

Marathon Kids, Inc.

Board Review and Compensation Process for Executive Director

The Executive Director is the sole employee of the Board of Directors of Marathon Kids, Inc. and serves as Marathon Kids' chief executive officer. The Executive Director will be formally reviewed by the Board of Directors of Marathon Kids at least once each year, typically at the end of the calendar year.

In performing its review, the Board of Directors may consider the following:

- Overall financial performance of Marathon Kids
- Performance of duties in accordance with the Board-Approved Executive Director Job Description, a copy of which is attached as Exhibit A
- Progress in meeting or exceeding annual objectives for growth and development of the organization adjusted annually by the Board in Exhibit A, Attachment 1
- The Board of Directors' Individual Evaluations of Executive Director's Annual Performance, Exhibit B
- The Executive Director's Self-Evaluation of Annual Performance, Exhibit C
- Staff Evaluations of Executive Director's Annual Performance, Exhibit D (to be completed by Staff Members who report directly to Executive Director)

This information will be compiled into a Board of Directors' Annual Evaluation of Executive Director to be presented to and discussed with the Executive Director by representatives of the Board, including the Board Chair and the Chair of the Governance Committee. The form of the Annual Evaluation will be materially the same as Exhibit E to this memorandum.

The Annual Evaluation, as well as the Executive Director's Self-Evaluation and Staff Evaluations of the Executive Director, will provide a foundation for the Board's decisions as to further and future compensation for the Executive Director.

Marathon Kids, Inc.

Executive Director Job Description

The Executive Director has overall responsibility for assuring the value of Marathon Kids, Inc. to its participating children, families, schools, and other constituencies, including assuring high-quality programming. The Executive Director is to maintain congruency between Marathon Kids' mission statement, Board-directed growth and development, and all activities of Marathon Kids. Administratively, the Executive Director is charged with providing sound fiscal leadership for the organization, staff leadership and supervision, program development, operational oversight, and cultivating internal and external relations, including fundraising and communications.

The Executive Director is the sole employee of the Board of Directors of Marathon Kids, and serves as Marathon Kids' chief executive officer. Specific responsibilities include:

Leadership

1. To act as the leader of Marathon Kids, responsible for its day-to-day operations. The Executive Director shall supervise the programs of Marathon Kids, including preparing and conducting periodic program evaluations, and report to the Board.
2. To articulate the vision for Marathon Kids and its future. The Executive Director will provide to the Board various scenarios and possibilities for the Board to consider in the strategic planning for the future of Marathon Kids.
3. To lead the development efforts, with the input and assistance of the Development Director, and to cultivate and effect generous support of Marathon Kids; to ensure that databases, records, files are properly maintained.
4. To function as the chief articulator of Marathon Kids' mission, programs, materials, policies, expectations, and other information necessary to ensure that all constituencies are fully informed consistent with their individual roles; to attend all meetings and events necessary to establish and maintain connections and effective communications.
5. To represent Marathon Kids in its relations with state and federal agencies and with local, state, regional, and national educational organizations and accrediting agencies; to ensure compliance with legal requirements of government regulations and agencies; to maintain the standards established by regulatory agencies and bodies that examine and accredit Marathon Kids.

Management

6. To select and hire properly qualified persons to serve as members of the staff (including some staff members of Board Committees who regularly with the Board in the areas of finance, programming, and development in particular); to prepare employee handbooks and maintain appropriate personnel records.
7. To handle all matters regarding employment, retention, and dismissal of personnel; salaries and contracts; job assignments and performance evaluation; and orientation and training; to oversee the employee benefit program.
8. To observe, supervise, and evaluate the staff in the performance of their duties and coordinate the activities of the entire organization; to hold regular meetings of the staff both to discuss routine matters and to stimulate the exchange of ideas on issues of educational/philosophical interest and concern; to see that the general policies of the Board are understood and followed by staff; to serve as a role model to encourage staff self-evaluation, professional growth, and effective training.
9. To prepare preliminary and final budgets; to monitor income, expenditures, collections, and cash flow; to maintain appropriate financial records.
10. To supervise Marathon Kids' accounting, ensure proper accounting procedures, keep an accurate record of the cash and financial position of Marathon Kids, and manage the financial operation of Marathon Kids so that the institution remains financially stable; to schedule the budget process to allow the Board to set the succeeding year's budget and, when necessary, adopt revisions to the budget.
11. To lead and supervise all other aspects of Marathon Kids' operation, including facilities maintenance and operation, contractor work, school-year and summer programs, development and fundraising.
12. To manage risk at Marathon Kids to ensure the safety of personnel in the use of the facilities and to maintain appropriate levels of insurance to protect the property and to cover potential liabilities of Marathon Kids.
13. To maintain congruency between Marathon Kids' board-approved mission statement and all constituencies.
14. To manage the sometimes competing demands of the various constituencies of Marathon Kids.

Fundraising

15. To oversee and direct, with the input and assistance of the Development Director, all fundraising activities, including grant requests and fulfillment, capital campaigns, special projects, and other solicitations.
16. To meet or exceed the specific objectives set forth by the Board in Attachment 1.
17. To oversee and direct, with the input and assistance of the Development Director, all strategies and activities for donor cultivation, solicitation, and relations.
18. To maintain contact with, develop, and communicate proposals for, foundations and corporate donors in conjunction with the Development Director.

Board of Directors Relations

19. To work with the national Board, its Chair, and its committees in carrying out established policies; to review those policies and make recommendations for changes; to be the representative of the Board in its relations with the staff, students and the patrons of the corporation.
20. To keep the Board informed on all aspects of Marathon Kids' operation; to assume responsibility for all reports to the Board; to attend and report to the Board at all of its regular meetings except for Executive Sessions, and, as needed, at specially convened Board meetings.
21. To provide timely reporting to the Board and the Finance Committee of the Board regarding revenue, expenditures, collections, cash flow, and all matters of fiscal policy.
22. To work with the Board of Directors to develop strategies to initiate and meet aggressive fundraising goals.
23. To assist the Board with recommending and researching potential new members.
24. To interface with local chapter boards and executives in implementing programs, supporting development and fundraising efforts, and maintaining the overall integrity of the Marathon Kids programs and brand.

Public Relations, Marketing, and Advertising

25. To work closely with the Director of Development to develop a public relations plan and an advertising plan.

ATTACHMENT 1

[Specific Board Directives for the Executive Director to be reviewed and adopted each year.]

BOARD MEMBER'S EVALUATION OF EXECUTIVE DIRECTOR'S ANNUAL PERFORMANCE

EMPLOYEE NAME:

JOB TITLE: Executive Director

SUPERVISED BY: Board of Directors

HIRE DATE:

DATE OF PERFORMANCE EVALUATION:

PERFORMANCE EVALUATION PERIOD:

REVIEWED BY:

Definitions:

1-Exceeds Expectations – This rating requires an employee to have clearly and demonstrably exceeded most if not all expectations for the position as defined in the job description, any annual goals, and any other guidance provided to the employee during the year. Employees who have not fully addressed previously-communicated performance concerns or issues should not expect to receive this rating. This rating is reserved for truly exceptional performance and will not be 'graded on a curve'. Most employees should not expect to receive this rating, but all should strive for it.

2-Meets Expectations – This rating will be assigned to employees who have met most or all performance expectations for the position as defined in the job description, any annual goals, and any other guidance provided to the employee during the year. This rating will be indicative of solid performance sufficient to maintain employment at and to enjoy a successful career with the organization. Employees who receive this rating should be proud of their performance and will be provided with clear guidance on what additional performance factors would have contributed to receiving an Exceed Expectations rating.

3-Needs Improvement – This rating will be assigned to employees who have not met many of the performance expectations for the position as defined in the job description, any annual goals, and any other guidance provided to the employee during the year. Employees who receive this rating will be provided with a time-delimited Performance Improvement Plan that will include clear steps and performance targets the employee must achieve in order to continue employment.

PERFORMANCE EVALUATION BY INDIVIDUAL DIRECTOR

Ratings: 1 = exceeds expectations; 2 = meets expectations; 3 = needs improvement; N/A = not applicable to this position

Skill Area	Rating	Comments
Knowledge of work		
Quality of work		
Productivity		
Initiative		
Community relations		
Interaction with/responsiveness to Board		
Job interest		
Job knowledge		
Organization		
Dependability		
Flexibility		
Work relations		
Problem-solving		
Work habits		
Oral communications		
Written communication		
Attitude		
Other		

LIST 3 KEY STRENGTHS TO CONTINUE:

LIST 3 KEY DEVELOPMENT OPPORTUNITIES:

GOALS OR OBJECTIVES FOR THE NEXT 12 MONTHS:

LONGER-TERM GOALS:

EVALUATOR'S OVERALL SUMMARY:

EVALUATOR'S OVERALL RATING:

1 - Exceeds Expectations ____

2 - Meets Expectations ____

3 - Needs Improvement ____

Evaluator's Signature: _____ Date: _____

Marathon Kids, Inc.

Executive Director Performance Self-Evaluation (2015)

Please provide your input and comments as each element of the job description for the Executive Director, including significant achievements, specific areas of growth, challenges, as well as objectives, areas for improvement, and professional development needs for the following year.

Leadership

1. To act as the leader of Marathon Kids, responsible for its day-to-day operations. The Executive Director shall supervise the programs of Marathon Kids, including preparing and conducting periodic program evaluations, and report to the Board.

Executive Director Comments:

2. To articulate the vision for Marathon Kids and its future. The Executive Director will provide to the Board various scenarios and possibilities for the Board to consider in the strategic planning for the future of Marathon Kids.

Executive Director Comments:

3. To lead the development efforts, with the input and assistance of the Development Director, and to cultivate and effect generous support of Marathon Kids; to maintain databases and records, files, and gift processing.

Executive Director Comments:

4. To function as the chief articulator of Marathon Kids' mission, programs, materials, policies, expectations, and other information necessary to ensure that all constituencies are fully informed consistent with their individual roles; to attend all meetings and events necessary to establish and maintain connections and effective communications.

Executive Director Comments:

5. To represent Marathon Kids in its relations with state and federal agencies and with local, state, regional, and national educational organizations and accrediting agencies; to ensure compliance with legal requirements of government regulations and agencies; to maintain the standards established by regulatory agencies and bodies that examine and accredit Marathon Kids.

Executive Director Comments:

Management

6. To select and hire properly qualified persons to serve as members of the staff (including some staff members of Board Committees who regularly with the Board in the areas of finance, programming, and development in particular); to prepare employee handbooks and maintain appropriate personnel records.

Executive Director Comments:

7. To handle all matters regarding employment, retention, and dismissal of personnel; salaries and contracts; job assignments and performance evaluation; and orientation and training; to oversee the employee benefit program.

Executive Director Comments:

8. To observe, supervise, and evaluate the staff in the performance of their duties and coordinate the activities of the entire organization; to hold regular meetings of the staff both to discuss routine matters and to stimulate the exchange of ideas on issues of educational/philosophical interest and concern; to see that the general policies of the Board are understood and followed by staff; to serve as a role model to encourage staff self-evaluation, professional growth, and effective training.

Executive Director Comments:

9. To prepare preliminary and final budgets; to monitor income, expenditures, collections, and cash flow; to maintain appropriate financial records.

Executive Director Comments:

10. To supervise Marathon Kids' accounting, ensure proper accounting procedures, keep an accurate record of the cash and financial position of Marathon Kids, and manage the financial operation of Marathon Kids so that the institution remains financially stable; to schedule the budget process to allow the Board to set the succeeding year's budget and, when necessary, adopt revisions to the budget.

Executive Director Comments:

11. To lead and supervise all other aspects of Marathon Kids' operation, including facilities maintenance and operation, contractor work, school-year and summer programs, development and fundraising.

Executive Director Comments:

12. To manage risk at Marathon Kids to ensure the safety of personnel in the use of the facilities and to maintain appropriate levels of insurance to protect the property and to cover potential liabilities of Marathon Kids.

Executive Director Comments:

13. To maintain congruency between Marathon Kids' board-approved mission statement and all constituencies.

Executive Director Comments:

14. To manage the sometimes competing demands of the various constituencies of Marathon Kids.

Executive Director Comments:

Fundraising

15. To oversee and direct, with the input and assistance of the Development Director, all fundraising activities, including grant requests and fulfillment, capital campaigns, special projects, and other solicitations.

Executive Director Comments:

16. To meet or exceed the specific objectives set forth by the Board in Attachment 1 to the Executive Director Job Description.

Executive Director Comments:

17. To oversee and direct, with the input and assistance of the Development Director, all strategies and activities for donor cultivation, solicitation, and relations.

Executive Director Comments:

18. To maintain contact with, develop, and communicate proposals for, foundations and corporate donors in conjunction with the Development Director.

Executive Director Comments:

Board of Directors Relations

19. To work with the national Board, its Chair, and its committees in carrying out established policies; to review those policies and make recommendations for changes; to be the representative of the Board in its relations with the staff, students and the patrons of the corporation.

Executive Director Comments:

20. To keep the Board informed on all aspects of Marathon Kids' operation; to assume responsibility for all reports to the Board; to attend and report to the Board at all of its regular meetings except for Executive Sessions, and, as needed, at specially convened Board meetings.

Executive Director Comments:

21. To provide timely reporting to the Board and the Finance Committee of the Board regarding revenue, expenditures, collections, cash flow, and all matters of fiscal policy.

Executive Director Comments:

22. To work with the Board of Directors to develop strategies to initiate and meet aggressive fundraising goals.

Executive Director Comments:

23. To assist the Board with recommending and researching potential new members.

Executive Director Comments:

24. To interface with local chapter boards and executives in implementing programs, supporting development and fundraising efforts, and maintaining the overall integrity of the Marathon Kids programs and brand.

Executive Director Comments:

Public Relations, Marketing, and Advertising

25. To work closely with the Director of Development to develop a public relations plan and an advertising plan.

Executive Director Comments:

STAFF EVALUATION OF EXECUTIVE DIRECTOR'S ANNUAL PERFORMANCE

EMPLOYEE NAME:

JOB TITLE: Executive Director

SUPERVISED BY: Board of Directors

HIRE DATE:

DATE OF PERFORMANCE EVALUATION:

PERFORMANCE EVALUATION PERIOD:

REVIEWED BY:

Definitions:

1-Exceeds Expectations – This rating requires an employee to have clearly and demonstrably exceeded most if not all expectations for the position as defined in the job description, any annual goals, and any other guidance provided to the employee during the year. Employees who have not fully addressed previously-communicated performance concerns or issues should not expect to receive this rating. This rating is reserved for truly exceptional performance and will not be 'graded on a curve'. Most employees should not expect to receive this rating, but all should strive for it.

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3-Needs Improvement – This rating will be assigned to employees who have not met many of the performance expectations for the position as defined in the job description, any annual goals, and any other guidance provided to the employee during the year. Employees who receive this rating will be provided with a time-delimited Performance Improvement Plan that will include clear steps and performance targets the employee must achieve in order to continue employment.

PERFORMANCE EVALUATION OF EXECUTIVE DIRECTOR BY STAFF

Ratings: 1 = exceeds expectations; 2 = meets expectations; 3 = needs improvement; N/A = not applicable to this position

Skill Area	Rating	Comments
Knowledge of work		
Quality of work		
Productivity		
Initiative		
Community relations		
Interaction with/responsiveness to Board		
Job interest		
Job knowledge		
Organization		
Dependability		
Flexibility		
Work relations		
Problem-solving		
Work habits		
Oral communications		
Written communication		
Attitude		
Other		

LIST 3 KEY STRENGTHS FOR EXECUTIVE DIRECTOR TO CONTINUE:

LIST 3 KEY DEVELOPMENT OPPORTUNITIES FOR THE ORGANIZATION:

FROM YOUR PERSPETIVE, WHAT ARE THE GOALS OR OBJECTIVES FOR THE EXECUTIVE DIRECTOR/ORGANIZATION THE NEXT 12 MONTHS:

LONGER-TERM GOALS:

EVALUATOR'S OVERALL SUMMARY:

EVALUATOR'S OVERALL RATING:

1 - Exceeds Expectations ____

2 - Meets Expectations ____

3 - Needs Improvement ____

Evaluator's Signature: _____ Date: _____

Marathon Kids, Inc.

Board of Directors' Annual Evaluation of Executive Director

Format of this evaluation:

Black font: Original verbiage from the "Executive Director Job Description"

Blue font: Board observations and perceptions, including staff input

Green font: Action plan/ basis for next evaluation

The Executive Director has overall responsibility for assuring the value of Marathon Kids, Inc. to its participating children, families, schools, and other constituencies, including assuring high-quality programming. The Executive Director is to maintain congruency between Marathon Kids' mission statement, Board-directed growth and development, and all activities of Marathon Kids. Administratively, the Executive Director is charged with providing sound fiscal leadership for the organization, staff leadership and supervision, program development, operational oversight, and cultivating internal and external relations, including fundraising and communications.

The Executive Director is the sole employee of the Board of Directors of Marathon Kids, and serves as Marathon Kids' chief executive officer. Specific responsibilities include:

Leadership

1.To articulate the vision for Marathon Kids and its future. The Executive Director will provide to the Board various scenarios and possibilities for the Board to consider in the strategic planning for the future of Marathon Kids.

Summary of input.

Action plan for next year.

2.To lead the development efforts, with the input and assistance of the Development Director, and to cultivate and effect generous support of Marathon Kids; to maintain databases and records, files, and gift processing.

Summary of input:

Action plan for next year:

3.To represent Marathon Kids to all of its constituents, including participating children, families, and schools, donors, staff, and the business community; to function as the chief articulator of Marathon Kids' mission, programs, materials, policies, expectations, and other information necessary to ensure that all constituencies are fully informed consistent with their individual roles; to attend all meetings and events necessary to establish and maintain connections and effective communications.

Summary of input:

Action plan for next year:

4.To act as the leader of Marathon Kids, responsible for its day-to-day operations. The Executive Director shall supervise the programs of Marathon Kids, including preparing and conducting periodic program evaluations, and report to the Board.

Summary of input:

Action plan for next year:

5.To represent Marathon Kids in its relations with state and federal agencies and with local, state, regional, and national educational organizations and accrediting agencies; to ensure compliance with legal requirements of government regulations and agencies; to maintain the standards established by regulatory agencies and bodies that examine and accredit Marathon Kids.

Summary of input:

Action plan for next year:

Management

6.To select and hire properly qualified persons to serve as members of the staff (including some staff members of Board Committees who regularly with the Board in the areas of finance, programming, and development in particular); to prepare employee handbooks and maintain appropriate personnel records.

Summary of input:

Action plan for next year:

7.To handle all matters regarding employment, retention, and dismissal of personnel; salaries and contracts; job assignments and performance evaluation; and orientation and training; to oversee the employee benefit program.

Summary of input:

Action plan for next year:

8.To observe, supervise, and evaluate the staff in the performance of their duties and coordinate the activities of the entire organization; to hold regular meetings of the staff which to deal both with routine matters and stimulating the exchange of ideas on issues of educational/philosophical interest and concern; to see that the general policies of the Board are understood and followed by staff; to serve as a role model to encourage staff self-evaluation, professional growth, and effective training.

Summary of input:

Action plan for next year:

9.To prepare preliminary and final budgets; to monitor income, expenditures, collections, and cash flow; to maintain appropriate financial records.

Summary of input:

Action plan for next year:

10. To supervise Marathon Kids' accounting, ensure proper accounting procedures, keep an accurate record of the cash and financial position of Marathon Kids, and manage the financial operation of Marathon Kids so that the institution remains financially stable; to schedule the budget process to allow the Board to set the succeeding year's budget and, when necessary, adopt revisions to the budget.

Summary of input:

Action plan for next year:

11. To lead and supervise all other aspects of Marathon Kids' operation, including facilities maintenance and operation, contractor work, school-year and summer programs, development and fundraising.

Summary of input:

Action plan for next year:

12. To manage risk at Marathon Kids to ensure the safety of personnel in the use of the facilities and to maintain appropriate levels of insurance to protect the property and to cover potential liabilities of Marathon Kids.

Summary of input:

EXHIBIT E

Action plan for next year:

13. To maintain congruency between Marathon Kids' board-approved mission statement and all constituencies.

Summary of input:

Action plan for next year:

14. To manage the sometimes competing demands of the various constituencies of Marathon Kids.

Summary of input:

Action plan for next year:

Fundraising

15. To oversee and direct, with the input and assistance of the Development Director, all fundraising activities, including grant requests and fulfillment, capital campaigns, special projects, and other solicitations.

Summary of input:

Action plan for next year:

16. To meet or exceed the specific objectives set forth by the Board in Attachment 1 to the Executive Director Job Description.

Summary of input:

Action plan for next year:

17. To oversee and direct, with the input and assistance of the Development Director, all strategies and activities for donor cultivation, solicitation, and relations.

Summary of input:

Action plan for next year:

18. To maintain contact with, develop, and communicate proposals for, foundations and corporate donors in conjunction with the Development Director.

Summary of input:

Action plan for next year:

Board of Directors Relations

19. To work with the national Board, its Chair, and its committees in carrying out established policies; to review those policies and make recommendations for changes. The Executive Director shall be the representative of the Board in its relations with the staff, students and the patrons of the corporation.

Summary of input:

Action plan for next year:

20. To keep the Board informed on all aspects of Marathon Kids' operation; to assume responsibility for all reports to the Board; to attend and report to the Board at all of its regular meetings except for Executive Sessions, and, as needed, at specially convened Board meetings.

Summary of input:

Action plan for next year:

21. To provide timely reporting to the Board and the Finance Committee of the Board regarding revenue, expenditures, collections, cash flow, and all matters of fiscal policy.

Summary of input:

Action plan for next year:

22. To work with the Board of Directors to develop strategies to initiate and meet aggressive fundraising goals.

Summary of input:

Action plan for next year:

23. To assist the Board with recommending and researching potential new members.

Summary of input:

Action plan for next year:

24. To interface with local chapter boards and executives in implementing programs, supporting development and fundraising efforts, and maintaining the overall integrity of the Marathon Kids programs and brand.

Summary of input:

Action plan for next year:

Public Relations, Marketing, and Advertising

25. To work closely with the Director of Development to develop a public relations plan and an advertising plan.

Summary of input:

Action plan for next year: