



Date: September 25, 2018

To: Board of Directors

From: Kevin Sved, CEO

Re: CEO Update

With so many great highlights and updates coming from other Navigator leaders on the pages that follow, I decided to focus this CEO update on my professional growth. I think it is important for you to know what I am working on so that you can help hold me accountable and push me further.

Key to my growth this year has been the impact of our work with Achievement First's (AF) Charter Accelerator Network. The experience working with AF includes attending and preparing for workshops (three so far), participating in Critical Friends Visits, and receiving regular coaching. Additionally, we have received significant support for developing our plans to win on our priorities. This work has been transformative for me as a leader and manager, as I have utilized many of the tools to strengthen my collaboration with members of the leadership team. One result is that my weekly one-on-one meetings with members of the leadership team are more focused and productive. We are also at the beginning stage of scheduling regular "step-back" meetings where we go deeper on specific topics, including the use of a two-by-two process for sharing feedback with each other.

The regular coaching I receive helped me refine my professional growth goals for the year. These are:

1. Hone my vision for how to focus my time over the arc of the year
2. Better leverage the team where I am too much in the details
3. More strategic use of my time
4. Stronger management of direct reports
5. Experiment with leading from the front (from Board feedback)

The attached priorities and time allocation document has helped me make more strategic use of my time. I developed this document with support and input from my AF coach, my leadership team, and Caitrin. A key part of my growth has also been the regular support Caitrin provides during our weekly one-on-ones. Caitrin checks in on my priorities which supports my accountability, and also helps push my thinking to work through challenges. I have also received regular coaching support from Andrew Bray. My time with Andrew has helped push my thinking on strategic issues as well as problem solve around tactical issues, with a focus on the personal barriers that might be limiting my success. The Board as a whole, as well as Board members individually, have been very helpful in supporting my growth and development. Members of my leadership team have also been instrumental in challenging and supporting me to grow, through direct feedback as well as teamwork.

During this most recent AF workshop, I was challenged to identify one growth goal that I truly want to change and that has been holding me back. What resonated most is this: *Regardless of fear or discomfort, be candid and direct, with special attention to matters of personal opinions and equity.* I feel that too often I hold back my opinions or assume that people know what I think. As a leader for children and for Navigator, I am committed to my continued growth so that I can be a better contributor to the success of Navigator Schools. Thank you for your support.

## Kevin's Priorities and Time Allocation 2018-19

### Priorities

1. Open WPS in August 2019 fully staffed, fully enrolled, with healthy financial outlook, and in suitable facilities.
  - a. Organize parents, lobby, and get votes
  - b. Maintain connection to WPS parents and continue outreach efforts
  - c. Continue to fundraise for WPS
  - d. Procure facilities
  
2. Talent and team
  - a. Strong management and coaching of all my direct reports so that we win on our 10 priorities:
    - i. James: Principal development, math, Wonderful Prep
    - ii. Sharon: Social Emotional Learning
    - iii. Kirsten: Watsonville Prep Charter approval, fundraising, then Salinas Prep greenlighting
    - iv. Melissa: All openings filled with high-quality staff with appropriate credentialing
    - v. Benjamin: VP of Ops & Culture and school offices are functioning seamlessly
    - vi. Ami: Budgets and finances are managed well
    - vii. Sean: High-quality staff support for Board
  
1. Raise money for growth
  - a. Hire development consultant by August 1, 2018.
  - b. Identify and cultivate 7 major donors
  - c. Develop and submit grant proposals
  
2. Board Development
  - a. Meet or conference call monthly with each board member
  - b. Provide monthly updates to NS Board
  
3. Long-Term Facilities for Hollister Prep
  - a. Create detailed project plan with a facilities task force
  - b. Develop and implement architect selection process
  - c. Collaborate with HSD
    - i. By June 1, 2019, a long-term in-lieu-of Prop 39 deal will be agreed upon between Navigator and Hollister School District for HPS to be located in new buildings on the existing HPS footprint
    - ii. Preliminary building plans with cost estimates and a financial plan will be prepared for NS Board consideration by June 1
  
4. Get Greenlight for Pathway to Salinas
  - a. Organize and implement community outreach effort in Salinas
  - b. Engage political processes in Salinas and Monterey County Office of Ed.
  - c. Conduct facility research and have two viable facility options by May 1, 2019
  
5. Other
  - a. Collaborate with James, Heather, and Caitrin regarding scaling initiative

**Time allocation (what am I doing specifically) Get clear on my role regarding these.**

10%	Growth	<ul style="list-style-type: none"> <li>● Charter approval for Salinas Prep School <ul style="list-style-type: none"> <li>● Develop high level relationships in new communities (superintendent, district staff)</li> </ul> </li> <li>● Drive high performance of community outreach team (Salinas and Watsonville)</li> </ul>
20%	Development	<ul style="list-style-type: none"> <li>● Meet WPS Year 0 and Year 1 fundraising goals</li> </ul> <p>Refine and implement fundraising strategy with a team approach</p> <ul style="list-style-type: none"> <li>● Drive high performance of the team</li> <li>● Regularly follow up and cultivate current and potential donors</li> <li>● Conduct active outreach to develop new donor relationships</li> </ul>
10%	Board Development	<ul style="list-style-type: none"> <li>● Grow to a board of nine members</li> <li>● Develop four fully functioning committees</li> <li>● Add at least one non-board member to each committee</li> <li>● Drive high performance in the team <ul style="list-style-type: none"> <li>○ Provide high-quality materials to Board members one week before board meetings</li> </ul> </li> </ul>
10%	Facilities	<ul style="list-style-type: none"> <li>● Solidify short and medium-range facility plans for WPS</li> <li>● Long-term plans for Hollister Prep</li> <li>● Preliminary research on Salinas Prep</li> </ul>
35%	Team management and strategy	<ul style="list-style-type: none"> <li>● Implement consistent performance management processes that align to priorities <ul style="list-style-type: none"> <li>▪ One-on-One with focus, Two-by-two, step-back, quarterly eval</li> </ul> </li> <li>● Weekly, monthly, and quarterly team meetings are strong, consistent, and build on one another with consistent follow up and follow through</li> </ul>
5%	Visible Leadership	<ul style="list-style-type: none"> <li>● Visit each campus weekly</li> <li>● Monthly classroom visits</li> <li>● Monthly Support Office updates to Schools</li> <li>● Skip-level meetings</li> </ul>
5%	Learning agenda	<ul style="list-style-type: none"> <li>● Excellent participation in AF Charter Accelerator Network</li> <li>● Reserve reflection time weekly to make continued progress</li> </ul>
5%	Other work	<ul style="list-style-type: none"> <li>● Maintain current district relationships</li> <li>● Help plan the scaling initiative</li> </ul>