

EXECUTIVE DIRECTOR PERFORMANCE EVALUATION

Ratings on Job Performance:

5 = Exceeds expectations

4 = Above average performance

3 = Satisfactory performance

2 = Needs to take action to improve

1 = Performance is substandard

NC = No Chance to Observe

NK = No Knowledge

| Lea | dership of the Organization | 5 | 4 | 3 | 2 | 1 | NC | NK |
|-----|--|---|---|---|---|---|----|----|
| 1 | Provides good overall leadership | | | | | | | |
| 2 | Provides the association a program of sound organization and management | | | | | | | |
| 3 | Is decisive, able to reach timely decisions and initiate action | | | | | | | |
| 4 | Follows through on commitments and obligations for projects according to the association's mission, goals and overall philosophy | | | | | | | |
| 5 | Is knowledgeable about association projects | | | | | | | |
| 6 | Is committed to the success of the association | | | | | | | |

| Rel | ationship with the Board | 5 | 4 | 3 | 2 | 1 | NC | NK |
|-----|---|---|---|---|---|---|----|----|
| 7 | Provides the Board with adequate | | | | | | | |
| | information to make sound decisions | | | | | | | |
| 8 | Initiates and facilitates the decision-making | | | | | | | |
| | process as needed | | | | | | | |
| 9 | Maintains effective communication, both | | | | | | | |
| | written and verbal, with the Board | | | | | | | |
| | regarding projects and administration | | | | | | | |
| 10 | Is accessible to the Board, either | | | | | | | |
| | personally or through designated staff | | | | | | | |
| | members | | | | | | | |
| 11 | Plans and organizes agendas and materials | | | | | | | |
| | for presentation to the Board in a concise, | | | | | | | |
| | clear and comprehensive manner | | | | | | | |
| 12 | Follows up on all problems and issues | | | | | | | |
| | brought to his attention | | | | | | | |

| 13 | Responds positively to suggestions and guidance by the Board in areas of program development, problem solving and future direction | | | | |
|----|--|--|--|--|--|
| 14 | Proposes organizational goals prior to each fiscal year | | | | |

| Rel | ationship with Committees | 5 | 4 | 3 | 2 | 1 | NC | NK |
|-----|---|---|---|---|---|---|----|----|
| 15 | Provides Committees with adequate information to make sound decisions | | | | | | | |
| 16 | Initiates and facilitates the decision-making process as needed | | | | | | | |
| 17 | Maintains effective communication, both written and verbal, with Committees regarding projects and administration | | | | | | | |
| 18 | Is accessible to Committees, either personally or through designated staff members | | | | | | | |
| 19 | Plans and organizes agendas and materials for presentation to Committees in a concise, clear and comprehensive manner | | | | | | | |
| 20 | Follows up on all problems and issues brought to his attention | | | | | | | |
| 21 | Responds positively to suggestions and guidance by Committees in areas of program development, problem solving and future direction | | | | | | | |
| 22 | Proposes Committee goals prior to each fiscal year | | | | | | | |

| Rel | ationship with Members | 5 | 4 | 3 | 2 | 1 | NC | NK |
|-----|--------------------------------------|---|---|---|---|---|----|----|
| 23 | ' ' ' | | | | | | | |
| | and courteous fashion | | | | | | | |
| 24 | Resolves member concerns quickly and | | | | | | | |
| | satisfactorily | | | | | | | |
| 25 | Communicates professionally with | | | | | | | |
| | members | | | | | | | |

| Out | treach | 5 | 4 | 3 | 2 | 1 | NC | NK |
|-----|--|---|---|---|---|---|----|----|
| 26 | Has established and maintained a positive image with stakeholders | | | | | | | |
| 27 | Accurately represents the association, its goals, policies, interests and positions to stakeholders | | | | | | | |
| 28 | Represents the association in a positive, professional manner | | | | | | | |
| 29 | Actively promotes the association by being sufficiently visible and accessible through personal appearances, use of media, | | | | | | | |

| | written communications, etc. | | | | |
|----|---|--|--|--|--|
| 30 | Identifies and cultivates potential strategic | | | | |
| | partners | | | | |
| 31 | Works professionally and effectively with | | | | |
| | existing strategic partners | | | | |
| 32 | Follows up on commitments to strategic | | | | |
| | partners | | | | |
| 33 | Ensures the association is perceived as a | | | | |
| | valuable and contributing partner | | | | |

| 34 Understands marketing and applies marketing principles to the promotion of the association and its products/services 35 Develops/edits marketing pieces that are clear and direct 36 Monitors the success of marketing campaigns 37 Understands the association's educational programs and their requirements 38 Monitors the quality and success of the educational programs and their requirements 39 Provides appropriate guidance to students and staff on educational issues 40 Is a resource to the Board on the educational programs and related issues 41 Understands the principles of good governance as they relate to the association 42 Applies good governance principles to the operation of the association, its Board and its Committees 43 Prepares and maintains appropriate minutes for the Board and Committees 44 Demonstrates an understanding of finance and budget 45 Develops and maintains/supervises a sound budget 46 Achieves budgetary revenue and expense targets or adequately accounts for variances 47 Where he does not meet budgetary targets, determines the reasons therefore and incorporates them into subsequent budgets 48 Demonstrates an understanding of strategic and business planning 49 Develops and monitors achievement of targets in strategic and business plans 50 Communicates plans and goals clearly to the Board, Committees and staff 51 Provides suitable updates on strategic and | Fur | nctional Skills | 5 | 4 | 3 | 2 | 1 | NC | NK |
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| the Board, Committees and staff | 50 | | | | | | | | |
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| | 51 | | | | | | | | |

| | business plans to the Board and Committees | | | | |
|----|---|--|--|--|--|
| 52 | Works cooperatively with the Board and | | | | |
| | Committees on strategic and business plan | | | | |
| | execution | | | | |

| Ger | neral Skills | 5 | 4 | 3 | 2 | 1 | NC | NK |
|-----|---|---|---|---|---|---|----|----|
| 53 | Understands "big picture" issues, including the association's relationships with external and internal stakeholders | | | | | | | |
| 54 | Pays attention to details and commitments | | | | | | | |
| 55 | Shows an understanding of issues facing the association | | | | | | | |
| 56 | Demonstrates an ability to learn and understand new material quickly, and to apply such knowledge | | | | | | | |
| 57 | Is able to explain issues clearly and concisely | | | | | | | |

Executive Director Performance Evaluation

| 1. | What did the Executive director do well this past year? |
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| | |
| 2. | What could the Executive Director improve upon? |
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| _ | |
| 3. | What should the Executive Director's priorities be for the coming year? |
| | |
| 4. | Additional comments? |
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