TSBA
TENNESSEE SCHOOL BOARDS ASSOCIATION

Hickman County Director of Schools Evaluation Results

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2021 Hickman County Director of Schools Overall Evaluation Score

Section I Qualitative:

Appendix A: Administrator Survey	**4.17 x 42% = 1.75**
Appendix B: Board Observational Data	**3.68 x 33% = 1.21**

Section II Quantitative:

Appendix C: Achievement of Board Goals/Strategic Plan	**3.39 x 25% = 0.85**

Overall Evaluation Score: **3.81**

	2021 Hickman County Director of Schools Evaluation Results	
Evaluation Numbers	Appendix A: Administrators' Perceptions of Director's Performance	Rating Out of 5
1	The director develops clear expectations.	3.57
2	The director models good communication skills.	4.00
3	The director is knowledgeable about the curriculum.	4.71
4	The director ensures that funds are spent wisely.	4.43
5	The director holds me accountable for my job responsibilities.	4.14
6	The director supports professional learning activities for teachers and administrators.	4.43
7	The director maintains positive relationships with administrators.	3.71
8	The director enforces board policy in a fair and consistent manner.	4.57
9	The director ensures the safety of students and school personnel.	4.57
10	The director administers the schools in accordance with state laws.	4.86
11	The director has an effective plan to recruit effective employees.	3.71
12	The director takes an active leadership role in the instructional improvement.	4.43
13	The director evaluates my performance in a fair and consistent manner.	3.83
14	The director interacts effectively with system employees.	3.86
15	The director is accessible to administrators.	4.57
16	The director develops good staff morale and loyalty to the system.	3.86
17	The director works effectively with the school board.	4.43
18	The director involves administrators as much as possible in decision-making.	3.57
19	The director listens to suggestions from the administrative staff.	3.71
20	The director demonstrates a caring attitude.	4.43
	Adminstrator Survey Average:	4.17

Additional Comments:

All employees are not held to the same level of accountability.

Everyone is not held to the same job expectations. Responsibilities are not equally distributed and there is no accountability for not performing responsibilities.

	2021 Hickman County Director of Schools Evaluation Results	
Evaluation Numbers	Appendix B: Board Observational Data	Rating Out of 5
	BUILDING RELATIONSHIPS: Goal 1	
1.1	Keeps all board members informed on issues, needs and operation of the school system, including employment, promotion and dismissal of personnel.	3.57
1.2	Has a harmonious relationship with the board.	4.00
1.3	Offers professional advice to the board on items requiring board action, with appropriate recommendations based on thorough study and analysis.	3.71
1.4	Maintains a high degree of understanding and respect between staff and the board.	4.00
1.5	Recommends policies to the board that comply with state law and State Board of Education and Tennessee Department of Education rules and regulations; that protect the security and integrity of the district infrastructure and the data it contains; and that protect the rights and confidentiality of staff and students.	3.71
1.6	Interprets and executes the intent of board policy through the development of administrative procedures.	4.00
1.7	Seeks and accepts constructive criticism of work from the board.	3.43
1.8	Supports board policy and actions to the public and staff.	3.33
1.9	Remains impartial toward the board, treating all board members alike.	3.43
1.10	Maintains/improves relations with the Board by consistent and appropriate interpersonal and professional interactions including but not limited to periodic joint seminars, workshops and training sessions.	3.86
1.11	Refrains from criticism of members of the board.	3.71
1.12	Uses legal counsel in governance and procedures to avoid civil and criminal liabilities.	3.71
1.13	Goes immediately and directly to the board when he/she feels an honest, objective difference of opinion exists between him/her and any or all members of the board, in an earnest effort to resolve such difference immediately.	3.33
1.14	Bases position with regard to matters discussed by the board upon principle, and is willing to maintain that position without regard for its popularity until an official position has been reached, after which time the superintendent supports the decision of the board, as long as he/she remains in its employ.	3.57
	Average	3.67

	2021 Hickman County Director of Schools Evaluation Results	
	COMMUNITY RELATIONSHIPS: Goal 2	
2.1	Is an effective spokesperson for the school system.	**4.00**
2.2	Models the highest professional standards to the community.	**4.17**
2.3	Builds public support for the school district.	**4.00**
2.4	Develops cooperative relationships with the news media..	**3.29**
2.5	Uses information about family and community concerns, expectations, and needs regularly.	**3.83**
2.6	Secures available community resources to help the school district solve problems and achieve goals.	**3.83**
2.7	Establish partnerships with area businesses, institutions of higher education, and community groups to strengthen programs and support school district goals.	**3.71**
2.8	Treats community stakeholders equitably.	**3.50**
2.9	Recognizes and values diversity.	**3.67**
2.10	Uses public resources and funds appropriately and wisely.	**3.71**
2.11	Encourages parental involvement.	**3.50**
	Average	**3.75**

	2021 Hickman County Director of Schools Evaluation Results	
	STAFF AND PERSONNEL RELATIONSHIPS: Goal 3	
3.1	Develops good staff morale and loyalty to the system.	**3.33**
3.2	Treats all personnel fairly.	**3.29**
3.3	Delegates authority to staff members appropriately.	**3.33**
3.4	Demonstrates use of system and staff evaluation data for personnel policies, decision-making, promotion of career growth and professional development.	**3.50**
3.5	Offers professional development that is focused on student learning consistent with the school districts vision and goals.	**3.50**
3.6	Considers diversity in developing learning experiences.	**3.50**
3.7	Uses technologies in teaching and learning.	**3.86**
3.8	Recognizes staff for their professional achievements.	**3.57**
3.9	Models learning for staff.	**3.80**
3.10	Provides shared leadership and decision-making opportunities for staff that promotes a climate of collaboration and collegiality.	**3.67**
	Average	**3.54**

	2021 Hickman County Director of Schools Evaluation Results	
	FACILITIES AND FINANCE: Goal 4	
4.1	Demonstrates knowledge of school facilities and develops a process that builds internal and public support for facility needs, including bond issues and capital improvement plans.	**3.71**
4.2	Ensures the maintenance of school property and the safety of personnel and property.	**3.57**
4.3	Meets and works collaboratively with the Board and appropriate staff to determine priorities for budgeting and the effective allocation of space and human resources.	**3.57**
4.4	Provides accurate and timely reports to the board on the financial condition of the school system.	**3.71**
4.5	Ensures that the school plant, equipment and support systems operate safely, efficiently, and effectively.	**3.57**
4.6	Develops and monitors long-range plans for school and district technology and information systems and makes informed district decisions about computer hardware and software and staff developing needs while allocating resources consistent with district plan.	**3.86**
4.7	Creates and maintains a safe, clean, and aesthetically pleasing environment at all schools.	**3.86**
4.8	Demonstrates budget management including financial forecasting, planning, cash flow management, account auditing and monitoring and oversees the district's fiduciary responsibilities.	**3.86**
4.9	Establishes and sustains partnerships with community agencies to provide additional resources to support the social and emotional growth and development of at-risk students.	**3.50**
	Average	**3.69**

	2021 Hickman County Director of Schools Evaluation Results	
	VISION: Goal 5	
5.1	Works effectively with board, staff, and community to develop long-range strategic plans.	**3.71**
5.2	Initiates communication and facilitates cooperation and collaboration among staff regarding the district's mission, curriculum and program initiatives.	**3.83**
5.3	Keeps board and community informed of progress towards long-range goals.	**3.43**
5.4	Clearly articulates system's vision, mission and priorities to community and media.	**3.67**
5.5	Ensures that the vision shapes the educational programs, plans, and activities.	**3.83**
5.6	Uses assessment data related to student learning to develop the school district vision and goals.	**3.83**
5.7	Seeks and obtains needed resources to support the implementation of the school district mission and goals.	**3.67**
5.8	Monitors, evaluates and advises the vision, mission, and implementation plans regularly.	**3.29**
	Average	3.66

	2021 Hickman County Director of Schools Evaluation Results	
	STUDENT ACHIEVEMENT: Goal 6	
6.1	Develops, implements, promotes and monitors continuous improvement in student achievement by using a variety of appropriate techniques.	3.57
6.2	Applies effective methods of providing, monitoring, evaluating and reporting student achievement.	3.57
6.3	Establishes curriculum planning to anticipate occupational trends and school-to-career needs.	3.29
6.4	Provides equitable access for students and staff to technologies that facilitate productivity and enhance learning.	3.71
6.5	Involves faculty and stakeholders in enhancement and renewal of curriculum to ensure alignment of curriculum, instruction and assessment.	3.67
6.6	Reviews analyses of student academic achievement through standardized test results and other academic sources.	3.71
6.7	Applies and communicates qualitative and quantitative findings to identify strengths and weaknesses in programs and practices in order to ensure continuous improvement.	3.29
6.8	Develops, monitors and assesses district and school improvement plans, including the regular review and analysis of district's test scores by school and sub-groups.	3.57
6.9	Formulates plan to assess appropriate teaching methods and classroom management strategies for all learners.	3.33
6.10	Works collaboratively with members of the staff in using student achievement data to determine relevant professional development opportunities.	3.67
6.11	Meets with principals regularly to provide feedback on goal achievement and to assess ongoing school improvement efforts.	3.33
6.12	Reviews, reports and reacts appropriately to state accountability measures.	3.71
6.13	Identifies, clarifies and addresses barriers to student learning.	3.71
6.14	Recognizes and celebrates student accomplishments.	4.00
6.15	Models learning for students.	3.80
	Average	3.60

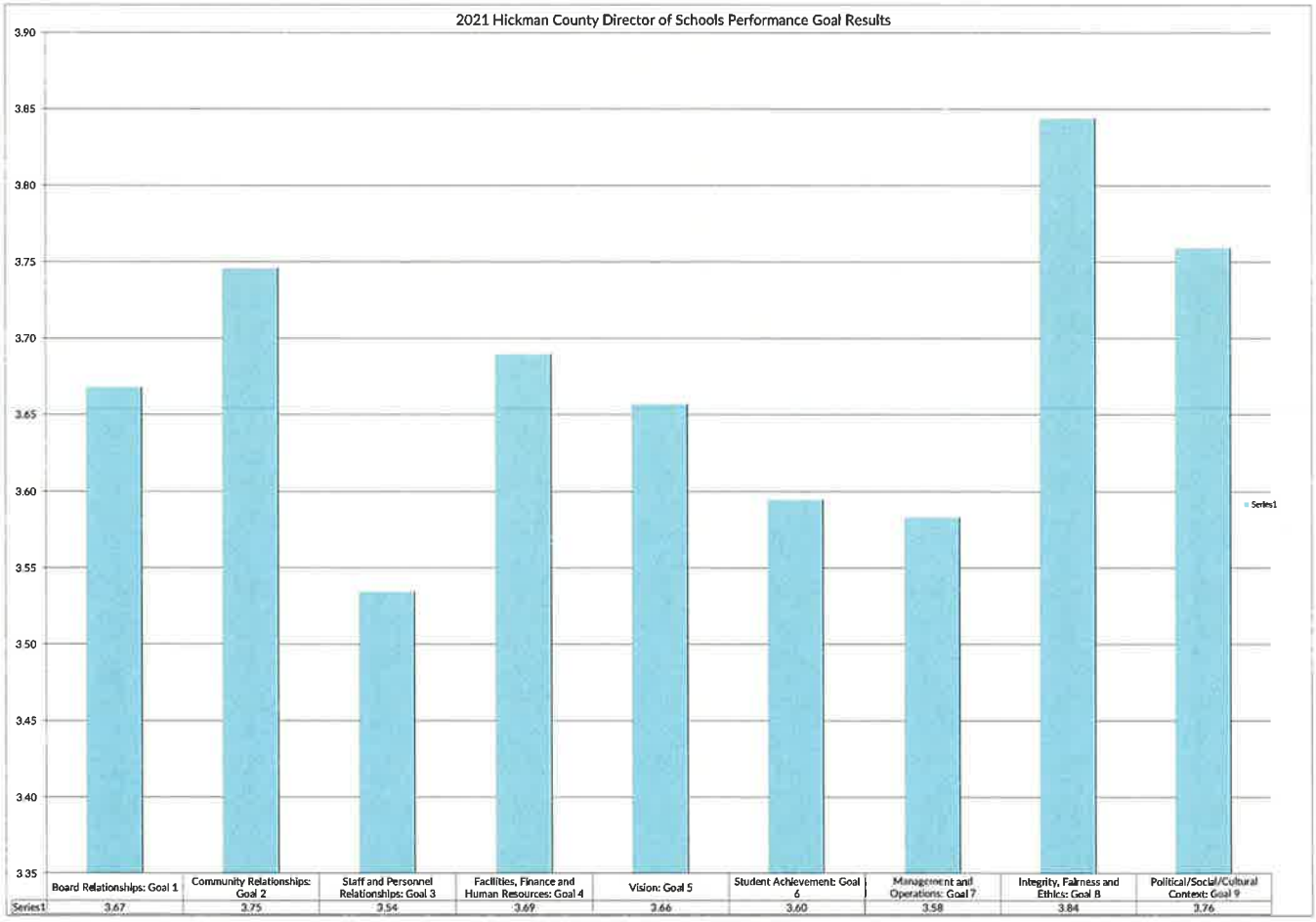
	2021 Hickman County Director of Schools Evaluation Results	
	MANAGEMENT AND OPERATIONS: Goal 7	
7.1	Ensures that operational plans and procedures to achieve the vision and goals of the school district are in place.	**3.50**
7.2	Manages time to maximize attainment of organizational goals.	**3.43**
7.3	Identifies potential problems and opportunities.	**3.43**
7.4	Confronts and resolves problems in a timely manner.	**3.71**
7.5	Aligns financial, human, and material resources to the goals of school district.	**3.57**
7.6	Identifies multiple points of view for problem solving situation and involves stakeholders in decisions affecting schools.	**3.67**
7.7	Solicits staff input to discuss issues and to promote effective problem-framing and problem-solving skills.	**3.50**
7.8	Demonstrates professional and effective conflict resolution skills.	**3.43**
7.9	Uses effective group-process and consensus building skills.	**3.57**
7.10	Participates in professional learning that is aligned with strategic plan and enhances leadership skills.	**3.83**
7.11	Implements and enforces school district code of conduct and appropriate and effective disciplinary policies, procedures and programs in a timely and consistent manner.	**3.43**
7.12	Promotes a climate of trust and teamwork within the district.	**3.67**
7.13	Clearly communicates expectations regarding behavior and procedures for handling disciplinary problems to students, staff, parents and other members of the community.	**3.57**
7.14	Establishes procedures and practices for dealing with emergencies such as weather, threats to the school, student violence and trauma.	**3.86**
	Average	**3.58**

	2021 Hickman County Director of Schools Evaluation Results	
	INTEGRITY, FAIRNESS AND ETHICS: Goal 8	
8.1	Demonstrates values, beliefs, and attitudes that inspire others to higher levels of performance.	**3.86**
8.2	Serves as a role model.	**4.00**
8.3	Accepts responsibility for school operations.	**3.71**
8.4	Uses the influence of the office to enhance the educational program rather than for personal gain.	**4.29**
8.5	Treats people fairly, equitably, and with dignity and respect.	**4.00**
8.6	Protects the rights and confidentiality of students and staff.	**3.86**
8.7	Demonstrates appreciation for and sensitivity to the diversity in the school community.	**4.00**
8.8	Expects and promotes that others in the school community will demonstrate integrity and exercise ethical behavior throughout the district.	**3.29**
8.9	Fulfills legal and contractual obligations.	**3.71**
8.10	Applies laws and procedures fairly, wisely, and considerately.	**3.71**
8.11	Maintains the physical and emotional wellness necessary to meet the responsibilities of the position.	**3.86**
	Average	**3.84**

	2021 Hickman County Director of Schools Evaluation Results	
	POLITICAL/SOCIAL/CULTURAL CONTEXT: Goal 9	
9.1	Ensures that the environment in which schools operate is influenced on behalf of students and their families.	**3.71**
9.2	Ensures that the school community works within the framework of policies, laws, and regulations enacted by local, state, and federal authorities.	**3.86**
9.3	Ensures that lines of communication are developed with decision-makers outside the school community.	**3.83**
9.4	Promotes and expects a district-based climate of tolerance, acceptance and civility.	**3.57**
9.5	Establishes a culture that encourages responsible risk-taking while requiring accountability for results.	**3.83**
	Average	3.76
	Board Observational Data Average:	3.68

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Appendix B: Performance Goal	Average
Board Relationships: Goal 1	3.67
Community Relationships: Goal 2	3.75
Staff and Personnel Relationships: Goal 3	3.54
Facilities, Finance and Human Resources: Goal 4	3.69
Vision: Goal 5	3.66
Student Achievement: Goal 6	3.60
Management and Operations: Goal 7	3.58
Integrity, Fairness and Ethics: Goal 8	3.84
Political/Social/Cultural Context: Goal 9	3.76
AVERAGE:	**3.68**



	2021 Hickman County Director of Schools Evaluation Results	
Objective Numbers	Appendix C: Annual Objectives	Rating Out of 5
	Performance Objective 1: Ensure that there is a continuous improvement plan for student achievement and growth.	
1.1	Ensure the improvement plan is clear and data-based.	3.57
1.2	Examine data, set goals and stay the course or initiate change as necessary.	3.43
1.3	Resources are clearly aligned with improvement plan.	3.14
	Average	3.38
	Performance Objective 2: Develop a school district strategic plan.	
2.1	Annual and long-range goals, along with measurable objectives and strategies, have been established with input from Board, staff and community members.	3.29
2.2	A district-wide vision has been created with input from Board and staff.	3.43
	Average	3.36
	Performance Objective 3: Evaluate the organizational structure of the district and reorganize as necessary to achieve maximum effectiveness.	
3.1	The reorganization of personnel and a revised organizational chart has been developed.	3.00
3.2	If necessary, a fiscal review with budgetary recommendations.	3.57
	Average	3.29
	Performance Objective 4: Develop a comprehensive plan to promote school system and increase parent and community involvement.	
4.1	Promotional tools for the school system have been developed.	3.33
4.2	Development of tools to increase parent and community involvement in reopening of school system during pandemic.	3.43
4.3	Created new approaches to engage with parents and community partners throughout school year due to pandemic.	4.00
	Average	3.59

	2021 Hickman County Director of Schools Evaluation Results	
	Performance Objective 5: Work with the school board to develop and implement an annual plan for promoting school system and increasing communication and support with the county commission/city council.	
5.1	The board adopts an annual agenda for promotion, which includes activities, which the board and/or the Director will complete during the year. The plan must include activities to build support from the County Commission/City Council.	3.00
	Average	3.00
	Performance Objective 6: Develop a budget for the school board as outlined in school policies, activities in the school board annual agenda, and guidelines established by the State Department of Education.	
6.1	A budget document has been formulated using procedures required by school board policies, activities in the school board annual agenda, and guidelines established by the State Department of Education.	3.57
6.2	Budget documents were developed to serve the school system's needs for additional funding from government bodies due to pandemic.	3.57
	Average	3.57
	Performance Objective 7: Ensure the Board's annual agenda is developed and implemented.	
7.1	Evidence that annual agenda items referencing the Director of Schools have been completed or are ongoing and nearing completion.	3.29
	Average	3.29
	Performance Objective 8: Provide and promote activities that give the school board an opportunity to review its effectiveness and improve the relationship between individual school board members, and the school board as a whole with the Director of Schools.	
8.1	Information regarding improvement activities such as workshops, clinics, conventions, board retreats, etc.	3.71
8.2	A self-evaluation instrument that reviews school board effectiveness and allows for each school board member to make recommendations and suggestions for improvement has been distributed to the Board for their review.	3.57
	Average	3.64
	Performance Objective Average:	3.39

Additional Comments:

Thank you for your leadership during this time of crisis.

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Appendix C: Annual Objectives	Average
Performance Objective 1	3.38
Performance Objective 2	3.36
Performance Objective 3	3.29
Performance Objective 4	3.59
Performance Objective 5	3.00
Performance Objective 6	3.57
Performance Objective 7	3.29
Performance Objective 8	3.64
AVERAGE:	**3.39**

