



# Pioneer Valley Performing Arts Charter Public School

## Head of School Support & Evaluation Committee

Published on June 2, 2023 at 2:53 PM EDT

---

### Date and Time

Monday June 5, 2023 at 5:00 PM EDT

---

### Agenda

	Purpose	Presenter	Time
<b>I. Opening Items</b>			<b>5:00 PM</b>
<b>A.</b> Record Attendance			1 m
<b>B.</b> Call the Meeting to Order			
<b>C.</b> Approve Minutes	Approve Minutes		5 m
<b>II. Review of Goals Documentation &amp; Leadership Survey Results</b>			<b>5:06 PM</b>
<b>A.</b> Leadership Survey Results			
<b>III. Final Feedback Memo</b>			
<b>A.</b> Blank Memo Template			
<b>IV. Next Steps</b>			

	Purpose	Presenter	Time
--	---------	-----------	------

**V. Closing Items**

<b>A. Adjourn Meeting</b>	Vote		
---------------------------	------	--	--

# Coversheet

## Approve Minutes

**Section:** I. Opening Items  
**Item:** C. Approve Minutes  
**Purpose:** Approve Minutes  
**Submitted by:**  
**Related Material:**  
2023\_05\_22\_head\_of\_school\_support\_\_\_evaluation\_committee\_minutes.pdf

DRAFT



# Pioneer Valley Performing Arts Charter Public School

## Minutes

### Head of School Support & Evaluation Committee

#### May Meeting

---

#### Date and Time

Monday May 22, 2023 at 5:00 PM

#### Location

HoSSEC Final Memo meeting

Monday, May 22 · 5:00 – 7:00pm

Time zone: America/New\_York

Google Meet joining info

Video call link: <https://meet.google.com/ewq-wnns-aeu>

Or dial: (US) +1 585-491-8327 PIN: 508 658 593#

---

#### Committee Members Present

David Potter (remote), Maggie Solis (remote), Mindi Winter (remote), Shannon Materka (remote)

#### Committee Members Absent

Avital Nathman, Janice Pamphile

---

### I. Opening Items

#### A. Record Attendance

#### B.

**Call the Meeting to Order**

David Potter called a meeting of the Head of School Support & Evaluation Committee of Pioneer Valley Performing Arts Charter Public School to order on Monday May 22, 2023 at 5:08 PM.

**C. Approve Minutes**

Maggie Solis made a motion to approve the minutes from the April meeting Head of School Support & Evaluation Committee on 04-10-23.

Mindi Winter seconded the motion.

No discussion

The committee **VOTED** to approve the motion.

**Roll Call**

Mindi Winter	Aye
Avital Nathman	Absent
Janice Pamphile	Absent
Maggie Solis	Aye
Shannon Materka	Aye
David Potter	Aye

**II. Review of Goals Documentation & Leadership Survey Results**

**A. Discuss Brent's goals**

Brent has not submitted his goals and documentation yet. David discussed moving the meeting to June 5 and that Brent would have the documentation ready prior to the meeting.

June 5 would be in person so we can more easily discuss the documentation. It would be at 5pm at PVPA. We will use this opportunity to build the final feedback form.

The June 12 meeting (final feedback memo to Brent) should be a smaller subset of our committee to meet with him in person.

Mindi suggested we look at Marc's evaluation on BoT as a template for the "last step" of the evaluation memo. This is what we would present to the board. BoT would create a report for us based on the template that already exists.

Mindi will find a copy and send it to David. David will then share the template with the rest of the committee.

## **B. Leadership Survey Results**

David shared a PDF of a the FY22-23 Evaluation Survey - Brent's self-assessment from last Fall coupled with the Board and Staff assessment from last month.

Maggie noted that in 5 of the summary sections, the Board and Staff all agree with how Brent rated himself (back in September). There aren't any categories that are more than a tick away from each other.

The "I Don't Know" percentages are pretty low and they wouldn't necessarily be expected to know about those categories.. Close to 100% of the Admin Team responded to the survey (Kendrick, Marcy, Alyson, Thom, Loris, John, Frank). Not sure how many board members completed it.

Most of the responses fell into "Strongly Agree" or "Agree". There were a couple of cases where Brent rated himself lower than the others ranked him.

The one category where the Staff rated Brent lower than he did himself was for "Drives Academic Excellence..." It would be worth drilling down into that category to see whether more education for the community at large. This might be worth more focus on Brent's part about how to raise this score.

Maggie noted that Brent's comments seem to point to what he wants to focus on in the future. He is shifting his focus onto long-term building, etc. (things he couldn't do when only an Interim Director).

This particular report only has Brent's comments. David will share another version with comments from the Board and Staff.

There is a general sense that these results line up with what one would hope and expect to see. Nothing is of general concern.

David shared a screen shot of the comments from staff and board with more detailed breakdown of how the votes fell. Discussion follows about how to interpret the comments.

More discussion will occur at a future meeting as to how best to utilize the comments from the survey.

## **III. Final Feedback Memo**

### **A. Next Steps**

Move to next meeting.

#### **IV. Next Steps**

##### **A. Details:**

We'll have documentation from Brent at the June 5 meeting.

David will bring additional information to clarify the BoT process.

Final Feedback Memo will be shared with Brent on June 12 (this might be a Draft date).

#### **V. 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 6:30 PM.

Respectfully Submitted,  
Shannon Materka

---

#### **Documents used during the meeting**

- 2023\_04\_10\_head\_of\_school\_support\_\_\_evaluation\_committee\_minutes.pdf

# Coversheet

## Leadership Survey Results

<b>Section:</b>	II. Review of Goals Documentation & Leadership Survey Results
<b>Item:</b>	A. Leadership Survey Results
<b>Purpose:</b>	
<b>Submitted by:</b>	
<b>Related Material:</b>	FY22-23 evaluation Survey - report5.22.23.pdf






# Report






## FY22-23 evaluation Survey

**Start Date:** October 01, 2022  
**Close date:** August 15, 2023  
**Subject:** Brent Nielsen

### Legend

- BOARD — Average for all board members
- STAFF — Average for everyone with one of the roles: STAFF, NBM\_COMMITTEE, ADMIN\_ASSISTANT
-  — Brent Nielsen
-  — One person
-  — Me

### Summary

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Demonstrates Integrity				<div>BOARD</div> <div>STAFF</div>		
Cultivates a Culture of Excellence				<div>BOARD</div> <div>STAFF</div>		
Drives Academic Excellence and Student Performance			<div>STAFF</div>	<div>BOARD</div> 		22%
Leads the Educational Program				<div>BOARD</div> <div>STAFF</div> 		14%
Develops and Leads Staff				<div>BOARD</div> <div>STAFF</div> 		9%

	Disagree	Disagree	Neutral	Agree	Agree	Know
Manages Organizational Compliance and Administration				STAFF	BOARD 1	1%
Builds and Maintains Family Satisfaction				BOARD STAFF 1		6%
Manages Financial Performance				BOARD STAFF 1		22%
Actively Promotes the Organization and Ensures Adequate Resources			1	BOARD STAFF		9%
Ensures Adequate Facilities					BOARD STAFF 1	4%
Partners with the Board				BOARD	STAFF 1	4%
Engages the Community				BOARD 1	STAFF	12%
Overall Leadership and Performance				BOARD STAFF	1	





## Interaction

	I am the person being evaluated	Hardly ever	Once or twice a quarter	Once or twice a month	Once or twice a week	Daily
How often do you interact with the person being evaluated?	1			BOARD		STAFF

## Core Competencies




Powered by BoardOnTrack

## Demonstrates Integrity \*

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

Comments or examples that support your responses above.





## 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>	<div>  </div>	
Makes the organization a place where staff and students are all committed to excellence and believe that hard work is the key to achieving it.				<div>BOARD</div> <div>STAFF</div>	<div>  </div>	
Demonstrates commitment to competent communications and conflict resolution.				<div>BOARD</div> <div>STAFF</div>	<div>  </div>	

	Disagree	Disagree	Neutral	Agree	Agree	Know
Consistently evaluates and proactively improves people, processes, programs, and services for greater effectiveness, efficiency, and value.				<div>BOARD</div> <div>STAFF</div>	<div>  </div>	

Comments or examples that support your responses above.

Drives Academic Excellence and Student Performance \*

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
All students demonstrate levels of mastery, which exceed grade-level standards.			<div>BOARD</div> <div>STAFF</div>	<div>  </div>		
The organization creates, maintains and regularly revises systems and processes to drive student achievement.				<div>BOARD</div> <div>STAFF</div> <div>  </div>		
The organization has met or exceeded agreed upon goals set for increasing student performance.			<div>BOARD</div> <div>STAFF</div> <div>  </div>			
The organization is on track to outperform other public schools in our community.			<div>  </div>	<div>BOARD</div> <div>STAFF</div>		

Comments or examples that support your responses above.

Role-Specific Competencies

This section is for evaluating the CEO's key competencies in leading, directing, and managing your organization. Please provide comments with examples for as many competencies as possible. Consider suggestions on what your CEO could start, stop, or continue doing to be the most effective leader possible.




Leads the Educational Program \*

	Disagree	Disagree	Neutral	Agree	Agree	Know
Demonstrates thorough knowledge of effective curriculum, assessment, and instructional practices to close the achievement gap.				BOARD STAFF	STAFF	
Ensures that the organization uses performance data to drive decision-making and curricular decisions.				BOARD STAFF STAFF		
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.			STAFF	BOARD STAFF		
Ensures all teachers regularly use assessment data to plan curriculum, lesson plans, meet individual student needs, and make daily instructional decisions.			STAFF	BOARD STAFF		
The organization's structure and staffing ensures that special student populations are making progress equal to those students in its regular education program.				BOARD STAFF	STAFF	

Comments or examples that support your responses above.

Develops and Leads Staff \*

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I Don't Know
Attracts and selects high performing staff and leadership.				BOARD STAFF	STAFF	

	Disagree	Disagree	Neutral	Agree	Agree	Know
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.				<div>BOARD</div> <div>STAFF</div> <div></div>		
Develops, maintains, and regularly reviews and revises systems and practices that improve staff ability to increase student achievement.			<div></div>	<div>BOARD</div> <div>STAFF</div>		
Successfully retains top performers. Creates an environment where staff is committed to a long tenure and would recommend working at the school to others.			<div>BOARD</div> <div></div>	<div>STAFF</div>		




Comments or examples that support your responses above.

Subject \_\_\_\_\_

BN

It's difficult to assess my overall effect on teacher retention at this stage. I am focused on increasing common planning time for teachers and efforts to provide a positive working environment.

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> <div></div>	
Oversees development and proper functioning of an enrollment and admission process.					<div>BOARD</div> <div>STAFF</div> <div></div>	
Provides for the overall safety and well being of students and staff.				<div>STAFF</div>	<div>BOARD</div> <div></div>	

	Disagree	Disagree	Neutral	Agree	Agree	Know
Ensures organization is administered well with efficient investment of staff time and other resources.				<div>BOARD</div> <div>STAFF</div>	<div></div>	




Comments or examples that support your responses above.

Subject \_\_\_\_\_

BN

I have been working closely with our enrollment and communications coordinator to analyze our current enrollment trends in an effort to make any appropriate changes to our process, policy, and recruitment efforts.

Builds and Maintains Family Satisfaction \*

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

Comments or examples that support your responses above.





Subject \_\_\_\_\_

BN

I have been working with other administrators to engage families through Open House, the PTO, SEPAC, and volunteering to help with productions. Our communications team has been looking at our website, Community Bulletin,

and other ways that we communicate with families to find the most effective ways to engage parents and provide the information they need.

## Manages Financial Performance \*

	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>BOARD</div> <div>STAFF</div> <div></div>		
Determines the current and future financial resources needed to realize the organization's mission.				<div>BOARD</div> <div>STAFF</div> <div></div>		
Ensures that clear and accurate accounting, payroll, cash management, and insurance systems are maintained.				<div>BOARD</div> <div>STAFF</div> <div></div>		
Oversees the development, maintenance, and regular revision of systems for capturing, managing, and analyzing financial data to improve performance.				<div>BOARD</div> <div>STAFF</div> <div></div>		

Comments or examples that support your responses above.





Subject \_\_\_\_\_

BN

During my time as interim ED, I worked with our CFO to make our payroll process more efficient.

## Actively Promotes the Organization and Ensures Adequate Resources \*



	Disagree	Disagree	Neutral	Agree	Agree	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 and its Development Committee 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>		




Comments or examples that support your responses above.

Subject \_\_\_\_\_

BN

This is an area I plan to develop this year with the Board and the Friends of PVPA.

### 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>BOARD</div> <div>STAFF</div> 	
Ensures the physical environment reflects the organization's mission and values as well as enhances learning.				<div>BOARD</div>	<div>STAFF</div> 	

	Disagree	Disagree	Neutral	Agree	Agree	Know
The organization's physical environment (buildings and grounds) is well-cared for, sanitary, and promotes health and safety.					<div>BOARD</div> <div>STAFF</div> <div></div>	




Comments or examples that support your responses above.


Subject \_\_\_\_\_

BN

This is something I've put a great deal of effort into beginning with preparing the building for the return of teachers after remote learning in April of 2021. I've worked closely with our facilities manager and put my own time and resources into creating professional spaces that meet the needs of our teachers and our curriculum. Projects have included a new teacher break room, music lab, conference room, updated middle school classrooms, updated main office, and painting the hallways.






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 the organization's senior staff, teachers and students.				<div>BOARD</div> <div></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> <div></div>	
Develops and implements strategic and operational plans to achieve the organization's mission and vision; allocates resources accordingly.				<div>BOARD</div> <div></div>	<div>STAFF</div>	

	Disagree	Disagree	Neutral	Agree	Agree	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.				<div>BOARD</div> <div>STAFF</div>	<div>  </div>	





Comments or examples that support your responses above.

### Engages the Community \*

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

Comments or examples that support your responses above.

### Overall Leadership and Performance \*

	Disagree	Disagree	Neutral	Agree	Agree	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>BOARD</div> <div>STAFF</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>BOARD</div> <div>STAFF</div>		
Oversees well-being of the entire organization by fostering positive and productive relationships across the organization and community.				<div>BOARD</div> <div>STAFF</div> 		

Comments or examples that support your responses above.

### Additional information

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

Subject \_\_\_\_\_

BN

In the last year, I believe my greatest accomplishments have been improving our facilities, adopting policies, and getting our school back out into the community.

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

Subject

BN

Foster relationships with arts organizations and businesses, fundraising, and recruitment of a diverse staff and student body.

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

Subject

BN

Re-energizing the Friends organization to better support fundraising and maintaining our building.

# Coversheet

## Blank Memo Template

**Section:** III. Final Feedback Memo

**Item:** A. Blank Memo Template

**Purpose:**

**Submitted by:**

**Related Material:**

Brent\_Nielsen\_CEO\_Evaluation\_FY22-23\_BLANKevaluationTEMPLATE.pdf



# **Pioneer Valley Performing Arts Charter Public School**

## **Executive Director Evaluation FY22-23 evaluation Brent Nielsen**

Prepared By: David Potter  
Date: 29 May 2023

## Purpose of Evaluation

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

1. To provide the Executive Director with the opportunity to reflect on their performance over the past year, and to share those reflections in a structured way with the board
2. To provide explicit feedback from staff and Board to the Executive Director on her/his performance, to help her/him recognize both strengths and areas for improvement.

## Methodology

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

## Executive Summary

The Executive Director's performance over the last year has been nothing short of extraordinary. His rigorous attention to detail, his accessibility to staff, parents and the Board, his clear and organized communication style, his tireless work ethic, and his unsurpassed commitment to <school\_name> are the marks of a true leader. In a first year of operations that involved no shortage of curveballs and moving parts, the Executive Director guided the school with patience, creativity, persistence and diligence.

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

The first is <area\_improvement\_1>.

The second <area\_improvement\_2>.



## Evaluation

The structure of this evaluation is through an examination of the important pieces of the Executive Director's job at Pioneer Valley Performing Arts Charter Public School. As the Executive Director, Brent Nielsen is the chief executive of the organization and bears ultimate responsibility for staff contributions to academic performance, mission-aligned school culture, and organizational viability. With the Board, the Executive Director sets short and long term goals for the organization and assesses the organization's adherence to its mission and charter promises.

The core of this evaluation is provided within this construct, outlining specific measures that the Executive Director is responsible for and an evaluation of his performance against those responsibilities. Some of the measures are taken from ABCCS' Accountability Plan, approved by the Board earlier this year and waiting final approval from the Department of Education. For these measures, quantitative data is available to evaluate the organization, and by extension the Executive Director's, performance.

These measures are in bold font below.

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

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

## **CORE COMPETENCIES**

### **Demonstrates Integrity**

Strengths:

Areas for Improvement:

Summary Comments:

### **Cultivates a Culture of Excellence**

Strengths:

Areas for Improvement:

Summary Comments:

### **Drives Academic Excellence/Student Performance**

Strengths:

Areas for Improvement:

Summary Comments:

## **ROLE SPECIFIC COMPENTENCIES**

### **Leads the Educational Program**

Strengths:

Areas for Improvement:

Summary Comments:

### **Develops and Leads Staff**

Strengths:

Areas for Improvement:

Summary Comments:

### **Manages Organizational Compliance and Administration**

Strengths:

Areas for Improvement:

Summary Comments:

### **Builds and Maintains Family Satisfaction**

Strengths:

Areas for Improvement:

Summary Comments:

### **Manages Financial Performance**

Strengths:

Areas for Improvement:

Summary Comments:

### **Actively Promotes the Organization and Ensures Adequate Resources**

Strengths:

Areas for Improvement:

Summary Comments:

### **Ensures Adequate Facilities**

Strengths:

Areas for Improvement:

## Summary Comments:

Pioneer Valley Performing Arts Charter Public School - Executive Director Evaluation - FY22- 7  
23 evaluation

## **Partners with the Board**

Strengths:

Areas for Improvement:

Summary Comments:

## **Engages the Community**

Strengths:

Areas for Improvement:

Summary Comments:

## **Overall Leadership and Performance**

Strengths:

Areas for Improvement:

Summary Comments:

## **Most Significant Accomplishments and Strengths Demonstrated this Year**

## **Top three things to do to move organizational forward**

## **Key Challenges**

## **Final Remarks**

<append supporting documents as PDFs like and agenda packet>