

## **EastSide Charter School's Succession Planning – Key School Leadership**

In this section, we address the succession planning for the CEO and other key staff members. A major focus is placed on ongoing evaluation and professional development. Through the actions below we will plan to stabilize leadership and provide on-going mentoring for new leaders which will have an impact on staff retention.

**CEO:** While the development and promotion of leadership from within the organization is a core operating principal, another key strategy with respect to the CEO is to have that leader under contract for multiple years with the intent that contract extension discussions will always be completed 6-9 months in advance of a contract termination so that if it will be necessary to recruit a successor from outside the organization there will be plenty of time to do so.

The hiring of key school leadership is critical to the success of EastSide Charter School and the sustainability of our rigorous model. A charter school's Governing Board is charged with hiring, setting compensation for, supporting, evaluating, and rehiring/releasing the school's primary leader. It is one of the most critical tasks that the Board holds in the discharge of its public duties. One critical component of the Board's Responsibility is the evaluation of the CEO. This process is directly tied to our succession planning in ensuring that every year the school leader is meeting all of the performance metrics and goals outlined in our charter application

In ensuring sustainability of the program, it is critical that documents are stress-tested throughout the year, continuously improved upon, and organized for ease of use while fulfilling the high expectations of EastSide Charter School's mission and vision.

**Purpose of Evaluation:** The key responsibility of the Governing Board is to ensure that EastSide Charter School has the resources, governance and leadership in place to deliver on its mission, meet rigorous accountability goals, remain true to the terms of the Charter, and ensure that the school is a financial and academic success. Ultimately, the Board exercises this responsibility through its policy making work, overview of the financial and academic success of the school and management and evaluation of the CEO. This document addresses the management and evaluation of the CEO.

There are three, core purposes of the evaluation:

1. To recognize areas of particular strength and success
2. To articulate areas for improvement and/or focus
3. To give overall feedback on performance to date

### **Who Evaluates the CEO?**

The Governing Board evaluates the CEO and speaks with one voice. The Governing Board allows the Executive Committee to manage the evaluation process. The committee functions like any other committee — gathering information and generating reports. They present the evaluation to the Governing Board for its approval before sharing the evaluation with the CEO. The CEO also shares a dashboard with the Governing Board on a monthly basis highlighting progress on goals.

### **Basis of Evaluation**

The evaluation highlights the strengths and weaknesses of the CEO's performance with specific evidence for each evaluative statement. The evaluation also contains a Dashboard that aligns to the CEO's job description and the Academic, Financial and Organizational Frameworks provided by the Department of Education so that the Board has a clear organizational framework through

which to measure specific attainment of the school's goals. The information that forms the basis of the CEO evaluation comes from:

1. Direct observation from working with the CEO
2. Accountability Plan Progress
3. Academic Achievement Dashboards, Finance Dashboards, and CEO's Job Description

The CEO's evaluation is 100% aligned to EastSide Charter School's mission and vision. This document ensures that when the Board evaluates the school leader, they are doing so with the full intent of ensuring that EastSide Charter School is meeting its goals as indicated in its charter application. The evaluation is broken into two parts. The first part is the objective data that is shared in the attached documents. **There is also a narrative written by the Board Chair which highlights the areas of success as well as areas of growth for the leader.**

**CEO – Professional Growth:** The CEO will receive feedback during the Evaluation with identified areas of additional growth. This feedback will be discussed with the Board Chair and used to identify areas of professional development.

Apart from the evaluation the CEO will receive ongoing support from Achievement First, including school culture and academic audits, quarterly intersessions and one-on-one support. The CEO will also take advantage of the following sources for continued professional development:

- University of Delaware
- Ongoing visits to high performing schools nationwide
- MTSS (Multi Tiered Systems of Support) from DOE

**Leadership Development and Succession Planning:**

EastSide is committed to developing leaders for the future of the school. To this end the school has worked to develop the current leadership team to succeed the CEO in the event a transition is needed. The Leadership team of EastSide Charter includes the Head of our Lower School (K-4), Middle School (5-8), and Director of Special Education. The Talent Manager works with all State systems as well as external recruitment teams to recruit top talent to the school to continue to build the leadership talent pipeline.

**Basis of Evaluation:** The evaluation of leaders highlights the strengths and weaknesses of their performance with specific evidence for each evaluative statement. The evaluation aligns to their job description and the Academic Framework provided by the Department of Education. The information that forms the basis of the leader evaluation comes from:

1. Direct observation from working with the leader
2. Academic Achievement Dashboards
3. Job Description

The leader evaluation is 100% aligned to EastSide Charter School's mission and vision. This document ensures that when the CEO evaluates leaders, they are doing so with the full intent of ensuring that EastSide Charter School is meeting its goals as indicated in its charter application.

**Leader – Professional Growth:** Leaders receive the support they need to excel and to create a leadership pipeline. Leaders receive weekly coaching sessions with the CEO and professional leadership development once per week in a group session. Leaders receive feedback during the Evaluation with identified areas of additional growth. Evaluations take place on a bi-annual basis. Apart from the evaluation the Middle School and Lower School leaders will receive ongoing support from Achievement First, including school culture and academic audits, access to quarterly

intersessions and one-on-one support. Leaders will also take advantage of the following sources for continued professional development:

- Multi-Tiered Systems of Support from DOE
- Ongoing visits to high performing schools nationwide

**Retention-** Retention and performance bonuses will be put in place for leaders and staff. These bonuses will incentivize the years of service to the school as well as highlight student achievement. Incentives will also make recruitment of new staff to EastSide more competitive. In addition pulse surveys are collected weekly and comprehensive surveys are collected bi-annually. Action plans are made after each survey to work on staff retention. Leaders also meet with staff about retention and work to develop best practices for the health of the staff.