



**Three Rivers Charter School
CEO Evaluation 2022-23
Kim Morgan**

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Purpose of Evaluation

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

1. To provide the CEO with the opportunity to reflect on her 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 the Board to the CEO on her performance and to help her recognize both strengths and areas for improvement.

Methodology

The CEO completed a self-evaluation survey regarding her performance over the past calendar year. This information was shared with the full Board. Then the full Board and the CEO's direct reports (staff) were asked to complete an online, anonymous survey.

Executive Summary

I am happy to report that both the Board and the Three Rivers' staff have found CEO/Director, Kim Morgan's performance to be outstanding once again. Her overall leadership and integrity, engagement with parents and families, commitment to improving Three Rivers and making it the best learning environment for its students have been recognized by all and greatly appreciated. As we move into a time of facilities improvement, the Board has confidence that Kim, with the assistance of the facilities committee, will move the project forward competently and continue to lead Three Rivers to new heights.

This evaluation will highlight both identified areas of strength and areas for improvement as reported by the Board and the Three Rivers' staff. It will also summarize the potential goals for Kim for the upcoming school year and key challenges that may lie ahead.

Evaluation

The structure of this evaluation is through an examination of the important pieces of the CEO/Director's job at Three Rivers Charter School. As the CEO, Kim Morgan 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 CEO sets short and long term goals for the organization and assesses the organization's adherence to its mission and charter promises.

This portion of the evaluation will focus on specific areas that were identified as strengths as well as areas that could use improvement based on the responses provided by individual board members and by Three Rivers' staff members. All responses were anonymous.

Board Evaluation

Areas of Strength

It is important to point out that the feedback provided by the Board of Directors was unanimously positive. Without exception, the Board agrees that Kim's performance as CEO/Director has been outstanding. Two areas, however, top the list as areas of particular strength for Kim. Those areas are (1) **Demonstrating Integrity**, and (2) **Overall Leadership and Performance**.

In the area of demonstrating integrity, one board member commented: "Kimberly Morgan is a shining example of ethics. She works incredibly hard to support Three Rivers' mission and values. Kimberly is very respectful." And all board members strongly agree that Kim behaves in a way that supports the organization's mission, vision, and values. Kim reported in her self-evaluation that she too, believes that demonstrating integrity is one of her strengths. This is certainly an area of strength for Kim.

The area of overall leadership and performance was also identified as an area of strength for Kim. Regarding this issue, a board member responded, "Kim is a competent, compassionate, wonderful leader." Another board member listed "overall leadership" as Kim's greatest accomplishment over the past school year. This is a strong indication that Kim is the right person for the Director position.

Other areas of strength identified by the Board's responses were **Developing and Leading Staff** and **Building and Maintaining Family Satisfaction**. The Board was particularly impressed with Kim's ability to successfully retain top-performing staff members. They also strongly agreed that Kim had done a fantastic job ensuring that Three Rivers had frequent, meaningful, and well-attended ways for families to be involved in their child's learning and the school community.

Areas for Improvement

Due to the overwhelmingly positive Board responses, it was difficult to identify any weaknesses exhibited by Kim over the past year. Relatively speaking, however, a few areas could be viewed as areas for improvement. Those areas are (1) **Engaging the Community**, and (2) **Leading the Educational Program**.

In the area of engaging the community, the Board's responses to the survey were positive, but not as positive as the responses in all other areas. Nothing specific was noted.

In the area of leading the educational program, some board members were unsure whether Kim was ensuring all teachers regularly used assessment data to plan curriculum, lesson plans, meet individual student needs, and make daily instructional decisions. Kim also stated in her self-evaluation that she could put more focus on looking at student data with her team to drive curricular and program-related decision making. One board member pointed out, however, that "curriculum and instruction, to be truly effective, must go beyond data to acknowledge the value of intuition and relationships. Kim gives the teachers the freedom to follow their hearts and minds, as well as the "data" in planning curriculum and activities."

Kim also indicated in her self-evaluation that she views **Ensuring Adequate Facilities** and **Managing Financial Performance** as areas for improvement. The Board does not appear to share this view. With regard to adequate facilities, the Board seems to agree that the facilities project that is currently underway demonstrates a high level of competency on Kim's part and that the school is moving toward attaining adequate facilities in the best possible way (having exhausted other avenues).

And as far as the financial management of the school, the Board appears to be of the opinion that Kim is equipped with the necessary tools (via CharterVision, etc.) to provide adequate financial leadership. One board member stated, "Kimberly Morgan provides leadership in the realm of the school's financials. There are strong systems in place and outside management systems to ensure all financials are maintained. She meets weekly with the back office financial manager to keep up to date and ask any questions she may have."

Staff Evaluation

The Three Rivers' staff was provided with an opportunity to respond to an end-of-the-year survey. The first section of the survey asked about their overall satisfaction with the school. The second section asked them to evaluate the performance of CEO/Director, Kim Morgan. The questions under the second section of the staff survey sought to ascertain how well Kim interacted with, supported, communicated with, and met the needs of her staff. Nine staff members responded to the survey. This portion of the evaluation is based on those staff responses.

Areas of Strength

The responses provided by Three Rivers' staff members were by and large positive. According to her staff, Kim's greatest strengths as CEO/Director were the following:

- (1) **Communication,**
- (2) **Treating Staff and Students with Dignity and Respect,**
- (3) **Collaborative Problem Solving,** and
- (4) **Providing for the Overall Safety and Well Being of Students and Staff.**

Without exception, all staff members agreed that Kim was outstanding in these areas. One staff member described Kim as an "approachable, compassionate, clear communicator." Another staff member noted that she is "able to address the emotional ups and downs of the children in a positive and caring way." She is described as someone who "always seeks collaboration when appropriate to solve issues" and who "works with staff collaboratively to create a climate of inclusion." Her entire staff also agreed that Kim is a person who admits mistakes and takes timely corrective action. Based on the survey responses, staff satisfaction appears to be quite high.

Areas for Improvement

Among the staff responses to section one of the survey were some suggested areas of improvement for the school as a whole, not specifically for Kim as Director.

- Two of the nine staff members who responded to the survey said that they did not feel like their opinions mattered at Three Rivers.
- Two staff members indicated that they were dissatisfied with their pay.
- One staff member responded with a 1 (out of a possible 4) to the question- "Rules and responsibilities are clear among staff at this school."
- One staff member responded with a 1 (out of a possible 4) to the question- "The professional development I have received is effective in helping me get better at my role."

Although these opinions are not shared by the majority of the staff, it is valuable to know that one or two staff members feel this way. Kim may want to consider these responses as she thinks about staff development in the coming year.

As far as the survey questions evaluating Kim's performance as CEO/Director, the responses did not demonstrate a consensus that there were areas for improvement. There did appear to be one staff member who answered negatively to 3 of the 13 questions regarding Kim's performance. Because there was no consensus in this regard, I will not highlight those individual responses here, but I have attached the entirety of the staff survey responses to this evaluation for your review.

Significant Accomplishments

As previously stated, the Board believes that Kim has done an outstanding job as CEO/Director of Three Rivers this year. Some significant accomplishments include the following:

- The successful launch of the new lunch program in partnership with Harvest Market;
- Securing a long-term lease with Mendocino College;

- The forward progress of the facilities improvement project;
- Playground improvement project;
- Increased family participation in school activities.

Possible Goals for 2023-24 School Year

On July 11, 2023, the Board will meet for their annual retreat. As part of the agenda, they will discuss goals for the CEO/Director for the upcoming 2023-24 school year.

Some possible goals may include the following:

- Continuing the forward movement of the facilities improvement project--scheduling and execution;
- Increasing student enrollment;
- Filling staff vacancies;
- Continuing school-wide activities that bring the Three Rivers' community together;
- Maintaining a high level of parent participation;
- Re-evaluating math and language arts curricula;
- Addressing the teachers' salary schedule;
- Establishing community outreach committee;
- Enhancing curriculum to include foreign languages.

Key Challenges in 2023-24

As we look to the upcoming 2023-24 school year, the Board has identified the following key challenges for Kim and for Three Rivers:

- Scheduling and executing the facilities improvement phases;
- Balance for Kim between facilities project and other responsibilities;
- Filling vacant positions on staff;
- Increasing student enrollment;
- Developing and diversifying the Board, and maintaining 7 members;
- Leadership transition on the Board- new President;
- Addressing student behaviors post pandemic;
- Enrollment and marketing outreach.

Conclusion

CEO/Director Kim Morgan has exceeded expectations this school year and continues to lead Three Rivers with competence and professionalism, modeling REACH values for staff and students alike. The Board would like to thank Kim for her leadership and dedication to Three Rivers and we look forward to many new and exciting developments in the year to come.