

LIBERTAS ACADEMY CHARTER SCHOOL EXECUTIVE DIRECTOR EVALUATION

Executive Director Name	Modesto Montero
Board of Trustees (list names)	Azanda Seymour Dana Barrows Hector Zavala Kari Diamond Kayiatos Kobi Stewart Lauren Davis Nick Barker Patrick Kkayego Sarah Lapolice Shakenna Williams Tiffani Curtis
Review Period	2022-2023 School Year
Date of Review	6/14/2023
Reviewed By	Self (Modesto Montero) : Executive Director Committee: 6/14/23

**** NOTE: "EDC " = Executive Director Committee ***

SECTION I: STUDENT ACHIEVEMENT

The leader has a sound vision for how students learn best. The leader uses data-informed practices to ensure all students have access to rigorous instruction and are learning grade-level content.

Leadership Goal: LACS will earn, on average, 75% of the possible points on the DESE accountability report

Indicators	Rating E: <i>exceeds expectations</i> M: <i>meets expectations</i> P: <i>partially meets expectations</i> D: <i>Does not meet expectations</i>	Comments
6-8 Proficiency, 30% ELA, 40% Math	 EDC:	 EDC:
Biology MCAS Proficiency - 50%Prof	 EDC:	 EDC:
AP Human Geo Passage Rate - 30%	17.5% EDC:	I am sending along the AP Human Geography score report. We had 7 scholars pass the exam, which puts us at a 17.5% pass rate. We did not meet our goal of 30%, but we made a decent showing for our first time offering this course. Take a look at the score report to get all the details. One quick note about the context of our results – you will see that the global pass rate on the exam was 53.2%. While our pass rate is significantly lower than that, it is worth noting that only about 6% of high school students took the exam,

		compared to 65% of students at our school. Because we have a higher participation rate, we naturally have a lower pass rate. EDC:
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Comments: To what extent did you/the Executive Director achieve the Student Achievement goals for the position this past period? To what extent did you/the Executive Director do everything possible to reach the goals?

IMPROVE LITERACY LEVELS OF OUR STUDENTS

Tangible Goal:

90% of all LACS students will reach their individual reading growth goal by the end of the academic school year.

Grade Level	# Grew 3+ Levels (Since BOY)	% Grew 3+ Levels (Since BOY)	# Met EOY Goal	% Met EOY Goal
All	261		294	92.45%
6th	66	88.00%	68	90.67%
7th	76	86.36%	79	90.80%
8th	68	78.16%	82	100.00%
9th	51	69.86%	65	90.28%

EDC: Kudos on literacy success this year! We look forward pushes on this front and more academic data this fall.

SECTION II: MANAGEMENT & OPERATIONS

The leader demonstrates strategic thinking by:

- Organizing resources on efforts that add significant strategic value and long-term advancement.
- Re-conceptualizing issues and elevating collegial and collaborative strategies to advance LACS' mission.

- c. Developing a budget that supports the school's vision, mission, and goals; allocates and manages expenditures consistent with the organization's goals and available resources.

Leadership Goal: LACS will make progress towards the successful launch of a High School in 2021 and successfully obtain a charter renewal

Indicators	Rating E: <i>exceeds expectations</i> M: <i>meets expectations</i> P: <i>partially meets expectations</i> D: <i>Does not meet expectations</i>	Comments
Operate a balanced budget (fiscal sustainability)	M EDC: M	Like every year since our inception, we are on track to end the year with a surplus. EDC:
Reach Annual Development Goal	E EDC: E	Our annual development goal was 100k; we raised over \$187k. EDC: Outstanding development year securing grants & outside funding.
Successfully oversee Facility growth	M EDC: M	This year, we issued an RFP and have identified a long-term solution for our space needs. We are working diligently on the details of the deal. EDC: Many positive developments this year were made working toward LACS permanent home
Maintain 98% enrollment target throughout the school year	D EDC: D	Currently under-enrolled in 3 out of 4 grades (goal is 90 students per grade). As a result, COVID presented an enormous recruitment challenge. Nonetheless, our team worked hard to fill as many seats as possible. We are currently on track to be fully enrolled in our entry grade (6th grade) + will have a waitlist. We've leaned in here a ton and are closely

		monitoring our progress. As a team, we meet weekly to keep pushing progress in this area. EDC: 85% as a school as of 6/1
95% attendance average	P EDC: M	Our current average is 94%. Our team has implemented several buyback options. We started the school year with a strong plan in place to tackle attendance. When we realized we were off-track, we adjusted our strategies to improve attendance. EDC: Rating as meeting. Close!

Comments: To what extent did you/the Executive Director achieve the Management and Operations goals for the position this past period? To what extent did you/the Executive Director do everything possible to reach the goals?

Modesto Montero:

Since our founding, our finances have been and continue to be a real bright spot for the organization. This has been largely due to our ability to fundraise the necessary resources to support our programmatic needs. While we missed our enrollment targets for this year due to the many challenges associated with the COVID-19 pandemic, we are ending the year with a balanced budget.

EDC:

The Leadership Goal for this section is: “to make progress toward a successful launch of a high school and successfully obtain a charter renewal”. Mr. Montero and his team have achieved both. While there is room for growth in both areas, these achievements are not taken lightly and the EDC commends Mr. Montero & his team on these successes. Other highlights:

- Another strong year financially (maintaining relationships with donors ,securing important grants, and creating thoughtful budgets),
- Significant work & progress securing a permanent home for LACS

Student enrollment is an area for improvement. COVID continues to bring many challenges on this front. The EDC applauds Mr. Monteros forward thinking to tackle this issue head on by amending the enrollment policy for next year and beyond (as was discussed & approved at our last Board meeting).

SECTION III: SCHOOL CULTURE

The leader promotes the learning and growth of all students and the success of all staff by ensuring a safe, efficient, and effective learning environment, using resources to implement appropriate curriculum, staffing, and scheduling.

Leadership Goal: Students and teachers report LACS is a safe and supportive learning environment.

Indicators	Rating E: <i>exceeds expectations</i> M: <i>meets expectations</i> P: <i>partially meets expectations</i> D: <i>Does not meet expectations</i>	Comments
100% of staff complete Google Survey with an average of 3 (out of 5) or higher on all metrics	M EDC: M	Survey link. EDC:
80% participation in Student Google Survey with 60% satisfaction rates.	M EDC: M	100% of students participated with a satisfaction rate of 63%. See dashboard. EDC:
LACS maintains an attrition rate no higher than 10%	P EDC: P	Our current attrition rate is 16.3, which is slightly higher than u8 current goal. While we missed this goal, it is still below the third quartile (19.3), which puts us in the green with DESE. Attrition seemed to have been something many schools struggled with coming out of a tough COVID year.
Suspension rates remain at or below state average	Unavailable comparison data. EDC:	We are currently trending very low, less than 3% but will not have state comparative data until this summer.

Comments: To what extent did you/the Executive Director achieve the School Culture goals for the position this past period? To what extent did you/the Executive Director do everything possible to reach

the goals?

Modesto Montero:

Adult and student culture, considering how tough of a year this has been, are in a really good place. We've consistently received strong positive feedback from our families, our staff and our students this year. We plan to continue to build on that to make improvements so that we create a more equitable, welcoming school community.

EDC:

Mr. Montero has met the Leadership Goal in this section which states: "students and teachers report LACS is a safe and supportive learning environment". This has been highlighted for the Board on two fronts:

1. Student and staff surveys linked above.
2. The two "Learning at Libertas" events which took place in the fall and spring. Trustees attending these events witnessed, first hand, the strong & supportive relationship teachers have with their students. Trustees also heard from a few students on their positive relationship with LACS.

The EDC would also like to note that Mr. Montero's ability to hire and cultivate strong, capable leaders who share the mission of the school, is a huge win.

The EDC questions why the overall satisfaction rate goal for students is only at 60%. Should this be higher? There is also concern surrounding attrition rates. While not a major concern it is worth noting going into next year.

SECTION IV: PARENT & FAMILY ENGAGEMENT

The leader promotes the learning and growth of all students and the success of all staff through effective partnerships with families, community organizations, and other stakeholders that support the mission of the school.

Leadership Goal: Parents and Families report LACS is meeting the academic and social-emotional needs of their students.

Indicators	Rating E: <i>exceeds expectations</i> M: <i>meets expectations</i> P: <i>partially meets expectations</i> D: <i>Does not meet expectations</i>	Comments
90% response rate on annual survey	M EDC: M	92% of families completed our annual survey. EDC:
70% favorable average on 5	M	100% of families rated favorable

priority questions here		or highly favorable across all priority questions.
	EDC: E	EDC: 100% exceeds!!!

Comments: To what extent did you/the Executive Director achieve the Parent & Family Engagement goals for the position this past period? To what extent did you/the Executive Director do everything possible to reach the goals?

Modesto Montero:

This year, we received some really positive feedback from our parents. We have made substantial changes to our program and parents seem to be very satisfied with our program. Moving into next year, our goal and priority is to increase family engagement in a way that promotes a more collaborative partnership.

EDC:

Parent engagement has been an area of improvement in past years and the EDC is thrilled to see that 92% of families took the survey with 100% rating LACS favorable or highly favorable. This is great progress.

SECTION V: PROFESSIONAL CULTURE

The leader promotes success for all students by nurturing and sustaining a school culture of reflective practice, high expectations, and continuous learning for staff.

Leadership Goal: Teachers report the professional culture fosters collegiality and personal, professional growth.

Indicators	Rating E: <i>exceeds expectations</i> M: <i>meets expectations</i> P: <i>partially meets expectations</i> D: <i>Does not meet expectations</i>	Comments
Ensure retention of 80% of teachers rated effective of highly effective	M EDC: E	% of total: 87% Yes 3% Delayed 10% no EDC:
Professional Development	 EDC: N/A	Metrics were not made clear for this indicator.

		EDC: N/A. Note: Will work to fix/clarify this metric for next year
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Comments: To what extent did you/the Executive Director achieve the Student Achievement goals for the position this past period? To what extent did you/the Executive Director do everything possible to reach the goals?

Modesto Montero:

Overall, I think this is another bright spot within our school. Our team continues to plan and execute meaningful professional development opportunities for our team. As our team becomes more seasoned, the challenge will be to provide differentiated PD tracks so that it continues to be meaningful for all staff.

EDC:

87% teacher retention rate is commendable! The EDC also applauds Mr. Montero for taking the EDC's suggestion last year and outsourcing FY22 teacher and staff surveys.

SECTION VI: SUMMARY ASSESSMENT, NEXT STEPS & PROFESSIONAL DEVELOPMENT

Directions: Please complete the prompts below.

Overall Performance Rating:

- | | |
|--------------------------------|------------------------------|
| - Exceeds Expectations | - Meets Expectation |
| - Partially Meets Expectations | - Does Not Meet Expectations |

Qualitative Comments:

EDC Synthesizing Comments:

In FY22 we saw Mr. Montero, his team & Libertas meet and surpass many goals. First and foremost,, LACS was successful in securing a charter renewal! This was not a certainty for many reasons, including the lack of academic data & progress due to COVID related obstacles. Mr. Monero has continued to prioritize academic advancements for every student which has been particularly evident in the new & robust literacy program/push.. Mr. Montero has continued to build strong and successful relationships with important donors and stakeholders ; he opened a high school in FY22, and has spent a bulk of his time and energy working to secure a permanent location for LACS. The aforementioned are major milestones for LACS and while progress is to be made, so much has been achieved and should be celebrated. Areas for improvement surround student enrollment & attrition rates . The EDC would like to see continued efforts to enhance these areas going into FY23. While not all academic data is yet available, we as a Board would like to continue to see progress and aggressive efforts focusing on improving academic data and outcomes as we head into FY23.

MM Comments:

1. How are you/the Executive Director ("ED") performing overall?

Overall, I believe I am meeting many expectations set by the Board. The gaps that exist are ones that are visible and that I am working diligently to address. While the ED eval instrument is lengthy, it does provide greater clarity on what the Board expects from me. Although not every metric was achieved, we have made substantial progress and have a strong plan in place for the upcoming school year.

2. What are the 1-3 most notable areas of strength?

1. Prioritizing academic achievement and pushing all leaders to have SMART goals and creating structures to hold people accountable.
2. Managing our financial resources + securing private funding as needed.
3. Recruiting a diverse and effective team AND more consistently delegating.

3. What are the 1-3 areas for growth or improvement?

1. Long-term planning (5-10 years out). This was not something I was able to prioritize this year. As such, it is one of our main priorities as an organization with a goal of finalizing a strategic plan by EOY.
2. I pulled back a lot this year and while it was the right call, I need to strike a better balance between being behind the scenes and (appropriately) being in the trenches.
3. Need to continue to closely monitor and push academic excellence.

4. What are the next steps for growth or improvement in terms of your/the ED's professional development ?

1. Strategic plan is a Senior Leadership Team priority for next year. We have outlined the process and will kickoff this work in August. In preparation for this work, I've sought the support of the Charter School Association as they have a bank of really helpful resources. We are also on track to be the recipients of a grant that will fund aspects of this work with support from TNPT.
2. Increase my visibility and in the trenches in engagement is a priority. This shift will be seen in how I spend my time + the feedback I receive from the team in the form of 360

survey.

3. Will partner with organizations like TNPT and BES to conduct a school review with tangible recommendations to accelerate academic growth.
5. What do you see as your/the ED's future in the organization? Where do you see yourself/the ED in the next 3-5 years (inside or outside the organization)?
 1. If given the opportunity, I am committed to leading the organization through its initial growth plan. This means ensuring the successful graduation of our first cohort of high school students. This would bring me to 10 years of service. In order to stay beyond my 10 years of service, work-life balance and my ability to start a family will play a big role in my decision making process.

SECTION VII: BOARD OF TRUSTEE FEEDBACK

Directions: Executive Directors: Please share feedback for the Board of Trustees on their work with you this year.

1. What is the Board of Trustees doing well in their support of your work?
 1. The ED evaluation committee is doing a really good job collecting progress towards goal data in a way that is fair and transparent.
 2. The Board continues to show a tremendous amount of commitment to the success of the organization. I have really appreciated Board participation in friend- and fundraising events.
 3. Various board members continue to very closely review some of the key organizational metrics and continue to provide thoughtful + meaningful feedback. I like being held accountable, so the more that the Board can give me clear goals + directions, the more successful I will be in my role.
 4. Our Board Chair has been a true partner in this work and puts in a lot of time and energy to support our school and support my development as a leader.
 5. Overall, I feel valued and supported by the Board.
2. How could the Board of Trustees support your work more effectively?
 1. Academic Achievement continues to be a push for the Board. We all need to be a little more maniacal about academic achievement. While the Board is not composed of educators, it would be helpful to have greater focus + attention to academic achievement so that the Board can demand and celebrate results accordingly.
3. To what extent has the Board of Trustees tailored their management approach to your leadership philosophy and background? How could the Board of Trustees improve in this area to better personalize their approach to developing you as a leader?
 1. The Board has taken a collaborative approach to manage me, which has been very

helpful in the early years. When we first started, the focus was to ensure we got the charter and successfully open our doors. As we enter our 5th year, we need to pivot to stabilize and ensure the organization's long-term succession. Unlike the last few years, I will need a little more guidance from the Board on what matters most to the long-term success of our school.