

# CHARTER SCHOOL CEO/EXECUTIVE DIRECTOR EVALUATION RUBRIC

*By Charter School Tools*

These measures may be adapted to your own charter school organization's goals, charter application, strategic plan, or other criteria agreed by the charter school board. Some organizations may also have growth goals (e.g., new campuses or students served).

Five Criteria and Recommended Weighting	Best in Class	Exceeds Expectations	Meets Expectations	Below Expectations	Unsatisfactory
<b>Academic Performance (40 points)</b>	#1 or 2 school in market serving similar populations	Meets 100% of charter application or contract goals*	Meets 90% of charter application or contract goals*	Meets 50% of charter application or contract goals*	Fails to meet at least 50% of charter application or contract goals*
<b>Financial Management (25 points)</b>	Exceeds paid enrollment target by at least 3%; revenue above budget and expenses below budget; year 3 equity >10% of annual revenue (or 3%/year)	Meets paid enrollment target; revenue on or above budget and expenses on or below budget; year 3 equity >10% of annual revenue (or 3%/year)	Meets enrollment and attendance targets; net operating surplus; year 3 equity >5% of annual revenue (or 2%/year)	Short of enrollment and attendance targets; net operating deficit; reserves <2% of annual revenue; at least one instance of non-compliance identified by authorizer	Short of enrollment and attendance targets; net operating deficit; reserves <2% of annual revenue; material control weakness identified by independent auditor

<b>Academic Program Fidelity** (20 points)</b>	Academic program is recognized as exemplary by authorizer, state charter association, and donors/investors	Academic program implementation has gone well beyond the original charter application; special program elements are infused throughout the curriculum	Academic program meets the description in original charter application or in strategic plan adopted by the board; all stakeholders can articulate and identify key elements of the program	Academic program implementation meets some of the elements described in original charter application or strategic plan adopted by the board	Academic program does not meet most of the elements described in original charter application or updated strategic plan; few stakeholders can articulate key elements of the program
<b>Parent/Teacher/Student Satisfaction (10 points)</b>	90% of parents, students and teachers grade the school A or B on all surveyed measures; 90% attendance at parent conferences; 90% teacher retention and student re-enrollment	80% of parents, students and teachers grade the school A or B on all surveyed measures; 70% attendance at parent conferences; 80% teacher retention and student re-enrollment	75% of parents, students and teachers grade the school A or B on all surveyed measures; 50% attendance at parent conferences; 75% teacher retention and student re-enrollment	50% of parents, students and teachers grade the school A or B on all surveyed measures; 33% attendance at parent conferences; 65% teacher retention and student re-enrollment	Less than 50% of parents, students and teachers grade the school A or B on all surveyed measures (or no surveys conducted); below 33% attendance at parent conferences; less than 65% teacher retention and student re-enrollment

<b>Fundraising/ Community Relations (5 points)</b>	Organization has exceeded fundraising goals and increased number of donors and total raised every year; at least 15 positive new stories per year and at least 15 school tours or visits hosted per year	Organization has met fundraising goals and increased number of donors and total raised most years; at least 10 positive new stories per year and at least 10 school tours or visits hosted per year.	Organization has received significant cash and in-kind donations and has a documented fundraising plan with annual goals; school has many more positive news stories than negative and has hosted at least 5 school tours or visits	Organization has received insignificant cash and in-kind donations, does not have a documented fundraising plan with annual goals; school has few or generally neutral news stories; organization web site is not updated regularly	Organization has received no cash and in-kind donations, does not have a documented fundraising plan with annual goals; school has significant number of negative new stories
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\* Charter application or contract goals include, for example, proficiency (AYP), decreasing in lowest performance band, increase in highest performance band, graduation rate, attendance, teacher retention, grade promotion.

\*\* Academic program elements include curriculum (e.g., STEM), instructional approach (e.g., direct instruction, blended learning), assessment system, and extra-curricular or wrap-around services.