



SUGGESTED QUESTIONS FOR EVALUATION INTERVIEWS

BOARD MEMBERS

- What role did you play in preparing for this evaluation?
- How do you identify potential Board members? How are they onboarded?
- How does the Board evaluate itself, both as a whole and as individuals?
- How does the Board support and partner with the Head of School?
- What is the Board's role in recruiting and hiring the Head of School?
- How often is the Head of School evaluated, and what is the process?
- Describe the Board's role in developing the school's strategic plan.
- What role does the Board take in long-term financial planning?
- How do the Board and Head of School partner in the annual budgeting process?
- Describe the Board's role in the school's fundraising efforts.
- Describe how Board members represent the school in the community at large.
- What is the succession plan for an unplanned departure of the Head? A planned departure?
- What is the succession plan for the Board Chair?
- What major challenges do you see on the school's horizon?

FACULTY AND STAFF

- What role did you play in preparing for this evaluation?
- What single word describes how you feel about the school?
- In your opinion, is the school faithful to its mission and philosophy?
- What is something the school does really well?
- Give an example of how you have been involved in the decision-making process at the school.
- How are teachers involved in curriculum development?
- How does the school support you as a professional? What professional development opportunities have been extended to you?

- How are parents/guardians involved in the life of the school?
- What do you do if you have a disciplinary/classroom management problem in the classroom?
- What are some areas of improvement for the school?
- Is there anything that you wish we had asked you during this interview?

ADMINISTRATORS

- What role did you play in creating the Self-Study?
- Describe the mission of the school. In your opinion, is the school meeting its mission?
- How often does this team meet as a group?
- What role does the administrative team have in future planning, such as the school calendar?
- How does communication flow among you?
- Is there adequate administrative staff to achieve all the required tasks of the school? What additional position, if any, might assist the group in doing its work?
- How does this team interact with the teachers? With parents? With students? With Board members? With religious representatives (where applicable)?
- How does this team participate in the creation of the annual budget? Which of you have your own budget?
- How would you describe the working atmosphere of the school?
- Money being no object, what would improve this school?

HEAD OF SCHOOL and/or APPROPRIATE ADMINISTRATOR

- How long have you been at this school?
- What are your priorities as the Head of the school?
- Describe your administrative team.
- Tell us about your Board and the Board-Head relationship.
- Describe staff professional development activities. Do you encourage attendance at FCIS workshops and conferences?
- What is your role in preparing the budget?
- What is the recruitment process for the school? Faculty? Staff?
- What is your role in public relations? Admissions? Development?
- What kinds of fundraisers do you have, and how are they run?
- What are your goals for the school? Dreams?
- Is there anything else we should know that we haven't asked?
- Is there anything that you would like us to reinforce in the report?

BUSINESS OFFICER

- If the enrollment has decreased, what is the financial plan to accommodate that?
- Have there been recent salary and/or benefits freezes or cuts?
- What is the percentage of tuition remittance in the current budget?
- Is there a multi-year financial plan?

- What is the relationship between fundraising and financial management?
- How is fundraising incorporated into the budget?
- How is financial aid determined?
- Please tell us about:
 - Financial reserves
 - Debt service
 - Endowment
 - Cash flow from payroll to payroll
- What is the follow-up on any recommendations in the management letter from your most recent audit?
- What was the trend in unrestricted reserves over the last three years, and do you expect that to change in the next two years?
- What are the biggest exposures (lawsuits / pending judgments / declining enrollment / regulations / competition / old facilities / security...) you face and what plans do you have to address them?
- Is there a 3-5 year financial and infrastructure plan that incorporates the above considerations?
- Does the school's enrollment contract clearly delineate financial obligations and their due dates?
- Describe the various sources of revenue (including alternate sources) of the organization and their percentage of operating income?
- Describe the role of development funds currently and do you see this changing going forward?
- How is financial aid determined and what % of families receive aid? What is the effective net tuition rate?
- Is there an Investment Committee of the board? A board Audit Committee?

STUDENTS

- If you were giving an admissions tour, what would you tell another student who was thinking about coming to your school?
- What is something this school does really well?
- What do you like best about this school?
- What are your favorite school traditions?
- What are your favorite subjects? Why?
- What activities do you participate in outside of the classroom?
- When you have a problem or challenge, who do you go to for help at school?
- If you could change one thing about the school, what would it be?
- Would you recommend this school to your friends in other schools?

PARENTS

- Do you have any questions about the purpose of this evaluation visit?
- What is one word you would use to describe this school?
- Why did you choose this school for your child(ren)?

- How would you describe the relationship between teachers and students?
- How are parents involved with the decision-making processes of the school?
- Describe how this school helps students learn.
- How does the school keep you informed about programs, activities, and the progress of your child?
- What is something this school does really well?
- What are some areas that could improve?
- Would you recommend this school to your friends and acquaintances? Why or why not?

ALUMNI

- Do you have any questions about the purpose of this evaluation visit?
- In what ways are alumni involved with the school?
- What do you think is important to preserve at the school?
- What are your hopes for the future of the school?
- How does the school communicate with alumni?
- Is there an alumni association/group at the school? What is its role?
- What was your favorite part of being a student at this school?
- Would you send your children to the school as it is today?

RELIGIOUS INSTITUTION REPRESENTATIVE(S)

- Do you have any questions about the purpose of this evaluation visit?
- Did you play any role in the creation of the school's self-study?
- Describe the school's mission.
- How do the school and (church/synagogue/mosque) work together?
- Explain the school Board's relationship with the (church/synagogue/mosque). Does the Board operate with functional independence?
- When was the school's last strategic plan formed? Was the (church/synagogue/mosque) involved in the development of it? How?
- How does the (church/synagogue/mosque) interact with the Head of School? Are you involved in supporting and evaluating the Head of School?
- How does the (church/synagogue/mosque) interact with parents at the school?
- Explain the financial relationship between the school and (church/synagogue/mosque).
- Does the (church/synagogue/mosque) play a role in fundraising for the school? Vice versa?
- How does being a religious school have an impact on the school's decision-making and operational decisions?
- What is the most outstanding characteristic of this school?
- What are the biggest challenges that this school (and church/synagogue/mosque) will face in the coming year? Years?