minutes
Submitted by:	
Related Material:	Minutes for test flow 2 on May 22, 2024

APPROVED



BoardOnTrack Board

Minutes

test flow 2

Date and Time

Wednesday May 22, 2024 at 5:00 PM

Orientation

Trustees Present

A. Orgeta, R. Thomas

Trustees Absent

None

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

R. Thomas called a meeting of the board of trustees of BoardOnTrack Board to order on Wednesday May 22, 2024 at 5:00 PM.

C. Approve Minutes

II. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 6:05 PM.

Respectfully Submitted,
R. Thomas

Coversheet

Public Comment

Section:	I. Opening Items
Item:	E. Public Comment
Purpose:	FYI
Submitted by:	
Related Material:	FY23-24 evaluation Survey - report.pdf

Report

FY23-24 evaluation Survey

Start Date: May 13, 2024


Close date: August 11, 2024


Subject: Omari Walker


Legend

- BOARD

— Average for all board members
- STAFF



























— Average for everyone with one of the roles: STAFF, NBM_COMMITTEE, ADMIN_ASSISTANT
- 

— Omari Walker
- 

— One person
- 

— Me

Summary

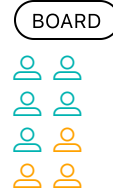
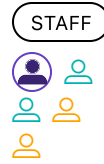
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Demonstrates Integrity				<div>STAFF</div> 	<div>BOARD</div>      	2%
Cultivates a Culture of Excellence			 	<div>STAFF</div> 	<div>BOARD</div>      	4%
Drives Academic Excellence and Student Performance				<div>STAFF</div>    	<div>BOARD</div>    	13%

Strongly
Disagree

Disagree

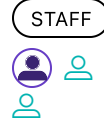
Neutral

Agree

Strongly
AgreeI Don't
KnowLeads the Educational
Program

7%

Develops and Leads Staff

Manages Organizational
Compliance and
Administration

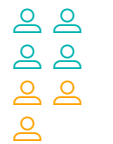
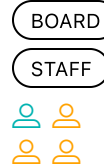
9%

Builds and Maintains
Family Satisfaction

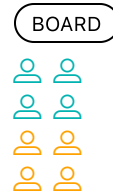
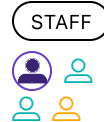
21%

Manages Financial
Performance

11%

Actively Promotes New
Heights and Ensures
Adequate Resources

13%

Ensures Adequate
Facilities

7%

Strongly
Disagree

Disagree

Neutral

Agree

Strongly
AgreeI Don't
Know

Partners with the Board



BOARD



STAFF



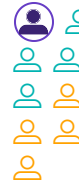
11%

Engages the Community



BOARD

STAFF



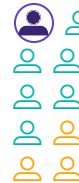
6%

Overall Leadership and
Performance

STAFF



BOARD



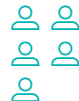
Interaction

I am the
person
being
evaluatedHardly
everOnce or
twice a
quarterOnce or
twice a
monthOnce or
twice a
week

Daily

How often do you interact
with Omari Walker?

BOARD








STAFF



Core Competencies

This section is for evaluating the Executive Director's demonstration of core competencies that have been directly linked to successful charter schools. Please provide comments with examples for as many competencies as possible with suggestions on what he could start, stop or continue doing more of to be the most effective leader possible.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Deals with others in a straightforward, honest, and ethical manner.				<div>STAFF</div> 	<div>BOARD</div> 	
Behaves in a way that supports the New Heights's mission, vision and values.				<div>STAFF</div> 	<div>BOARD</div> 	
Admits mistakes and takes timely corrective action.				<div>BOARD</div> <div>STAFF</div> 		
Treats others with dignity and respect.				<div>STAFF</div> 	<div>BOARD</div> 	

Comments or examples that support your responses above.

Subject _____

OW

I pride myself on being straightforward and fair with all of our staff members. I strongly believe in the mission and work hard to ensure that everything we do is aligned to ensuring that we prepare all of our students for college. I am very comfortable with admitting when I've made a decision that has not turned out as well as I had hoped and I often seek advice from a variety of stakeholders to ensure that I have many viewpoints prior to making major decisions. Since I demand that others treat me with dignity and respect, I work very hard to do the same. I believe that I have built many strong work relationships with staff members that understand the mission and vision of the school.

Feedback from Staff



Character is beyond reproach



I am new to the Board, All my interactions have been positive. He is well prepared for the Board meeting as well as the Governance and Finance Committees which I sit on. Answers all question -never gets defensive . Very passionate about New Heights .Always put students first! Always gives staff credit for all successes.



None



Omari is strong willed, but he seeks the input of others to support his positions. An example is his belief that he is the best person to hold the interim principal position...



Omari is transparent, courteous, and professional in all of his interactions. Omari is also an effective listener and encourages everyone to share their opinions and thoughts. All for his and NHCS' betterment.

Staff



His general interactions with staff and administrators vary wildly from person to person, at times feeling more like favoritism.



(No response)



Omari demonstrates unwavering integrity and professionalism as it relates to NHCSB and the mission of the school.

Cultivates a Culture of Excellence *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Creates and maintains an organizational culture that promotes student achievement and college preparation for all students.					<div>BOARD</div> <div>STAFF</div> 	
Makes New Heights a place where staff and students are all committed to excellence and believe that hard work is the key to achieving it.				<div>STAFF</div> 	<div>BOARD</div> 	
Demonstrates commitment to competent communications and conflict resolution.				<div>STAFF</div> 	<div>BOARD</div> 	
Consistently evaluates and proactively improves people, processes, programs, and services for greater effectiveness, efficiency, and value.				<div>BOARD</div> <div>STAFF</div> 		

Comments or examples that support your responses above.

Subject _____

I believe that I have put many systems in place to ensure that students have access to a first class early college education. In terms of creating a climate that creates a college-going culture, I believe that this is happening throughout the majority of the building. I still believe there are pockets where this can be approved and we are working to either replace or train staff in order to make this a reality for all.

I believe that the way we track our early college students once they're in high school inevitably creates a two-tiered expectation of academic achievement. I strongly believe that our students who are tracked to earn their Associate's degree are given a much more rigorous curriculum where they are forced to push themselves in order to be ready to take, and pass, up to 20 college

early college peers and, as such, may not see the relevance of needing to work as hard as they can because they realize that they don't take the same level or number of college classes as their classmates. We still have work to do in this area.

I believe that we, as a staff, communicate more than any other school personnel that I'm aware of. Our Executive Leadership Team and School-Based Leadership team each meets weekly for an hour, our Grade Levels meet twice a week for an hour, and the Grade Level Leads meet with administration every Friday for an hour. Lastly, our entire administration meets with all school personnel in a Town Hall Forum three times a month for 30 minutes. Even with all of those meetings and all of that communication, staff still report that they would like more opportunities to communicate amongst one another. In terms of conflict resolution, we still find that groups form based on a variety of different social categories. We continue to deal with adults who have conflicts amongst themselves and, as a school leader, I have not yet found a way to quell these tensions in a manner that eliminates them once and for all. We are making bold steps to remove some of these major players but doing so comes at a price of losing talented adults who play an important role in the lives of our students and families.

This year, I relied on the wisdom of our entire Full Leadership Team to create some processes and procedures around dress code and electronics that I didn't fully agree with but allowed due to the fact that the group felt strongly that we ought to move in that direction. These policies proved not to be effective and caused challenges to the climate and culture. As a leader, I should have made the tough decision to make the changes that I knew were in the best interest of students, families, and the school, and I should have held staff accountable to uphold these standards. In hindsight, I wish I had changed these policies once I realized they were not working however I opted to stick with them in an effort to not cause families any additional financial burden due to us shifting course midyear. This leaves the work of making these final changes to our new Principal for next year.

Board

It is clear that Omari is



THE New Heights leader He has chosen an excellent staff who share his energy and passion for the NH mission. Success is seen the the academic achievement data. At all meetings open is open to all suggestions. Always clear in explaining the subject matter at hand.



Omari recognizes that the New Heights mission is aggressive and requires a commitment to excellence by full staff. He exemplifies excellence through preparation, strategic and tactical planning.

Early in the school year it appeared that meeting the success rate of past year would be a challenge. Immediate response and communication resulted in getting on track.



Omari is all about continuous improvement.

Staff











































I think it is more accurate to say that New Heights has a culture of fear and uncertainty. This is an open secret and very little has been done to address that. Using the recent terminations as an example, we were well aware of the financial picture in December, yet we waited until a mere two months before the end of the school year to notify staff about their future at the school.

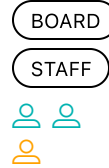


Omari sets high standards for himself and NHCSB staff by providing constructive feedback and emphasizing professional development in order to cultivate a culture of excellence.

Drives Academic Excellence and Student Performance *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
A majority of students demonstrate levels of mastery, which exceed grade-level standards.		 		<div>BOARD</div> <div>STAFF</div>      	   	  
New Heights creates, maintains and regularly revises systems and processes to drive student achievement.				<div>STAFF</div>     	<div>BOARD</div>        	
New Heights has met or exceeded agreed upon goals set for increasing student performance				<div>BOARD</div> <div>STAFF</div>    	    	 

New Heights is on track to outperform other public charter schools in our community.



Comments or examples that support your responses above.

Subject

When you compare our student population to other "like populations" throughout the State, we regularly meet or exceed their academic performances on standardized tests. However, when you compare our student performances to the State averages, we fall short of meeting their results. We have significantly closed the achievement gap between our student performance and those of their peers throughout the State on standardized tests but we still have a ways to go. Our Academic Instructional Team has a plan to meet or exceed State averages by FY27.

Every morning, our middle school students engage in a 45 minute period of Scholar Success Learning Time where they work on developing and improving their Math and English skills. They have made significant progress using an education platform called IXL where they track their growth each quarter. We are hoping that this individualized period, along with improved instruction and rigorous curriculum will lead to major growth in our student performance in standardized tests.

One of our instructional goals is targeted interventions and support for scholars and staff. We have seen tremendous growth with our middle school academic performance due to our Scholar Success Learning Time period, academic intervention block, scholar success grade level data meetings, after school tutoring, and differentiated instruction. At the end of roughly 2/3rds of our school year, our middle school students are demonstrating over a year's worth of growth in both Math and ELA. In high school, 100% of our freshmen who were taking their first college class have passed with a C or higher. We are also reporting the highest percentage of college course completion for all of our grades since our inception and our senior class is once again projected to graduate more than 50% with Associate degrees. In short, our students have demonstrated both academic growth and achievement in all grades from 6-12.

If we rely on MCAS data as the metrics for academic performance, I believe that we are very competitive with most charter schools throughout our region. If you look at our students performance in college classes, we far exceed any high school throughout the State and almost all nationally. Many charter schools are

education in the area of early college continues to provide our students with opportunities that no other charter school, or any other public school for that matter, can compete with. Simply put, our students achieve higher in college classes than any other school in Massachusetts and almost graduate more students with Associate's degrees than all others combined.

Board



I base the above ratings on the data presented at various meetings which shows both progress and improvement areas



(No response)



New Heights seems to exceed the standard by implementing programs that support the students learning needs. Omari is very caring of the progress of every scholar at New Heights.

Staff



Foxborough's DESE report card shows that their students do significantly better on MCAS tests than New Heights students. Using the same metric, New Heights performs below Brockton middle schools while not producing significantly better results at the high school level. If we want to deliver on our goals (which we can), we need to be realistic and stop acting like the data tells a positive story.























Under his leadership, NHCSB has typically met or exceeded goals and stands as a model institution in the state. NHCSB is frequently highlighted by DESE (Early College) for its best practices.

Role-Specific Competencies

Powered by BoardOnTrack

This section is for evaluating the CEO's key competencies in leading, directing, and

Leads the Educational Program *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Demonstrates thorough knowledge of effective curriculum, assessment, and instructional practices to close the achievement gap.				<div>STAFF</div> 	<div>BOARD</div> 	
Ensures that the organization uses performance data to drive decision-making and curricular decisions.					<div>BOARD</div> <div>STAFF</div> 	
Ensures there is a standards-based curriculum. The curriculum includes scope and sequences for all subjects taught at every existing and expected grade level, and it exceeds national academic standards.				<div>STAFF</div> 	<div>BOARD</div> 	
Ensures all teachers regularly use assessment data to plan curriculum, lesson plans, meet individual student needs, and make daily instructional decisions.				<div>BOARD</div> 	<div>STAFF</div> 	
The organization's structure and staffing ensures that special student populations are making progress equal to those students in its regular education program.				<div>STAFF</div> 	<div>BOARD</div> 	

Comments or examples that support your responses above.

The past 25 years, I have tried to place supports and interventions in place for underserved youth who traditionally fare worse on standardized tests than their counterparts. This entire school is based on the premise that all students can achieve if given the proper supports and expectations necessary to do so. Our students, in so many ways, are outliers when it comes to achievement gaps because they over perform in college classes taken by high school students and still underperform on a standardized test. As a result, it's difficult to say whether or not our students have closed the achievement gap because that opinion differs based on the metrics. The systems that we have in place are geared towards making sure that our students are successful in their college classes and do not focus on skills directly related to passing a standardized test. We have begun putting measures in place so that both outcomes are achievable but we believe that we will need a few more years for that data to prove valid.

OW

Our ELA and Math curriculums have been developed over the years by some of our best instructors and department heads. They are both aligned to State standards and have been revised to reflect the cultures and ethnicities of our students. Our science curriculum for the middle school is also aligned to State standards and is developed by a nationally recognized organization to ensure that not only is the curriculum rigorous but it's also very engaging. Our high school science, middle and high school history, world language, and health curriculums are all "teacher designed" and, as a result, are very dependent on each instructor.

As ED, I review data on all student subgroups on a quarterly basis. This year, I learned at the end of the first quarter that the majority of our special ed students were failing their academic classes. I immediately intervened by developing a plan that required the Director of Special Education to play more of a coaching role for both teachers and paraprofessionals throughout the building on a daily basis. This plan included providing teachers and paraprofessionals with regular feedback and having biweekly one-on-one coaching meetings to assist them in improving their instructional practices. Lastly, teachers were required to submit weekly logs that detailed when they met with general ed teachers to adapt lesson plans. In the end, the improvements led to a drastic reduction in the failures of Special Ed students.

Board



I draw my ratings based upon Board materials and staff presentations



(No response)



Omari refers to his data analyst's work to verify and justify response to academic needs at all grade levels. Nick Jackson is called upon to display data during or Board meetings. The board responds to this practice with discussion.

Staff
























































I remain neutral on these areas as they pertain to the executive director. Mostly because these areas have seen positive growth but that growth can be directly attributed to the school recently hiring a competent Cief Academic Officer.



Omari works tirelessly to ensure the NHCSB educational program remains strong by setting high expectations for all Academic leaders, teachers, and support staff.

Develops and Leads Staff *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Attracts and selects high performing staff and leadership.			 	  STAFF	       	
Creates a staff culture and work environment in which highly effective staff members are actively engaged and feel connected to the organization and its mission.				  STAFF	       	
Develops, maintains, and regularly reviews and revises systems and practices that improve staff ability to increase student achievement.		 		  STAFF   	      	
Successfully retains top performers. Creates an environment where staff is committed to a long tenure and would recommend working at				  STAFF   	     	

Board



Ratings based on data showing low staff high staff retention and very few vacancies. During my orientation, staff at all levels were extremely energetic and engaged with students. A very warm, caring, respectful atmosphere.



(No response)



New Heights success to date is driven by excellent instruction, enthusiasm, and culture directed by a leadership team that appreciates and awards professionalism in education.



Omari is always looking at ways to develop staff and faculty to best serve the students needs. As vacancies occur Omari looks for the very best to recruit and select from.

Staff



The revolving door of hiring and firing is testament to my responses. We have lost SEVERAL talented and high performing teachers, staff members, and administrators since returning from COVID. Much of this turnover can be directly attributed to the culture of fear and uncertainty that exists at New Heights.



Omari continues to develop intentional measures to attract and retain talented, high-performing staff, teachers, and leaders including: competitive compensation, benefits, professional development opportunities, and a welcoming work environment centered around the mission of the school.

Manages Organizational Compliance and Administration *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Ensures that the organization meets and is in compliance with all local, state and federal laws and mandates.				 	<div>BOARD</div> <div>STAFF</div>        	
Oversees development and proper functioning of an enrollment and admission process.				 	<div>BOARD</div> <div>STAFF</div>        	 
Provides for the overall safety and well being of students and staff.				<div>BOARD</div>   	<div>STAFF</div>        	
Ensures organization is administered well with efficient investment of staff time and other resources.				 	<div>BOARD</div> <div>STAFF</div>        	 

Comments or examples that support your responses above.

Board _____



Data shows very few issues with student and staff safety

Staff _____



This is an area that Omari does quite well with.



Omari maintains a high standard of compliance by maintaining the safety of everyone in the school community as the utmost priority. Omari also encourages all staff, leaders especially, to diligently follow all protocols and regulations set locally or by DESE.

Builds and Maintains Family Satisfaction *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Ensures New Heights has frequent, meaningful, and well-attended ways for families to be involved in their child's learning and the school community.				<div>STAFF</div>	<div>BOARD</div>	
Provides indication of a high level of parent satisfaction with New Heights as evidenced by quantitative data and low student attrition rates.				<div>BOARD</div>	<div>STAFF</div>	
Listens and responds respectfully to the range of concerns expressed by parents and families.					<div>BOARD</div> <div>STAFF</div>	

Comments or examples that support your responses above.

Board



Is data maintained in the above areas?



















































(No response)

Staff



Omari offers NHCSB families and the greater community consistent communication and inclusion in community-building activities. While serving as

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Understands and provides leadership in the areas of financial planning, budgeting, accounting, and management of the organization's financial resources.				<div>STAFF</div> 	<div>BOARD</div>        	
Determines the current and future financial resources needed to realize New Height's mission.		 			<div>BOARD</div> <div>STAFF</div>          	
Ensures that clear and accurate accounting, payroll, cash management, and insurance systems are maintained.					<div>BOARD</div> <div>STAFF</div>          	 
Oversees the development, maintenance, and regular revision of systems for capturing, managing, and analyzing financial data to improve performance.				<div>STAFF</div>	<div>BOARD</div>        	  

Comments or examples that support your responses above.

Board _____



Has a deep and comprehensive understanding of the funding of our school



As I sit on finance committee, CFO reports reflect strong financial management. Omari is on top of this area as well



(No response)













































Omari appropriately relies on the expertise of others in the organization, clearly describes their scope of responsibilities, and delegates both responsibility and authority, consistent with their skills, experience and scope of responsibilities.

Staff



Our current termination cycle is an unfortunate example of a lack of foresight. We hired a large number of people using limited-time COVID funds. We had to know that, eventually, those funds would no longer be accessible yet we did not make the necessary adjustments to the budget or our staffing model. Instead, we waited until the last minute and made drastic cuts to staffing.

Actively Promotes New Heights and Ensures Adequate Resources *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Partners with the board to develop effective public relations, marketing and fundraising plans.				<div>BOARD</div> <div>STAFF</div>    	   	
Coordinates efforts of the Board to implement a board-approved fundraising plan.				<div>BOARD</div> <div>STAFF</div>   		
Creates partnerships with community organizations and businesses.				<div>BOARD</div>   	<div>STAFF</div>      	
Pursues and secures philanthropic support that directly supports the mission and vision of the organization.				<div>BOARD</div>    	<div>STAFF</div>      	



This is a difficult but important area that needs more focus

I assume the 2 areas I could not comment on are strong. I am too new to rate theses






















































This is an area of concern. The board doesn't seem to have much input in the school's effective public relations, marketing and fund raising. Development of an active board approach to these concerns with Omari and the board, or establishing a committee should be addressed.



The Board needs to provide additional focus on philanthropy and fundraising.

Ensures Adequate Facilities *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Oversees necessary facilities planning and makes recommendations to the Board.			 	  	<div>BOARD</div> <div>STAFF</div>      	
Assures the proper maintenance of the organization's facility and adherence to all local, state, and federal codes.				<div>STAFF</div>     	<div>BOARD</div>      	
Ensures the physical environment reflects the organization's mission and values as well as enhances learning.				<div>STAFF</div>    	<div>BOARD</div>      	
New Heights' physical environment (buildings and grounds) is well-cared for, sanitary, and promotes health and safety.				    	<div>BOARD</div> <div>STAFF</div>      	

Comments or examples that support your responses above.

Board



(No response)



Facilities management seems to be a moving target, with crisis accompanying every need.

Staff



For several years, the Director of Facilities has not received the financial support needed to upgrade the school's electrical system, though it is a clear problem that may lead to facility failures that impede teaching and learning. One needs only to look at the school's steadily eroding driveway and parking lot for more examples of major facility issues that have been identified by the Director fo Facilities, yet have been ignored budgetarily by Omari.



(No response)

Partners with the Board *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Acts as liaison to ensure an effective flow of critical information between the board and New Heights' senior staff, teachers and students.				<div>BOARD</div>	<div>STAFF</div>	
Helps to facilitate the board's governance, composition and committee structure. Implements board policies, and recommends policies for board consideration.				<div>BOARD</div>	<div>STAFF</div>	
Develops and implements strategic and operational plans to achieve the organization's mission and vision; allocates resources accordingly.				<div>STAFF</div>	<div>BOARD</div>	

Strongly
Disagree

Disagree

Neutral

Agree

Strongly
AgreeI Don't
Know

With input from the board, ensures the development and ongoing refinement of a long-term strategy; establishes objectives and plans that meet the needs of students, staff, and all constituents; ensures consistent and timely progress toward strategic objectives.



Comments or examples that support your responses above.

Board



Omari excels in this area (as well as all others). Provides Board with timely information and explains materials as needed. I have sat on quite few other Boards and Omari is the best prepared I have experienced



(No response)



















It is not clear what the long term strategic goals of the school are relative to growth. Are we charting our own path or reacting to the community, the charter school movement, or other factors in or out of our control?

Staff



Omari continues to work closely with the Board to ensure efficiency and efficacy. Omari also maintains constant communication with Board members and keeps them fully informed on matters related to the school's viability.

Engages the Community *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Serves as chief spokesperson for New Heights, in coordination with the Board Chair.					<div>BOARD</div> <div>STAFF</div> 	
Listens and responds respectfully to the range of concerns expressed by various constituents.				<div>STAFF</div> 	<div>BOARD</div> 	
Develops and maintains effective external relationships that support the organization's performance and fundraising success.				<div>STAFF</div> 	<div>BOARD</div> 	
Maintains communication with local and state officials.					<div>BOARD</div> <div>STAFF</div> 	
Builds strong relationships with relevant community organizations.				<div>BOARD</div> 	<div>STAFF</div> 	

Comments or examples that support your responses above.

Board



Based upon discussions with Omari and more experienced Board members



(No response)

Staff



Like school personnel and/or parents/guardians, Omari maintains an "open-door policy" with stakeholders in the community. This year, Omari hosted several politicians, community leaders, and officials from state agencies to tour the school and learn more about the school's model.

Overall Leadership and Performance *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Leads the organization in fulfilling its mission and goals in accordance with the policies established by the Board of Trustees.					<div>BOARD</div> <div>STAFF</div>	
Takes responsibility for the success or failure of the organization. Provides vision and leadership by example.				<div>STAFF</div>	<div>BOARD</div>	
Develops and implements strategic and operational plans to achieve the organization's mission and vision; oversees the operation of the organization, develops staff, allocates resources and ensures proper controls.				<div>STAFF</div>	<div>BOARD</div>	
Oversees well-being of the entire organization by fostering positive and productive relationships across the organization and community.				<div>STAFF</div>	<div>BOARD</div>	



Omari is an incredible leader!!!!



(No response)



Overall, Omari does an outstanding job. He is fully committed to New Heights success. He is the best person to lead the New Heights district. Both Omari and the board could however work more effectively together by addressing our shortfalls.

Staff



This year, Omari served as a great ED and Principal and maintained the momentum of progress within the school. His leadership and guidance are evident in the continued growth and success of the school.

Additional information

What are the Executive Director's most significant accomplishments and/or strengths demonstrated this year? *

Subject

OW

1. I had to play the role of both ED and Principal, which led me to be responsible for not only the organization but the everyday tasks of running a school. While there were areas for improvement, I felt that I did an adequate job fulfilling both roles.
2. In March I hired a Principal. I've spent the past three months onboarding her to a point where I feel she is in a position to successfully manage the school without my support.
3. We were able to pilot an early college program at Bridgewater State and are confident that we will receive full designation from the State as a result of our program design and student success.
4. We were able to graduate over 50% of our seniors with Associate's degrees

Board



His tenacity to get things done. Taking on the dual roles of CEO and Principal has had a remarkable impact on the school.



Defer to the more experience Board members



develops significant relationship with staff



The executive director successfully managed the double role of principal and superintendent of New Heights, while awaiting the hiring of a new principal; he continues to envision and implement New Heights missions and goals.



Don't feel I have enough information to comment



Balanced Budget



No matter what the challenge Omari always has a plan, is optimistic and provides leadership in overcoming challenges. Omari continues to ensure we are in a good financial position, has worked on improving academic performance, and teacher and staff retention.

Staff



Omari, almost single-handedly changed the culture around students meandering the halls and showing up late to class. The number of fights have also gone down as a result of Omari's vigilance.



Served as principal alongside his director duties and turned the school into a much safer place. Alongside the committee hired a new principal to lead New Heights for the remainder of this year and into next.



- Decrease in physical altercation
- Overall improvements in the safety of our hallways
- Leadership in situations of great importance



- As the ED/Principal, he reduced the number of disciplinary incidents at the school.
- He is available and approachable to all members of the community



1. Decrease in physical altercations
2. Increase in programming opportunities
3. Serving in a Dual role and hiring a new School Principal

What are the top three things the Executive Director should do next year to move the organization forward? *

Subject

OW

1. Fundraise and build more local relationships with business and CBO leaders
2. Expand enrollment at New Heights
3. Build science labs so that students have the ability to engage in experiments in a safe learning environment

Board



Work close in onboarding the new school Principal

Close monitoring of next school year's budget

Carefully assess the potential impact of the Brockton Public Schools fiscal condition on NHCS



1, continue to emphasize academic excellence in all internal and external activities. 2, ensure stability at the principal leadership level.3, do not stray from mission-no mission creep



develop better relationship with FULL BOARD



1. Support the Principal
2. Promote New Heights Success!!
3. Define Growth Strategy



Don't feel I have enough information to comment



student and teacher retention in lower grades



1. Continued Academic improvements.
2. Develop a space/facility plan for the short and long term.
3. Continued professional development of the NHCS staff.

Staff



1. Step out of the way and give the principal the flexibility needed to implement best practices, which are sorely needed
2. Begin meeting regularly with members of the Executive LEadership team and leverage the impressive collection of skills and experiences with the group
3. Begin thinking strategically and pro-actively about the organization's needs and develop an intentional budget that looks beyond the coming fiscal eyar and maybe 3-5 years down the road



1. Look into ways New Heights can expand both in new campuses and more students.
2. Fundraise more
3. Try to figure out a plan for updating and or expanding our current building.



Begin prioritizing facility needs/improvements



- Increase in the effectiveness of our early College MCC partnership
- increase in the charter enrollment
- increase in credentialed educators



- Continue working towards building clear systems and structures for our school. These systems and structures will better position us to have a sustainable, reproducible model.



1. Fundraising
2. Additional building space for students
3. Spotlight NHCSB work at conferences and events

List any key challenges in the year ahead, for the Executive Director and/or for the organization: *

Subject

OW

1. Making sure that Principal and myself remain aligned in our vision and principles
2. Make sure that politics don't interfere with how we expand opportunities for students and families to attend New Heights

Board



Working through the school space needs during the renovations at Massasoit is going to be a major challenge.

Assessing the potential opportunity to grow the student population in future years



funding



Develop better relationship with ALL Board members.



Facilities management that meets needs of early college program, and potential pathway upgrades such as labs, equipment, classrooms, ets



Budget, space, and teacher retention

Staff



Upcoming staffing changes we will stretch us to the absolute limit and, without clear organizational leadership, students and families will suffer.



- Budget constraints
- New face of school leadership (not in a bad way but is a change/challenge for some)
- Distancing himself from the day to day of the school



facilities



- Facilitating a transition year in leadership
- School infrastructure limitations



Some of our biggest challenges include:

- Upcoming charter renewal
- Space for our scholars
- Working towards expanding/replicating our model



1. Budget
2. Space (because of MCC closure)

Coversheet

ED Report

Section:	II. Report Outs
Item:	A. ED Report
Purpose:	FYI
Submitted by:	
Related Material:	FY23-24 evaluation Survey - report.pdf

Report

FY23-24 evaluation Survey

Start Date: May 13, 2024


Close date: August 11, 2024


Subject: Omari Walker


Legend

- BOARD

— Average for all board members
- STAFF






















— Average for everyone with one of the roles: STAFF, NBM_COMMITTEE, ADMIN_ASSISTANT
- 

— Omari Walker
- 

— One person
- 

— Me

Summary

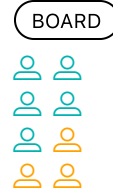
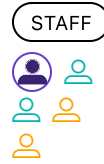
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Demonstrates Integrity				<div>STAFF</div> 	<div>BOARD</div>    	2%
Cultivates a Culture of Excellence			 	<div>STAFF</div> 	<div>BOARD</div>    	4%
Drives Academic Excellence and Student Performance				<div>STAFF</div>    	<div>BOARD</div>   	13%

Strongly
Disagree

Disagree

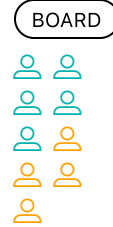
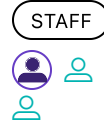
Neutral

Agree

Strongly
AgreeI Don't
KnowLeads the Educational
Program

7%

Develops and Leads Staff

Manages Organizational
Compliance and
Administration

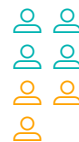
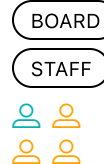
9%

Builds and Maintains
Family Satisfaction

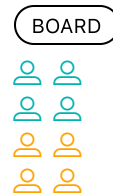
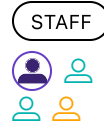
21%

Manages Financial
Performance

11%

Actively Promotes New
Heights and Ensures
Adequate Resources

13%

Ensures Adequate
Facilities

7%

Strongly
Disagree

Disagree

Neutral

Agree

Strongly
AgreeI Don't
Know

Partners with the Board



BOARD



STAFF



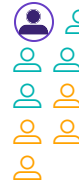
11%

Engages the Community



BOARD

STAFF



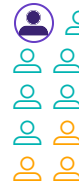
6%

Overall Leadership and
Performance

STAFF



BOARD



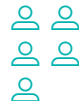
Interaction

I am the
person
being
evaluatedHardly
everOnce or
twice a
quarterOnce or
twice a
monthOnce or
twice a
week

Daily

How often do you interact
with Omari Walker?

BOARD






STAFF



Core Competencies

This section is for evaluating the Executive Director's demonstration of core competencies that have been directly linked to successful charter schools. Please provide comments with examples for as many competencies as possible with suggestions on what he could start, stop or continue doing more of to be the most effective leader possible.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Deals with others in a straightforward, honest, and ethical manner.				<div>STAFF</div> 	<div>BOARD</div> 	
Behaves in a way that supports the New Heights's mission, vision and values.				<div>STAFF</div> 	<div>BOARD</div> 	
Admits mistakes and takes timely corrective action.				<div>BOARD</div> <div>STAFF</div> 		
Treats others with dignity and respect.				<div>STAFF</div> 	<div>BOARD</div> 	

Comments or examples that support your responses above.

Subject _____

OW

I pride myself on being straightforward and fair with all of our staff members. I strongly believe in the mission and work hard to ensure that everything we do is aligned to ensuring that we prepare all of our students for college. I am very comfortable with admitting when I've made a decision that has not turned out as well as I had hoped and I often seek advice from a variety of stakeholders to ensure that I have many viewpoints prior to making major decisions.

Since I demand that others treat me with dignity and respect, I work very hard to do the same. I believe that I have built many strong work relationships with staff members that understand the mission and vision of the school.

Feedback from Staff



Character is beyond reproach



I am new to the Board, All my interactions have been positive. He is well prepared for the Board meeting as well as the Governance and Finance Committees which I sit on. Answers all question -never gets defensive . Very passionate about New Heights .Always put students first! Always gives staff credit for all successes.



None



Omari is strong willed, but he seeks the input of others to support his positions. An example is his belief that he is the best person to hold the interim principal position...



Omari is transparent, courteous, and professional in all of his interactions. Omari is also an effective listener and encourages everyone to share their opinions and thoughts. All for his and NHCS' betterment.

Staff



His general interactions with staff and administrators vary wildly from person to person, at times feeling more like favoritism.



(No response)



Omari demonstrates unwavering integrity and professionalism as it relates to NHCSB and the mission of the school.

Cultivates a Culture of Excellence *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Creates and maintains an organizational culture that promotes student achievement and college preparation for all students.					<div>BOARD</div> <div>STAFF</div> 	
Makes New Heights a place where staff and students are all committed to excellence and believe that hard work is the key to achieving it.				<div>STAFF</div> 	<div>BOARD</div> 	
Demonstrates commitment to competent communications and conflict resolution.				<div>STAFF</div> 	<div>BOARD</div> 	
Consistently evaluates and proactively improves people, processes, programs, and services for greater effectiveness, efficiency, and value.				<div>BOARD</div> <div>STAFF</div> 		

Comments or examples that support your responses above.

Subject _____

I believe that I have put many systems in place to ensure that students have access to a first class early college education. In terms of creating a climate that creates a college-going culture, I believe that this is happening throughout the majority of the building. I still believe there are pockets where this can be approved and we are working to either replace or train staff in order to make this a reality for all.

I believe that the way we track our early college students once they're in high school inevitably creates a two-tiered expectation of academic achievement. I strongly believe that our students who are tracked to earn their Associate's degree are given a much more rigorous curriculum where they are forced to push themselves in order to be ready to take, and pass, up to 20 college

early college peers and, as such, may not see the relevance of needing to work as hard as they can because they realize that they don't take the same level or number of college classes as their classmates. We still have work to do in this area.

I believe that we, as a staff, communicate more than any other school personnel that I'm aware of. Our Executive Leadership Team and School-Based Leadership team each meets weekly for an hour, our Grade Levels meet twice a week for an hour, and the Grade Level Leads meet with administration every Friday for an hour. Lastly, our entire administration meets with all school personnel in a Town Hall Forum three times a month for 30 minutes. Even with all of those meetings and all of that communication, staff still report that they would like more opportunities to communicate amongst one another. In terms of conflict resolution, we still find that groups form based on a variety of different social categories. We continue to deal with adults who have conflicts amongst themselves and, as a school leader, I have not yet found a way to quell these tensions in a manner that eliminates them once and for all. We are making bold steps to remove some of these major players but doing so comes at a price of losing talented adults who play an important role in the lives of our students and families.

This year, I relied on the wisdom of our entire Full Leadership Team to create some processes and procedures around dress code and electronics that I didn't fully agree with but allowed due to the fact that the group felt strongly that we ought to move in that direction. These policies proved not to be effective and caused challenges to the climate and culture. As a leader, I should have made the tough decision to make the changes that I knew were in the best interest of students, families, and the school, and I should have held staff accountable to uphold these standards. In hindsight, I wish I had changed these policies once I realized they were not working however I opted to stick with them in an effort to not cause families any additional financial burden due to us shifting course midyear. This leaves the work of making these final changes to our new Principal for next year.

Board

It is clear that Omari is



THE New Heights leader He has chosen an excellent staff who share his energy and passion for the NH mission. Success is seen the the academic achievement data. At all meetings open is open to all suggestions. Always clear in explaining the subject matter at hand.



Omari recognizes that the New Heights mission is aggressive and requires a commitment to excellence by full staff. He exemplifies excellence through preparation, strategic and tactical planning.

Early in the school year it appeared that meeting the success rate of past year would be a challenge. Immediate response and communication resulted in getting on track.



Omari is all about continuous improvement.

Staff













































I think it is more accurate to say that New Heights has a culture of fear and uncertainty. This is an open secret and very little has been done to address that. Using the recent terminations as an example, we were well aware of the financial picture in December, yet we waited until a mere two months before the end of the school year to notify staff about their future at the school.

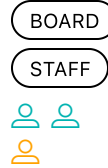


Omari sets high standards for himself and NHCSB staff by providing constructive feedback and emphasizing professional development in order to cultivate a culture of excellence.

Drives Academic Excellence and Student Performance *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
A majority of students demonstrate levels of mastery, which exceed grade-level standards.		 		<div>BOARD</div> <div>STAFF</div>      	   	  
New Heights creates, maintains and regularly revises systems and processes to drive student achievement.				<div>STAFF</div>      	<div>BOARD</div>        	
New Heights has met or exceeded agreed upon goals set for increasing student performance				<div>BOARD</div> <div>STAFF</div>    	     	 

New Heights is on track to outperform other public charter schools in our community.



Comments or examples that support your responses above.

Subject

When you compare our student population to other "like populations" throughout the State, we regularly meet or exceed their academic performances on standardized tests. However, when you compare our student performances to the State averages, we fall short of meeting their results. We have significantly closed the achievement gap between our student performance and those of their peers throughout the State on standardized tests but we still have a ways to go. Our Academic Instructional Team has a plan to meet or exceed State averages by FY27.

Every morning, our middle school students engage in a 45 minute period of Scholar Success Learning Time where they work on developing and improving their Math and English skills. They have made significant progress using an education platform called IXL where they track their growth each quarter. We are hoping that this individualized period, along with improved instruction and rigorous curriculum will lead to major growth in our student performance in standardized tests.

One of our instructional goals is targeted interventions and support for scholars and staff. We have seen tremendous growth with our middle school academic performance due to our Scholar Success Learning Time period, academic intervention block, scholar success grade level data meetings, after school tutoring, and differentiated instruction. At the end of roughly 2/3rds of our school year, our middle school students are demonstrating over a year's worth of growth in both Math and ELA. In high school, 100% of our freshmen who were taking their first college class have passed with a C or higher. We are also reporting the highest percentage of college course completion for all of our grades since our inception and our senior class is once again projected to graduate more than 50% with Associate degrees. In short, our students have demonstrated both academic growth and achievement in all grades from 6-12.

If we rely on MCAS data as the metrics for academic performance, I believe that we are very competitive with most charter schools throughout our region. If you look at our students performance in college classes, we far exceed any high school throughout the State and almost all nationally. Many charter schools are

education in the area of early college continues to provide our students with opportunities that no other charter school, or any other public school for that matter, can compete with. Simply put, our students achieve higher in college classes than any other school in Massachusetts and almost graduate more students with Associate's degrees than all others combined.

Board



I base the above ratings on the data presented at various meetings which shows both progress and improvement areas



(No response)



New Heights seems to exceed the standard by implementing programs that support the students learning needs. Omari is very caring of the progress of every scholar at New Heights.

Staff



Foxborough's DESE report card shows that their students do significantly better on MCAS tests than New Heights students. Using the same metric, New Heights performs below Brockton middle schools while not producing significantly better results at the high school level. If we want to deliver on our goals (which we can), we need to be realistic and stop acting like the data tells a positive story.























Under his leadership, NHCSB has typically met or exceeded goals and stands as a model institution in the state. NHCSB is frequently highlighted by DESE (Early College) for its best practices.

Role-Specific Competencies

Powered by BoardOnTrack

This section is for evaluating the CEO's key competencies in leading, directing, and

Leads the Educational Program *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Demonstrates thorough knowledge of effective curriculum, assessment, and instructional practices to close the achievement gap.				<div>STAFF</div> 	<div>BOARD</div> 	
Ensures that the organization uses performance data to drive decision-making and curricular decisions.					<div>BOARD</div> <div>STAFF</div> 	
Ensures there is a standards-based curriculum. The curriculum includes scope and sequences for all subjects taught at every existing and expected grade level, and it exceeds national academic standards.				<div>STAFF</div> 	<div>BOARD</div> 	
Ensures all teachers regularly use assessment data to plan curriculum, lesson plans, meet individual student needs, and make daily instructional decisions.				<div>BOARD</div> 	<div>STAFF</div> 	
The organization's structure and staffing ensures that special student populations are making progress equal to those students in its regular education program.				<div>STAFF</div> 	<div>BOARD</div> 	

Comments or examples that support your responses above.

The past 25 years, I have tried to place supports and interventions in place for underserved youth who traditionally fare worse on standardized tests than their counterparts. This entire school is based on the premise that all students can achieve if given the proper supports and expectations necessary to do so. Our students, in so many ways, are outliers when it comes to achievement gaps because they over perform in college classes taken by high school students and still underperform on a standardized test. As a result, it's difficult to say whether or not our students have closed the achievement gap because that opinion differs based on the metrics. The systems that we have in place are geared towards making sure that our students are successful in their college classes and do not focus on skills directly related to passing a standardized test. We have begun putting measures in place so that both outcomes are achievable but we believe that we will need a few more years for that data to prove valid.

OW

Our ELA and Math curriculums have been developed over the years by some of our best instructors and department heads. They are both aligned to State standards and have been revised to reflect the cultures and ethnicities of our students. Our science curriculum for the middle school is also aligned to State standards and is developed by a nationally recognized organization to ensure that not only is the curriculum rigorous but it's also very engaging. Our high school science, middle and high school history, world language, and health curriculums are all "teacher designed" and, as a result, are very dependent on each instructor.

As ED, I review data on all student subgroups on a quarterly basis. This year, I learned at the end of the first quarter that the majority of our special ed students were failing their academic classes. I immediately intervened by developing a plan that required the Director of Special Education to play more of a coaching role for both teachers and paraprofessionals throughout the building on a daily basis. This plan included providing teachers and paraprofessionals with regular feedback and having biweekly one-on-one coaching meetings to assist them in improving their instructional practices. Lastly, teachers were required to submit weekly logs that detailed when they met with general ed teachers to adapt lesson plans. In the end, the improvements led to a drastic reduction in the failures of Special Ed students.

Board



I draw my ratings based upon Board materials and staff presentations



(No response)



Omari refers to his data analyst' work to verify and justify response to academic needs at all grade levels. Nick Jackson is called upon to display data during or Board meetings. The board responds to this practice with discussion.

Staff




















I remain neutral on these areas as they pertain to the executive director. Mostly because these areas have seen positive growth but that growth can be directly attributed to the school recently hiring a competent Cief Academic Officer.



Omari works tirelessly to ensure the NHCSB educational program remains strong by setting high expectations for all Academic leaders, teachers, and support staff.

Develops and Leads Staff *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Attracts and selects high performing staff and leadership.			 	  STAFF	       	
Creates a staff culture and work environment in which highly effective staff members are actively engaged and feel connected to the organization and its mission.				  STAFF	      	
Develops, maintains, and regularly reviews and revises systems and practices that improve staff ability to increase student achievement.		 		  STAFF   	      	
Successfully retains top performers. Creates an environment where staff is committed to a long tenure and would recommend working at				  STAFF   	    	

Board



Ratings based on data showing low staff high staff retention and very few vacancies. During my orientation, staff at all levels were extremely energetic and engaged with students. A very warm, caring, respectful atmosphere.



(No response)



New Heights success to date is driven by excellent instruction, enthusiasm, and culture directed by a leadership team that appreciates and awards professionalism in education.



Omari is always looking at ways to develop staff and faculty to best serve the students needs. As vacancies occur Omari looks for the very best to recruit and select from.

Staff

















The revolving door of hiring and firing is testament to my responses. We have lost SEVERAL talented and high performing teachers, staff members, and administrators since returning from COVID. Much of this turnover can be directly attributed to the culture of fear and uncertainty that exists at New Heights.



Omari continues to develop intentional measures to attract and retain talented, high-performing staff, teachers, and leaders including: competitive compensation, benefits, professional development opportunities, and a welcoming work environment centered around the mission of the school.

Manages Organizational Compliance and Administration *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Ensures that the organization meets and is in compliance with all local, state and federal laws and mandates.				 	<div>BOARD</div> <div>STAFF</div>        	
Oversees development and proper functioning of an enrollment and admission process.				 	<div>BOARD</div> <div>STAFF</div>        	 
Provides for the overall safety and well being of students and staff.				<div>BOARD</div>   	<div>STAFF</div>        	
Ensures organization is administered well with efficient investment of staff time and other resources.				 	<div>BOARD</div> <div>STAFF</div>        	 

Comments or examples that support your responses above.

Board _____



Data shows very few issues with student and staff safety

Staff _____



This is an area that Omari does quite well with.



Omari maintains a high standard of compliance by maintaining the safety of everyone in the school community as the utmost priority. Omari also encourages all staff, leaders especially, to diligently follow all protocols and regulations set locally or by DESE.

Builds and Maintains Family Satisfaction *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Ensures New Heights has frequent, meaningful, and well-attended ways for families to be involved in their child's learning and the school community.				<div>STAFF</div>	<div>BOARD</div>	
Provides indication of a high level of parent satisfaction with New Heights as evidenced by quantitative data and low student attrition rates.				<div>BOARD</div>	<div>STAFF</div>	
Listens and responds respectfully to the range of concerns expressed by parents and families.					<div>BOARD</div> <div>STAFF</div>	

Comments or examples that support your responses above.

Board



Is data maintained in the above areas?















































(No response)

Staff



Omari offers NHCSB families and the greater community consistent communication and inclusion in community-building activities. While serving as

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Understands and provides leadership in the areas of financial planning, budgeting, accounting, and management of the organization's financial resources.				<div>STAFF</div> 	<div>BOARD</div>        	
Determines the current and future financial resources needed to realize New Height's mission.		 			<div>BOARD</div> <div>STAFF</div>        	
Ensures that clear and accurate accounting, payroll, cash management, and insurance systems are maintained.					<div>BOARD</div> <div>STAFF</div>        	 
Oversees the development, maintenance, and regular revision of systems for capturing, managing, and analyzing financial data to improve performance.				<div>STAFF</div>	<div>BOARD</div>       	  

Comments or examples that support your responses above.

Board _____



Has a deep and comprehensive understanding of the funding of our school



As I sit on finance committee, CFO reports reflect strong financial management. Omari is on top of this area as well



(No response)















































Omari appropriately relies on the expertise of others in the organization, clearly describes their scope of responsibilities, and delegates both responsibility and authority, consistent with their skills, experience and scope of responsibilities.

Staff



Our current termination cycle is an unfortunate example of a lack of foresight. We hired a large number of people using limited-time COVID funds. We had to know that, eventually, those funds would no longer be accessible yet we did not make the necessary adjustments to the budget or our staffing model. Instead, we waited until the last minute and made drastic cuts to staffing.

Actively Promotes New Heights and Ensures Adequate Resources *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Partners with the board to develop effective public relations, marketing and fundraising plans.				<div>BOARD</div> <div>STAFF</div>    	   	
Coordinates efforts of the Board to implement a board-approved fundraising plan.				<div>BOARD</div> <div>STAFF</div>   	 	 
Creates partnerships with community organizations and businesses.				<div>BOARD</div>   	<div>STAFF</div>      	
Pursues and secures philanthropic support that directly supports the mission and vision of the organization.				<div>BOARD</div>    	<div>STAFF</div>      	



This is a difficult but important area that needs more focus

I assume the 2 areas I could not comment on are strong. I am too new to rate theses


























































This is an area of concern. The board doesn't seem to have much input in the school's effective public relations, marketing and fund raising. Development of an active board approach to these concerns with Omari and the board, or establishing a committee should be addressed.



The Board needs to provide additional focus on philanthropy and fundraising.

Ensures Adequate Facilities *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Oversees necessary facilities planning and makes recommendations to the Board.			 	  	<div>BOARD</div> <div>STAFF</div>      	
Assures the proper maintenance of the organization's facility and adherence to all local, state, and federal codes.				<div>STAFF</div>     	<div>BOARD</div>        	
Ensures the physical environment reflects the organization's mission and values as well as enhances learning.				<div>STAFF</div>    	<div>BOARD</div>        	
New Heights' physical environment (buildings and grounds) is well-cared for, sanitary, and promotes health and safety.				    	<div>BOARD</div> <div>STAFF</div>      	

Comments or examples that support your responses above.

Board



(No response)



Facilities management seems to be a moving target, with crisis accompanying every need.

Staff



For several years, the Director of Facilities has not received the financial support needed to upgrade the school's electrical system, though it is a clear problem that may lead to facility failures that impede teaching and learning. One needs only to look at the school's steadily eroding driveway and parking lot for more examples of major facility issues that have been identified by the Director fo Facilities, yet have been ignored budgetarily by Omari.



(No response)

Partners with the Board *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Acts as liaison to ensure an effective flow of critical information between the board and New Heights' senior staff, teachers and students.				<div>BOARD</div>	<div>STAFF</div>	
Helps to facilitate the board's governance, composition and committee structure. Implements board policies, and recommends policies for board consideration.				<div>BOARD</div>	<div>STAFF</div>	
Develops and implements strategic and operational plans to achieve the organization's mission and vision; allocates resources accordingly.				<div>STAFF</div>	<div>BOARD</div>	

Strongly
Disagree

Disagree

Neutral

Agree

Strongly
AgreeI Don't
Know

With input from the board, ensures the development and ongoing refinement of a long-term strategy; establishes objectives and plans that meet the needs of students, staff, and all constituents; ensures consistent and timely progress toward strategic objectives.



Comments or examples that support your responses above.

Board



Omari excels in this area (as well as all others). Provides Board with timely information and explains materials as needed. I have sat on quite few other Boards and Omari is the best prepared I have experienced



(No response)



















It is not clear what the long term strategic goals of the school are relative to growth. Are we charting our own path or reacting to the community, the charter school movement, or other factors in or out of our control?

Staff



Omari continues to work closely with the Board to ensure efficiency and efficacy. Omari also maintains constant communication with Board members and keeps them fully informed on matters related to the school's viability.

Engages the Community *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Serves as chief spokesperson for New Heights, in coordination with the Board Chair.					<div>BOARD</div> <div>STAFF</div> 	
Listens and responds respectfully to the range of concerns expressed by various constituents.				<div>STAFF</div> 	<div>BOARD</div> 	
Develops and maintains effective external relationships that support the organization's performance and fundraising success.				<div>STAFF</div> 	<div>BOARD</div> 	
Maintains communication with local and state officials.					<div>BOARD</div> <div>STAFF</div> 	
Builds strong relationships with relevant community organizations.				<div>BOARD</div> 	<div>STAFF</div> 	

Comments or examples that support your responses above.

Board



Based upon discussions with Omari and more experienced Board members



(No response)

Staff



Like school personnel and/or parents/guardians, Omari maintains an "open-door policy" with stakeholders in the community. This year, Omari hosted several politicians, community leaders, and officials from state agencies to tour the school and learn more about the school's model.

Overall Leadership and Performance *

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Leads the organization in fulfilling its mission and goals in accordance with the policies established by the Board of Trustees.					<div>BOARD</div> <div>STAFF</div>	
Takes responsibility for the success or failure of the organization. Provides vision and leadership by example.				<div>STAFF</div>	<div>BOARD</div>	
Develops and implements strategic and operational plans to achieve the organization's mission and vision; oversees the operation of the organization, develops staff, allocates resources and ensures proper controls.				<div>STAFF</div>	<div>BOARD</div>	
Oversees well-being of the entire organization by fostering positive and productive relationships across the organization and community.				<div>STAFF</div>	<div>BOARD</div>	



Omari is an incredible leader!!!!



(No response)



Overall, Omari does an outstanding job. He is fully committed to New Heights success. He is the best person to lead the New Heights district. Both Omari and the board could however work more effectively together by addressing our shortfalls.

Staff



This year, Omari served as a great ED and Principal and maintained the momentum of progress within the school. His leadership and guidance are evident in the continued growth and success of the school.

Additional information

What are the Executive Director's most significant accomplishments and/or strengths demonstrated this year? *

Subject

OW

1. I had to play the role of both ED and Principal, which led me to be responsible for not only the organization but the everyday tasks of running a school. While there were areas for improvement, I felt that I did an adequate job fulfilling both roles.
2. In March I hired a Principal. I've spent the past three months onboarding her to a point where I feel she is in a position to successfully manage the school without my support.
3. We were able to pilot an early college program at Bridgewater State and are confident that we will receive full designation from the State as a result of our program design and student success.
4. We were able to graduate over 50% of our seniors with Associate's degrees

Board



His tenacity to get things done. Taking on the dual roles of CEO and Principal has had a remarkable impact on the school.



Defer to the more experience Board members



develops significant relationship with staff



The executive director successfully managed the double role of principal and superintendent of New Heights, while awaiting the hiring of a new principal; he continues to envision and implement New Heights missions and goals.



Don't feel I have enough information to comment



Balanced Budget



No matter what the challenge Omari always has a plan, is optimistic and provides leadership in overcoming challenges. Omari continues to ensure we are in a good financial position, has worked on improving academic performance, and teacher and staff retention.

Staff



Omari, almost single-handedly changed the culture around students meandering the halls and showing up late to class. The number of fights have also gone down as a result of Omari's vigilance.



Served as principal alongside his director duties and turned the school into a much safer place. Alongside the committee hired a new principal to lead New Heights for the remainder of this year and into next.



- Decrease in physical altercation
- Overall improvements in the safety of our hallways
- Leadership in situations of great importance



- As the ED/Principal, he reduced the number of disciplinary incidents at the school.
- He is available and approachable to all members of the community



1. Decrease in physical altercations
2. Increase in programming opportunities
3. Serving in a Dual role and hiring a new School Principal

What are the top three things the Executive Director should do next year to move the organization forward? *

Subject

OW

1. Fundraise and build more local relationships with business and CBO leaders
2. Expand enrollment at New Heights
3. Build science labs so that students have the ability to engage in experiments in a safe learning environment

Board



Work close in onboarding the new school Principal

Close monitoring of next school year's budget

Carefully assess the potential impact of the Brockton Public Schools fiscal condition on NHCS



1, continue to emphasize academic excellence in all internal and external activities. 2, ensure stability at the principal leadership level.3, do not stray from mission-no mission creep



develop better relationship with FULL BOARD



1. Support the Principal
2. Promote New Heights Success!!
3. Define Growth Strategy



Don't feel I have enough information to comment



student and teacher retention in lower grades



1. Continued Academic improvements.
2. Develop a space/facility plan for the short and long term.
3. Continued professional development of the NHCS staff.

Staff



1. Step out of the way and give the principal the flexibility needed to implement best practices, which are sorely needed
2. Begin meeting regularly with members of the Executive LEadership team and leverage the impressive collection of skills and experiences with the group
3. Begin thinking strategically and pro-actively about the organization's needs and develop an intentional budget that looks beyond the coming fiscal eyar and maybe 3-5 years down the road



1. Look into ways New Heights can expand both in new campuses and more students.
2. Fundraise more
3. Try to figure out a plan for updating and or expanding our current building.



Begin prioritizing facility needs/improvements



- Increase in the effectiveness of our early College MCC partnership
- increase in the charter enrollment
- increase in credentialed educators



- Continue working towards building clear systems and structures for our school. These systems and structures will better position us to have a sustainable, reproducible model.



1. Fundraising
2. Additional building space for students
3. Spotlight NHCSB work at conferences and events

List any key challenges in the year ahead, for the Executive Director and/or for the organization: *

Subject

OW

1. Making sure that Principal and myself remain aligned in our vision and principles
2. Make sure that politics don't interfere with how we expand opportunities for students and families to attend New Heights

Board



Working through the school space needs during the renovations at Massasoit is going to be a major challenge.

Assessing the potential opportunity to grow the student population in future years



funding



Develop better relationship with ALL Board members.



Facilities management that meets needs of early college program, and potential pathway upgrades such as labs, equipment, classrooms, ets



Budget, space, and teacher retention

Staff



Upcoming staffing changes we will stretch us to the absolute limit and, without clear organizational leadership, students and families will suffer.



- Budget constraints
- New face of school leadership (not in a bad way but is a change/challenge for some)
- Distancing himself from the day to day of the school



facilities



- Facilitating a transition year in leadership
- School infrastructure limitations



Some of our biggest challenges include:

- Upcoming charter renewal
- Space for our scholars
- Working towards expanding/replicating our model



1. Budget
2. Space (because of MCC closure)