

Proposed Scale and Evaluation:

Scale:

- 4 - Exceeds Expectations- Performs above & beyond expectations
- 3 - Meets All Expectations - Always meets expectations
- 2 - Meets Most Expectations - Often meets expectations
- 1 - Meets Some Expectations - Meets some expectations but not consistently
- 0 - Does not meet expectations - Rarely or never meets expectations
- N/A - Not applicable or has not been observed

Proposed President/CEO goal categories:

- Financial Leadership
- Strategic Development
- Board Relations
- Ethics, Leadership and Culture
- Community Engagement
- Strategic Partnerships

Proposed Schedule:

- By July 31: Finalize evaluation and scoring methodology.
- Nov 1-15: Board completes mid-year review.
- By Nov 30: Results of mid-year review shared with board, Pres/CEO and HR.
- Dec 1-Jan 31: Solicit feedback on the evaluation process; Discuss and make any necessary adjustments to the process.
- April 1-11, 2022: Board completes end-of-year review
- April 12-22: Window for compiling results and final report
- Week of April 24: Present results to President/CEO



Financial Leadership/Stewardship of Resources	Choose Applicable Performance Rating & Include Comments					
	0	1	2	3	4	N/A
<ul style="list-style-type: none"> ● Financial results in the past year met or exceeded CA’s financial goals. ● Sets the tone for financial discipline and the importance of financial balance to achieve the mission and vision. ● Engages the audit committee in robust dialogue about financial reports and plans, providing sufficient and clear information about progress and results achieved. ● Ensures an annual audit of financial operations, with a careful and thorough review by the Board. ● Presents budget discussions to communicate trade-offs and provide scenarios to facilitate understanding during decision making. ● Conduct ongoing assessment of CA program/service relevance and impact. 	Comments:					

CEO Self-Evaluation Rating:
 President/CEO Comments:



Strategic Development	Choose Applicable Performance Rating & Include Comments					
	0	1	2	3	4	N/A
<ul style="list-style-type: none"> • Collaborates with the Board to set strategic direction for the organization. • Develops, communicates and leads the implementation of the strategic plan in a manner consistent with CA’s mission, vision and values. • Engages internal and external stakeholders to develop strategies and plans to move CA in the desired direction. • Ensures that short-term and long-term goals and priorities are communicated and well understood by the Board, team members, villages and the community at large. • Considers evolving internal and external trends and factors, and adjusts and plans as necessary. 	Comments:					

CEO Self-Evaluation Rating:
 President/CEO Comments:



Board Relations	Choose Applicable Performance Rating & Include Comments					
	0	1	2	3	4	N/A
<ul style="list-style-type: none"> • Keeps the Board well-informed of important developments and issues. • Ensures positive working relations with the Board founded on honesty, trust and collaboration. • Engages internal and external stakeholders to develop strategies and plans to move CA in the desired direction. • Recommends appropriate actions for Board consideration; providing clear and timely information for deliberation and decision-making when appropriate. • Ensures continuous education for the Board on issues/topics important to ensure effective, evidence based governing leadership. 	Comments:					

CEO Self-Evaluation Rating:
 President/CEO Comments:



Ethics, Leadership and Culture	Choose Applicable Performance Rating & Include Comments					
	0	1	2	3	4	N/A
<ul style="list-style-type: none"> • Combines strong ethical judgement with technical management skills. • Exhibits values of fairness, honesty and compassion. • Maintains a high level of commitment to the mission and vision. • Provides focused and effective leadership that ensures commitment to CA’s mission and vision. • Sets organizational tone that attracts, retains, motivates and develops a highly qualified workforce. • Sets the tone for diversity, equity and inclusion within CA and within the community. • Embeds importance of the member experience throughout CA. • Values a diversity of opinions. 	Comments:					

CEO Self-Evaluation Rating:
 President/CEO Comments:



President/CEO Goals and Objectives

Community Engagement	Choose Applicable Rating & Include Comments					
	0	1	2	3	4	N/A
<ul style="list-style-type: none"> • See improvement in CA’s digital experience for all stakeholders across existing and new platforms and channels. • Increase CA’s engagement in Howard County planning processes in public forums and support resident awareness. • Frame-out, vet, and pilot Columbia Association 101 citizen sessions. • Build out interactive sessions around important community topics that CA has a role in and conduct for all 10 villages for citizen education. 	Comments:					

<p>President/CEO Self Rating:</p> <p>President/CEO Comments:</p>



CA's Relevance as Key Partner	Choose Applicable Rating & Include Comments					
	0	1	2	3	4	N/A
<ul style="list-style-type: none"> ● Build connections with community stakeholders and organizations, both long-established and those not historically engaged, for Columbia's benefit. ● Join forces with respected partners around understanding, improving, and enhancing diversity, equity, and inclusion within CA and across the community. ● Ensure the complexity of CA is easy to navigate for our stakeholders. ● Leverage hiring as strategic positioning for CA's identity and future. 	Comments:					

<p>President/CEO Self Rating: President/CEO Comments:</p>
