

IPA Policy Manual

Chapter 2 – Board of Directors Governance

2.1 Executive Director

Executive Director Duties and Authority

The Executive Director is the IPA's chief executive officer and is responsible for the leadership, administration, and management of the Association in accordance with the Constitution, Board policies and directives, and State and federal law. The Executive Director is authorized to develop administrative procedures to take other action as needed to implement Board policy and otherwise fulfill his or her responsibilities.

Qualifications

The Executive Director must be of good character and of unquestionable morals and integrity. The Executive Director shall have the experience and the skills necessary to work effectively with the Board, Association employees, IPA members, policy makers, and stakeholder groups to achieve the Association's strategic goals and objectives.

Job Description

- Works with IPA Board of Directors to ensure effective Association governance
- Provides leadership and counsel to IPA Board of Directors regarding Association matters
- Ensures efficient operation of the Association within the guidelines of Board approved policy
- Works with IPA President to develop Board meeting agendas and relevant materials
- Acts as ex-officio member of all IPA committees
- Acts as Trustee of IPA Foundation
- Develops for Board approval IPA budget in cooperation with IPA Finance Committee
- Oversees and manages IPA investments and budget
- Provides constant and appropriate information to IPA members, Board and staff about Association activities
- Oversees IPA employees including their evaluations and professional development
- Develops and leads a high quality and productive working environment
- Oversees maintenance and upkeep of IPA physical plant
- Leads and oversees all Association activities
- Develops and leads processes to continuously improve Association effectiveness
- Develops and maintains data information systems in order to analyze Association effectiveness
- Responsible for maintaining and enhancing cooperative relationships with the Statewide School Management Alliance partners
- Responsible for coordinating communication and cooperative relationships with individuals and organizations consistent with the Association's mission
- Oversees all Association communications including publications, websites, and all other online content
- Handles media inquiries
- Other duties as assigned by the Board of Directors

Evaluation Overview

The Board will evaluate, at least annually, the Executive Director's performance and effectiveness, using standards and objectives developed by the Executive Director and Board that are consistent with the IPA Constitution, Board policies, and the Executive Director's job description and contract. The evaluation should include a discussion of professional strengths as well as performance areas needing improvement.

The Executive Director shall annually present evidence of professional growth through attendance at educational conferences, in-service training, or similar continuing education pursuits.

General Principles of Performance Evaluation

The IPA Board of Directors and its Executive Director believe that:

- Evaluation is an essential part of a systematic approach to leadership and a necessary element of a planned improvement process.
- Evaluation should build positive relationships, affirm achievement, and improve competence.
- The dialogue between the Board of Directors and the Executive Director should be positive, optimistic, and encouraging.
- There should be an agreement between the Executive Director and the Board of Directors on the steps and content of the process.
- Evaluation should be a sequence of opportunities for dialogue conducted in a continuous cycle, and never a single event isolated from other Board of Directors-Executive Director discussions.
- Evaluation should improve performance of the Executive Director.
- Evaluation outcomes should be specific plans for improving individual and collective performance.
- Evaluation by the Board of Directors should be according to clearly articulated standards of performance and supported by documentation.
- Evaluation of the Executive Director should be coordinated with the planning and goal-setting process of the IPA.

Purposes of Performance Evaluation

The purposes of the performance evaluation are to:

- Fulfill the Board's obligation to employ appropriate and effective leadership.
- Document the performance of the Executive Director.
- Identify and reinforce the performance strengths of the Executive Director.
- Identify opportunities for growth of the Executive Director and provide specific changes for improvement.
- Document the Executive Director's role in pursuing the Association's annual strategic goals and objectives.
- Establish a factual, documented basis for employment contract adjustments and extensions.
- Improve the effectiveness and efficiency of the Association.
- Increase the Board's and Executive Director's understanding of the scope of the duties and responsibilities of the Executive Director.
- Improve the relationship and teamwork between the Board of Directors and the

Executive Director.

- Foster the professional growth of the Executive Director.
- Establish planning and goal setting as part of the IPA's governance and management procedures.
- Establish self-assessment as one of the Board of Director's periodic tasks.

Annual Evaluation Cycle

<i>July</i>	During the July Leadership Conference, strategic goals, objectives, and resources will be developed and approved based on the IPA's strategic plan.
<i>October</i>	If necessary, finalize goal development. The Executive Director will report on the status of the processes and progress towards the Board's goals.
<i>December</i>	The Executive Director will have the IPA Staff complete an assessment survey on the Executive Director's performance. The Executive Director will compile the results and report the results to the IPA Staff and Executive Committee at its January meeting.
<i>January</i>	At the January Board meeting, the IPA Executive Director will present the Board of Directors with a mid-year report on the processes and progress toward its strategic goals and objectives. The Board will use the report to make any changes in goals or objectives for the remainder of the fiscal year, as it deems necessary and appropriate. The Board will also use this report, in part, to complete the evaluation of the Executive Director that will be distributed to the Board at the January Board meeting and reviewed at the May Board meeting.
<i>March</i>	The Executive Director may complete an evaluation of work and progress toward the Association's strategic goals and objectives. This report will be given to the Board for review at the May meeting.
<i>April</i>	At the April Board meeting, the President-Elect will review the composite results of the Executive Director's evaluation with the Board of Directors. The President-Elect with the assistance of the Executive Committee will report the evaluation results to the Executive Director. A copy of the evaluation results will be given to the Executive Director for placement in the Executive Director's personnel file. The Board of Directors and Executive Director will use the May meeting as the time to begin identifying goals and objectives for the coming year.

Evaluation Procedures

The Performance Appraisal Form will be provided to each IPA Board member in January. If distributed in paper form, each Board member will complete the form and return it to the IPA President-Elect in the self-addressed stamped envelope no later than March 10th. If distributed electronically, each Board member will complete the form and return it to the President-Elect by March 15th.

The IPA President-Elect will have the individual responses tabulated on the summary composite

form for the April meeting. Each Board member will receive a copy of the composite form. The IPA Board of Directors will first meet without the Executive Director to discuss the composite results of the Performance Appraisal. The Executive Committee will then meet with the Executive Director to review the composite results of the Performance Appraisal and will use it to give direction to the Executive Director as to his personal/organizational goals and activities.

A great deal of the Board of Director's responsibility involves maintaining and improving the quality of leadership. One of the primary methods used in completing this responsibility is to work with the Executive Director to improve his or her effectiveness. This evaluation should be viewed as constructive and assessed against the IPA vision, mission, long and short-range goals. This formal evaluation report will be used by the Executive Director as a guide for change and improvement to maximize his or her abilities to the benefit of the IPA.

Please respond to the statements by assigning each of them a number from 1 to 4, representing your opinion as to the degree to which the Executive Director's performance over the past evaluation cycle is best. Comments are welcome in blanks provided. Comments must be made if a ranking is 1 for a category.

- NB No Basis for Judgement
- 1 Unsatisfactory
- 2 Needs Improvement
- 3 Satisfactory
- 4 Excellent

PERFORMANCE APPRAISAL of _____, Executive Director

Board of Director Member's Name _____ Date: _____

(This form is to be returned directly to the IPA President-Elect, who in turn will use it to complete the composite evaluation. The composite form is the only form that will be seen by the Executive Director.)

Board-Executive Director Relations

- | <i>The Executive Director:</i> | <i>Rating</i> |
|---|---------------|
| 1. Works with the Board of Directors to ensure effective Association governance | _____ |
| 2. Provides leadership and counsel to the Board of Directors regarding Association matters | _____ |
| 3. Makes clear recommendations to the Board of Directors based on sound logic and information | _____ |
| 4. Provides the Board of Directors with timely and accurate information | _____ |

Association Leadership and Management

- | <i>The Executive Director:</i> | <i>Rating</i> |
|--|---------------|
| 1. Operates the IPA with sound financial decisions | _____ |
| 2. Operates the IPA within established policies and administrative regulations | _____ |
| 3. Provides leadership to the IPA committees | _____ |
| 4. Develops and leads a high quality and productive working environment | _____ |
| 5. Supervises and evaluates the staff in an effective and professional manner | _____ |
| 6. Promotes active involvement of the membership in IPA activities | _____ |
| 7. Provides constant and appropriate information to IPA members about Association activities | _____ |
| 8. Is an effective counselor in matters relating to personal and professional needs of IPA Members | _____ |
| 9. Is an effective communicator: | |
| a. Person to Person | _____ |
| b. Small groups | _____ |
| c. Large groups | _____ |
| d. In writing | _____ |
| e. By telephone | _____ |
| f. Association materials | _____ |
| 10. Oversees maintenance and upkeep of IPA physical plant | _____ |

Implementation of the Association's Strategic Initiatives (Mission/Vision/Goals)

- | <i>The Executive Director:</i> | <i>Rating</i> |
|--|---------------|
| 1. Is flexible in meeting the Association's changing needs | _____ |
| 2. Develops and leads processes to continuously improve Association effectiveness | _____ |
| 3. Develops and maintains data information systems in order to analyze Association effectiveness | _____ |

External Relations

