

HICKMAN COUNTY BOARD OF EDUCATION
September Work Session---September 21, 2020

The Hickman county Board of Education met on September 21, 2020, at 6:00 PM
in Room 203 of the Central Office Building.

Call To Order

Moment of Silence

Pledge of Allegiance

Post-Secondary Report

Request to Honor Bert Mathis

Back to School Update

BEP Resolution

School Nurse Request

Evaluations

School Board Self-Evaluation

Director of Schools Evaluation

Strategic Planning

The Hickman County Board of Education will meet in a working session on Monday, September 21, 2020, at 6:00 p.m. in Room 203 of the Central Office building.

- I. Call to Order--Amy Bryant
- II. Moment of Silence--Amy Bryant
- III. Pledge of Allegiance--Amy Bryant
- IV. Request to Honor Bert Mathis--Clay Chessor
- V. Back to School Update--Michelle Gilbert
 - A. School Funding--BEP Resolution
- VI. School Nurse Request--Michelle Gilbert
- VII. Evaluations
 - A. School Board Self-Evaluation--Amy Bryant
 - B. Director of Schools Evaluation--Amy Bryant
- VIII. Strategic Planning--School Board and Director of Schools

**RESOLUTION OF THE HICKMAN COUNTY BOARD OF EDUCATION
IN SUPPORT OF A BASIC EDUCATION PROGRAM HOLD HARMLESS
LEGISLATION FOR THE 2021-2022 SCHOOL YEAR**

WHEREAS, Coronavirus Disease 2019 (COVID-19) is a global pandemic that can lead to serious illness or death and spreads through close contact among individuals; and

WHEREAS, COVID-19 continues to spread in Tennessee and has impacted school districts across the state; and

WHEREAS, Tennessee schools, in order to comply with Tennessee State Board of Education requirements, will likely have to engage in remote learning, in whole or in part, during the 2020-2021 academic school year due to the continued spread of COVID-19; and

WHEREAS, Tennessee school districts will be implementing different plans for learning from county to county across the state for the 2020-2021, based upon the needs of their students and COVID-19 outbreaks in each county; and

WHEREAS, the Basic Education Program (BEP) is the funding formula through which state education dollars are generated and distributed to Tennessee schools; and

WHEREAS, Student enrollment (average daily membership) is the primary driver of funds generated by the BEP; and there are 47 BEP components, most of which are based on student enrollment; and the funds generated by the BEP are divided into state and local shares for each of the three major categories: instructional, classroom and non-classroom; and

WHEREAS, because of COVID-19, it is likely that many families across the state may remove their students from public schools during the 2020-2021 school year and choose other learning options; and

WHEREAS, Tennessee schools may see a decrease in attendance in the 2020-2021 school year as families take precautions to combat the spread of COVID-19; and

WHEREAS, there is a one-year lag in how enrollment affects BEP funding amounts; and

NOW, THEREFORE, be it resolved unanimously by all of the Board Members on this ___ day of _____, 2020 that the Hickman County Board of Education:

Supports and respectfully requests that BEP funding will not decrease for the 2021-2022 school year. The Hickman County Board of Education requests the BEP allocation amounts provided to districts for the 2021-2022 school year be equal to or greater than the allocations for the 2020-2021 school year. The BEP allocations should not be negatively impacted based on student ADM of the 2020-2021 school year.

Amy Bryant
Board Chair

Tim Hobbs
Board Vice Chair

Ronald Gammons
Board Member

Steve Gianakos
Board Member

Jane Herron
Board Member

Jim Hudgins
Board Member

Vance Willis
Board Member

Discussion Item: Additional School Nurse for 2020-2021

Request: 1 additional LPN to work in the Hickman County School System

Cost: Salary and Benefit Package

Reason: School nurses provide vital care for students each day. Our school system is in need of a substitute nurse that can work and provide students with their medical care in the event a nurse is away from the school building. Due to travel lengths between school zones, it is difficult for nurses to fill in for each other if someone should be absent for more than a day at a time.



Hickman County School Board Self-Evaluation 2020

Questions

Responses **7**

7 responses



Not accepting responses



Message for respondents

This form is no longer accepting responses

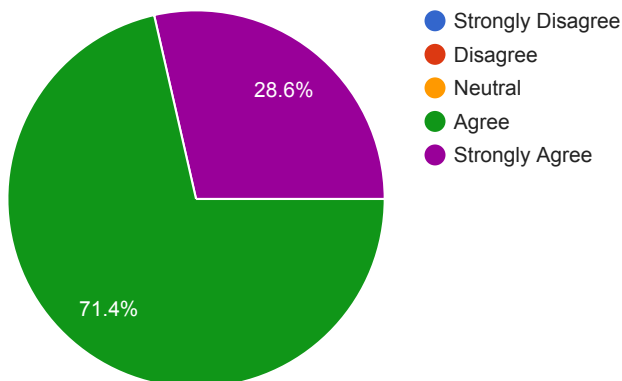
Summary

Question

Individual

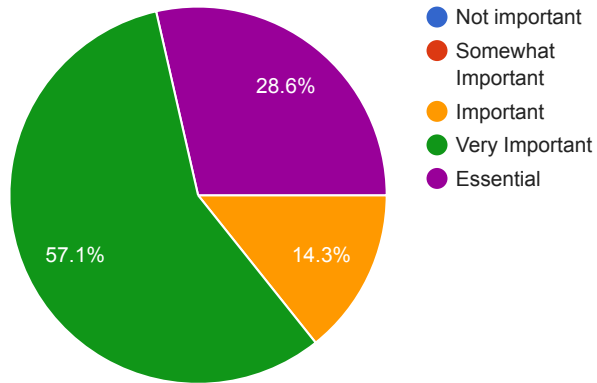
Board Meetings Section -- The board has sufficient time and opportunity to review the agenda and supporting materials before a board meeting

7 responses



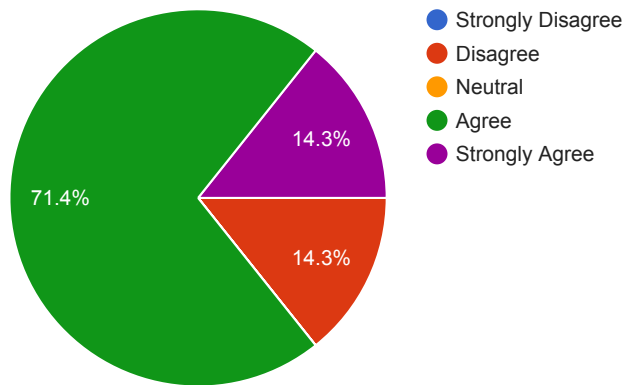
How important is this to me: "The board has sufficient time and opportunity to review the agenda and supporting materials before a board meeting"?

7 responses



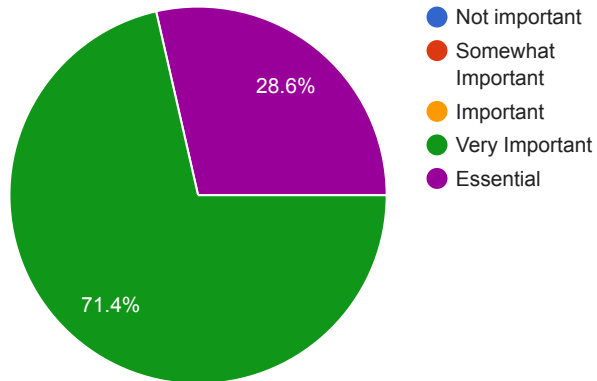
The board encourages participation by each board member.

7 responses



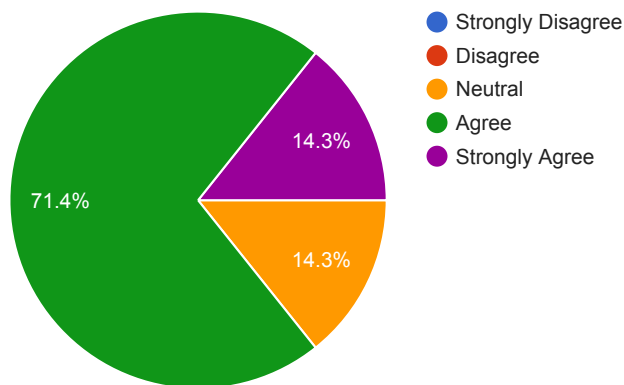
How important is this to me: "The board encourages participation by each board member."?

7 responses



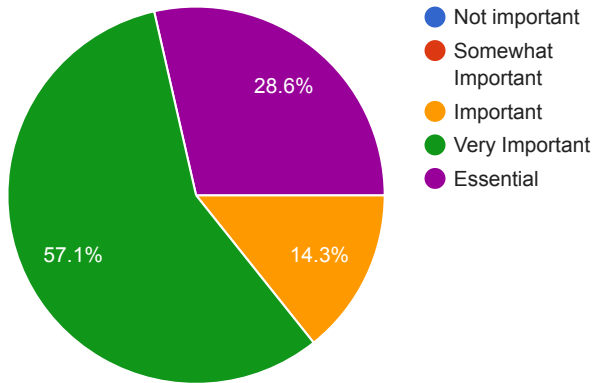
Board members come to meetings prepared to focus on discussion issues and keep comments relevant and brief.

7 responses



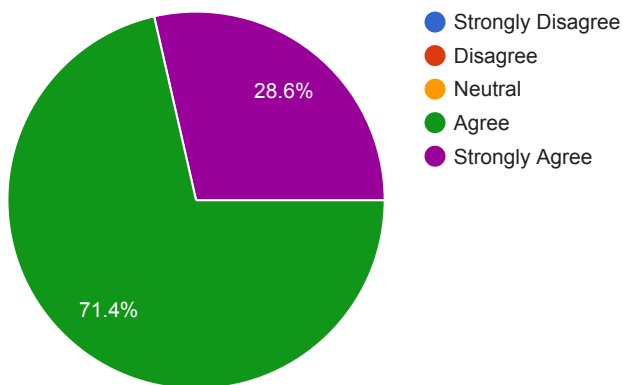
How important is this to me: "Board members come to meetings prepared to focus on discussion issues and keep comments relevant and brief."?

7 responses



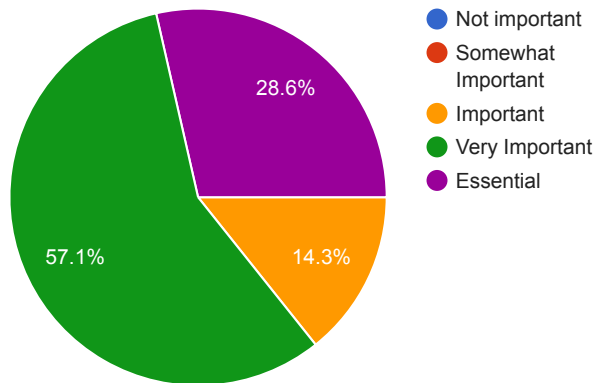
All board members are routinely familiar with the agenda materials and are ready to discuss and decide important items.

7 responses



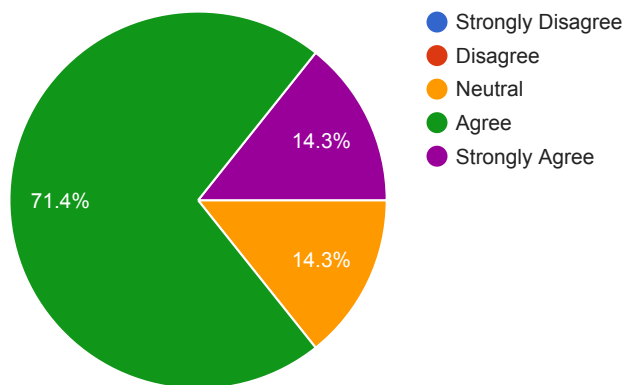
How important is this to me: "All board members are routinely familiar with the agenda materials and are ready to discuss and decide important items."?

7 responses



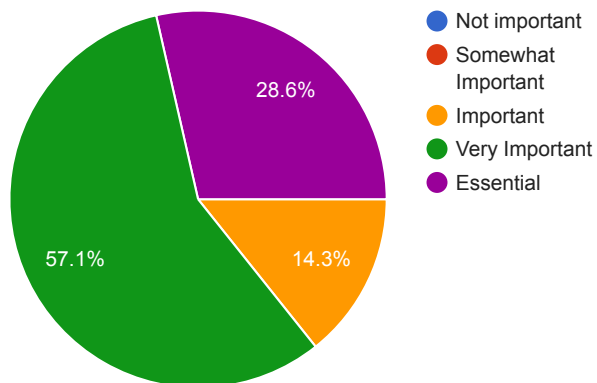
Adequate background information on issues to come before the board is routinely provided in advance of the board meeting.

7 responses



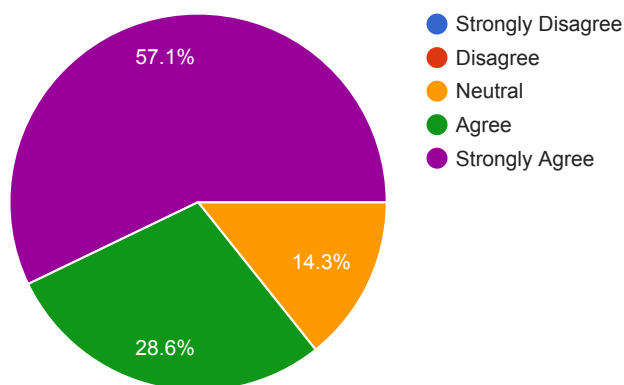
How important is this to me: "Adequate background information on issues to come before the board is routinely provided in advance of the board meeting."?

7 responses



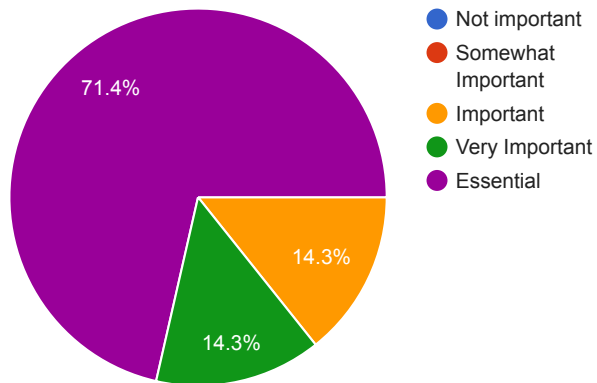
The board weighs all decisions in terms of what is best for the students of the school system.

7 responses



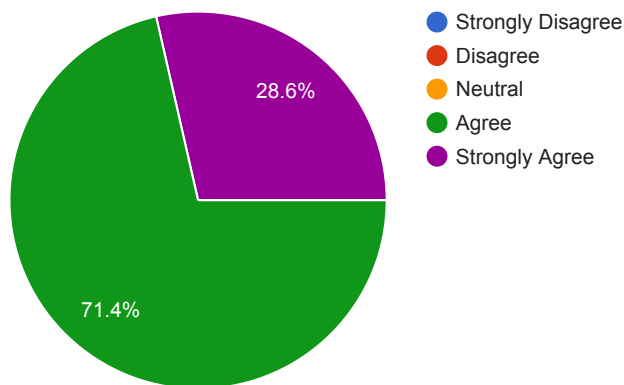
How important is this to me: "The board weighs all decisions in terms of what is best for the students of the school system."?

7 responses



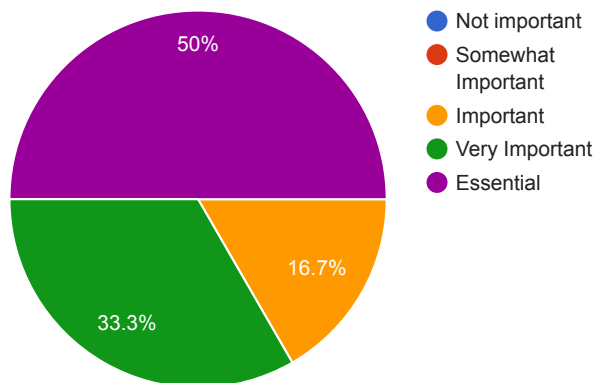
Team Building Section -- The board is able to disagree on matters and still maintain an attitude of mutual respect and trust.

7 responses



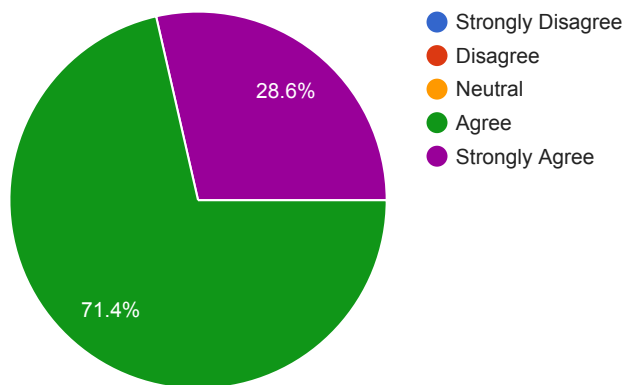
How important is this to me: "The board is able to disagree on matters and still maintain an attitude of mutual respect and trust."?

6 responses



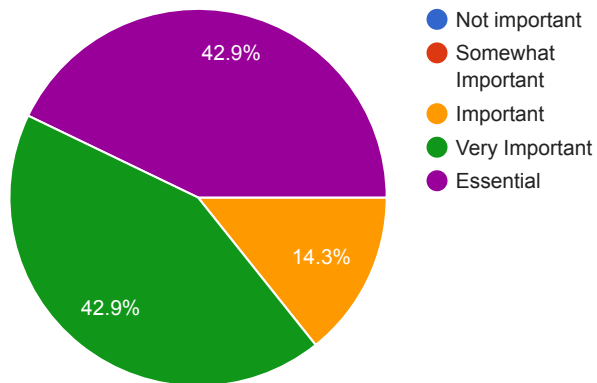
The board is open and honest with each other, as well as administrators, and is able to maintain an attitude of mutual trust and respect.

7 responses



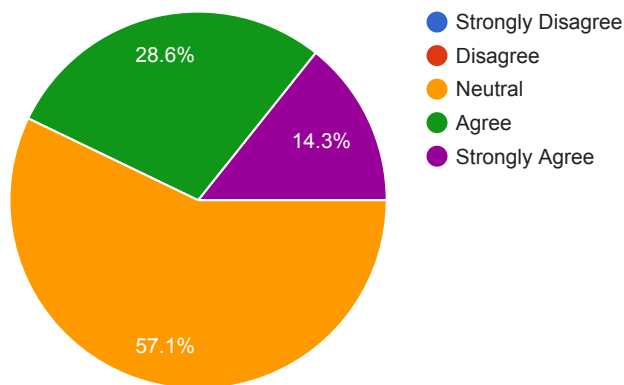
How important is this to me: "The board is open and honest with each other, as well as administrators, and is able to maintain an attitude of mutual trust and respect."?

7 responses



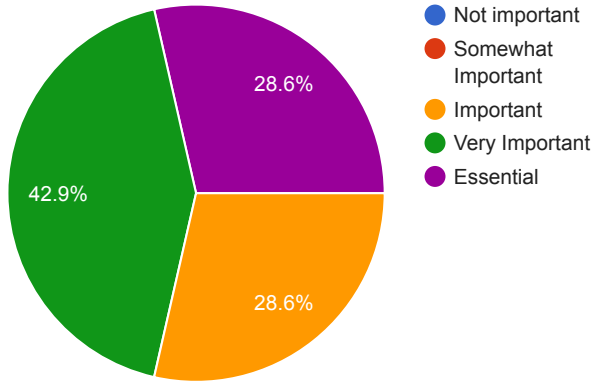
The district has a planned program to orient newly-elected board members.

7 responses



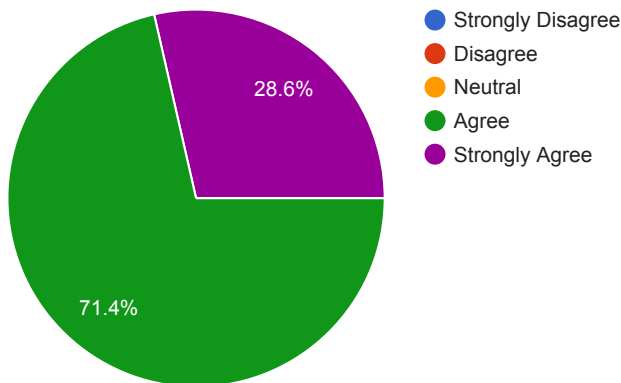
How important is this to me: "The district has a planned program to orient newly-elected board members."?

7 responses



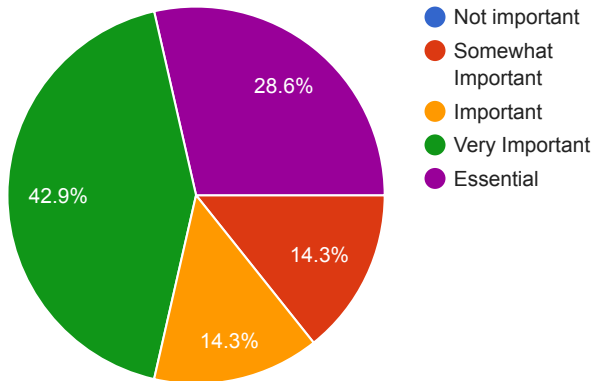
Once a decision has been made, all members respect the decision and the board speaks with one voice.

7 responses



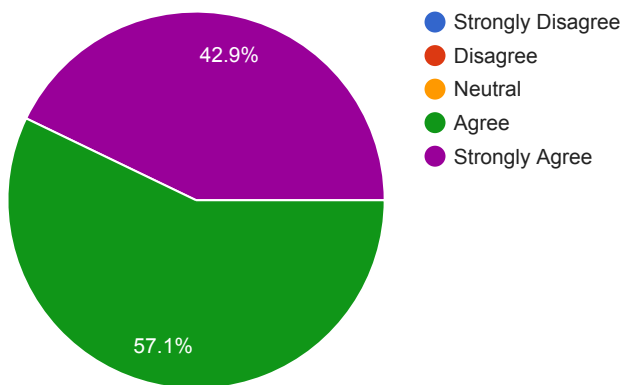
How important is this to me: "Once a decision has been made, all members respect the decision and the board speaks with one voice."?

7 responses



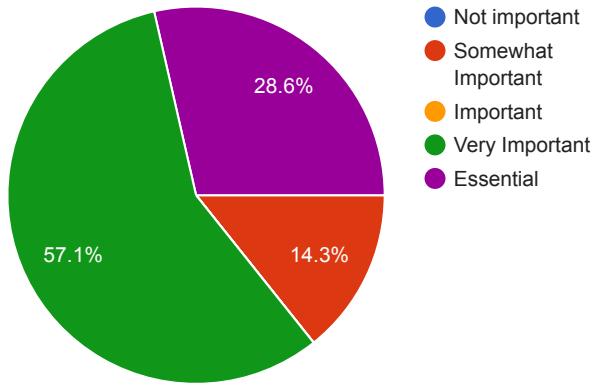
Board members do not attempt to individually speak on behalf of the board or commit the board.

7 responses



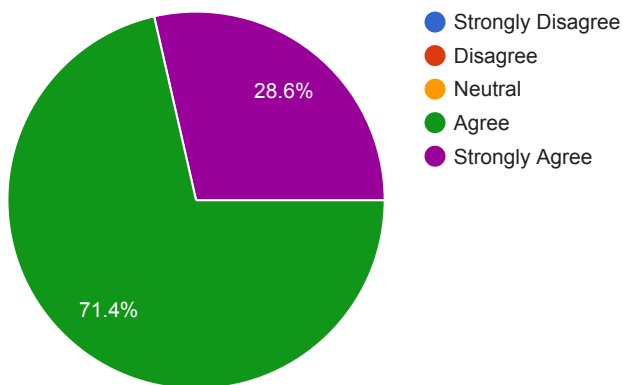
How important is this to me: "Board members do not attempt to individually speak on behalf of the board or commit the board."?

7 responses



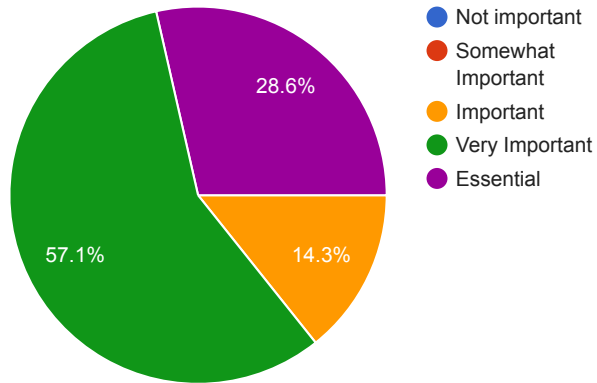
Board/Director of Schools/Staff Relations -- The board and the Director of Schools trust and respect one another.

7 responses



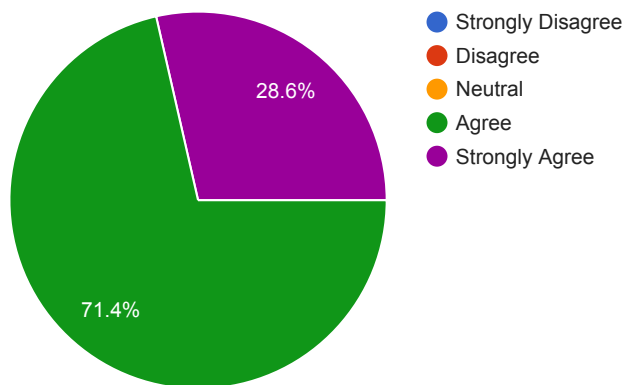
How important is this to me: "The board and the Director of Schools trust and respect one another."?

7 responses



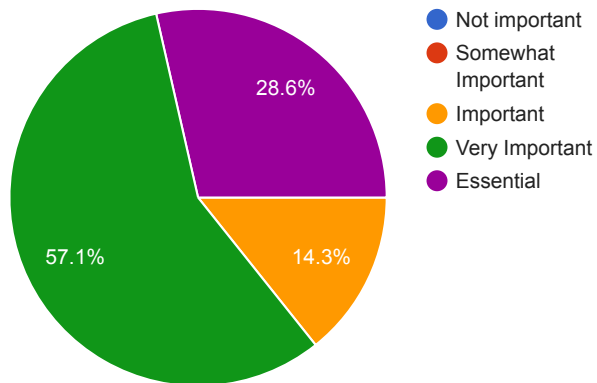
Each member of the board understands and respects the distinction between the board's responsibilities and the director of schools's duties.

7 responses



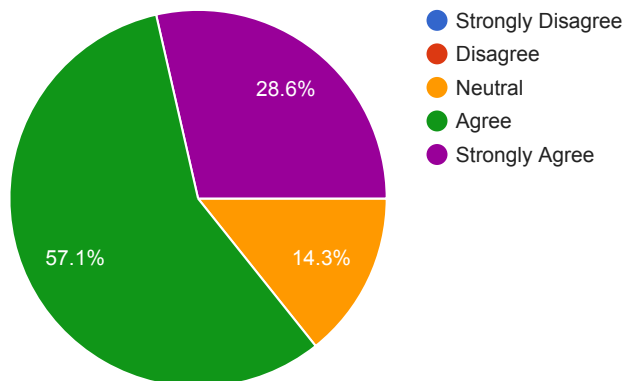
How important is this to me: "Each member of the board understands and respects the distinction between the board's responsibilities and the director of schools's duties."?

7 responses



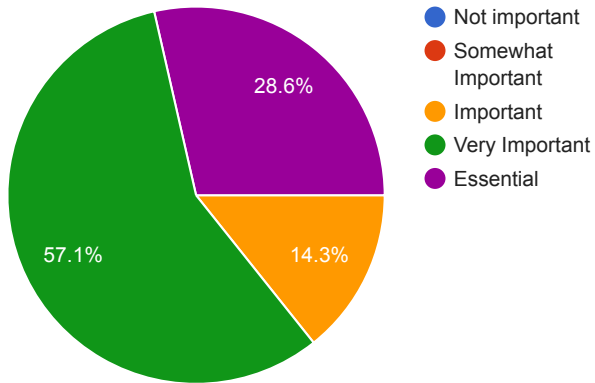
Our board and director of schools agree on how complaints or concerns to board members should be handled.

7 responses



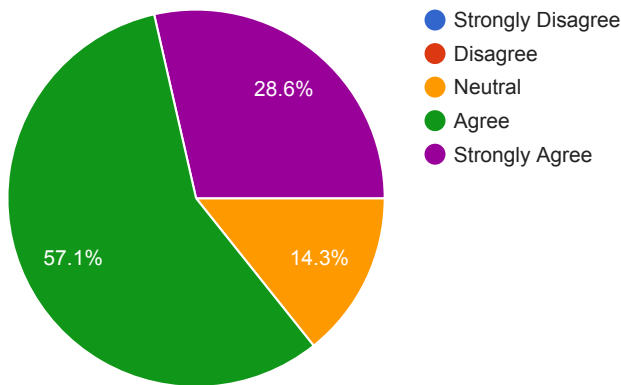
How important is this to me: "Our board and director of schools agree on how complaints or concerns to board members should be handled."?

7 responses



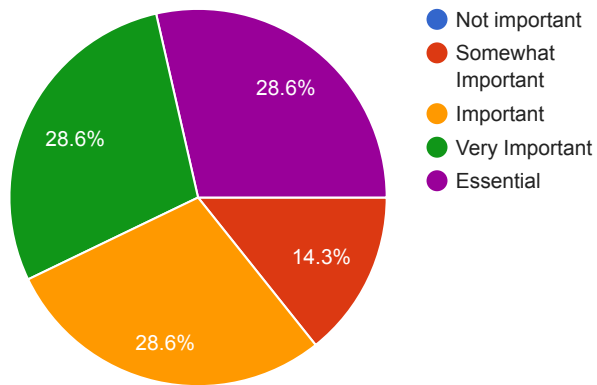
Board members work to avoid surprises by sharing concerns or questions with the superintendent in advance of the board meeting.

7 responses



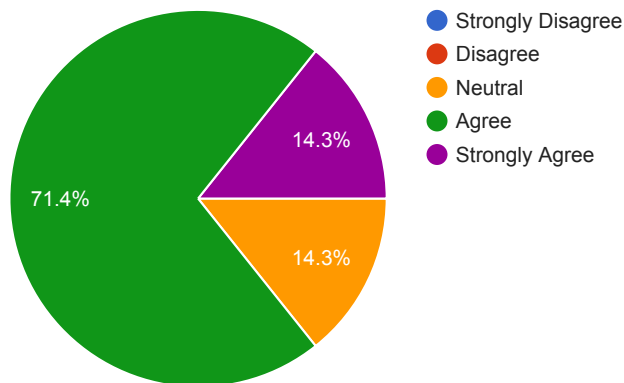
How important is this to me: "Board members work to avoid surprises by sharing concerns or questions with the superintendent in advance of the board meeting."?

7 responses



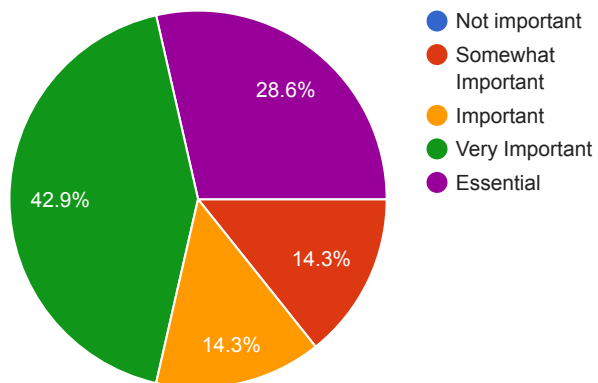
The Director of Schools is given direction by the board as a whole rather than by individual members.

7 responses



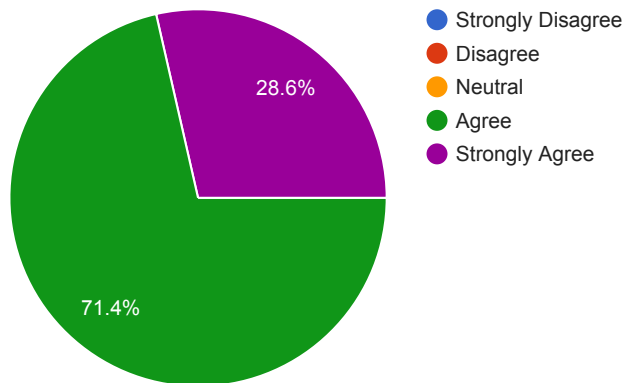
How important is this to me: "The Director of Schools is given direction by the board as a whole rather than by individual members."?

7 responses



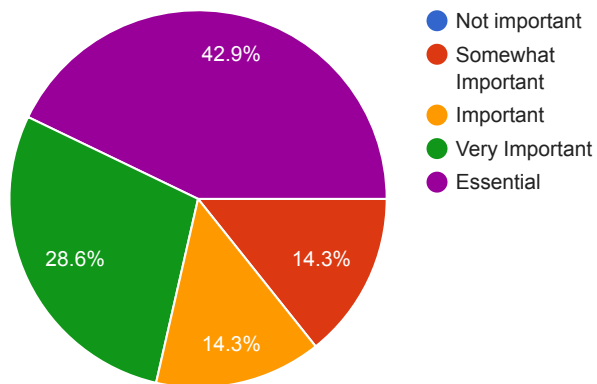
The board recognizes staff accomplishments.

7 responses



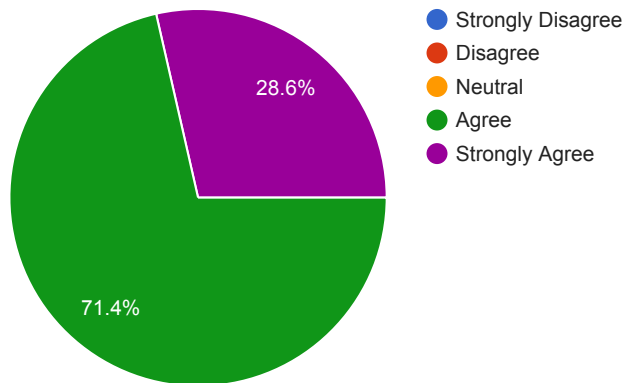
How important is this to me: "The board recognizes staff accomplishments."?

7 responses



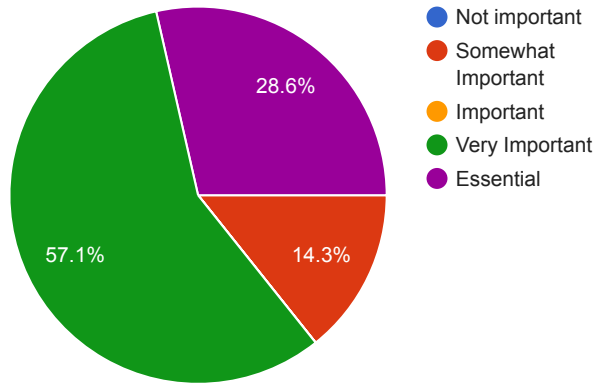
Individual board members avoid making excessive personal requests from staff.

7 responses



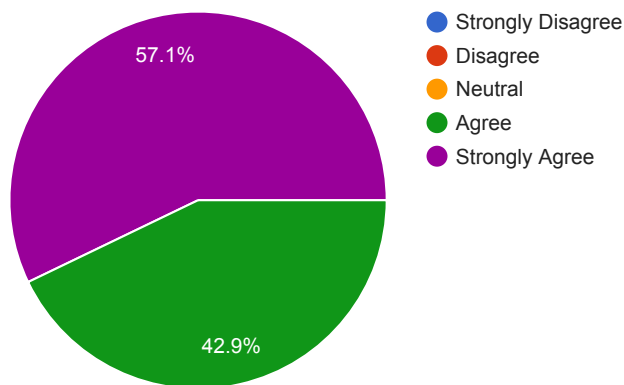
How important is this to me: "Individual board members avoid making excessive personal requests from staff."?

7 responses



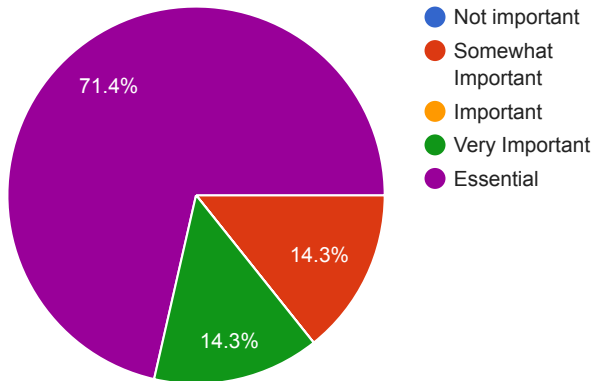
Board members are respectful to other board members, administrators, staff, and visitors.

7 responses



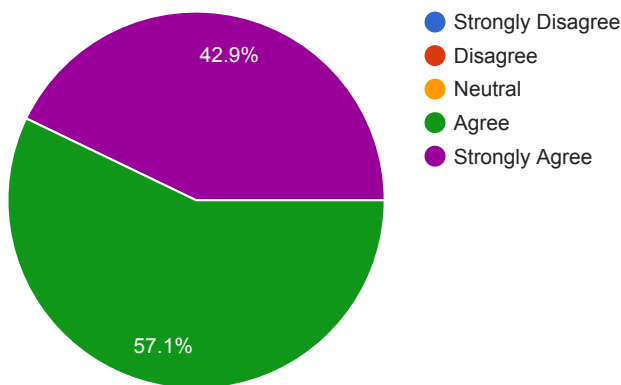
How important is this to me: "Board members are respectful to other board members, administrators, staff, and visitors."?

7 responses



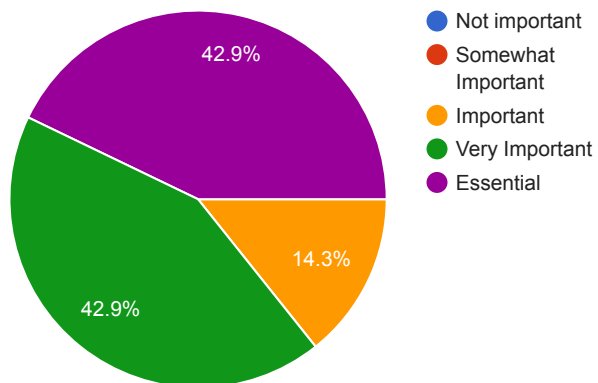
Board members direct complaints and requests to the Director of Schools rather than attempting to solve them directly.

7 responses



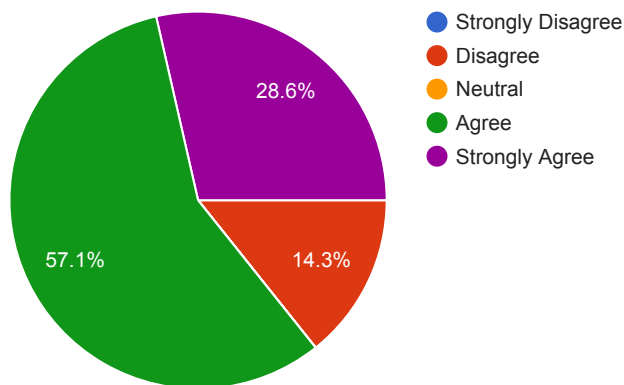
How important is this to me: "Board members direct complaints and requests to the Director of Schools rather than attempting to solve them directly."?

7 responses



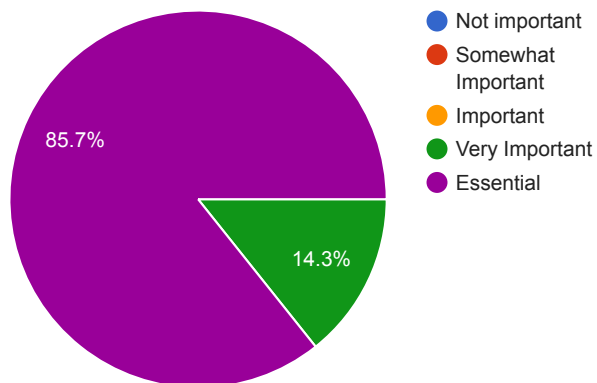
The board ensures that an effective evaluation system is in place for the director of schools and all employees.

7 responses



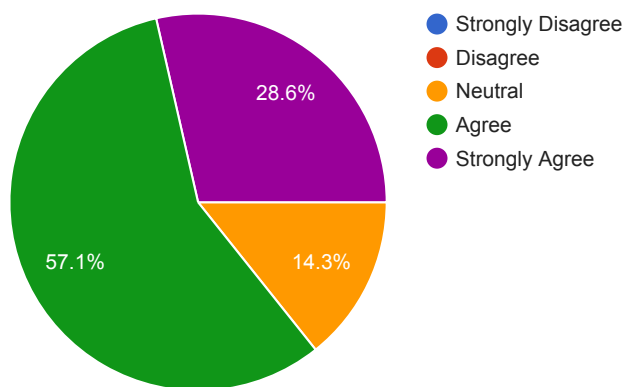
How important is this to me: "The board ensures that an effective evaluation system is in place for the director of schools and all employees."?

7 responses



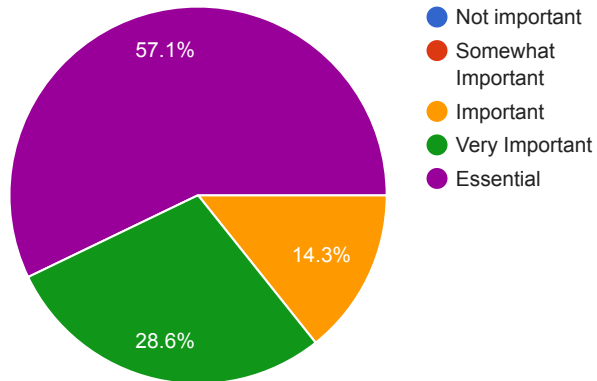
Vision/Planning -- A vision/mission statement for the district exists and is periodically reviewed by the board and widely disseminated in the district.

7 responses



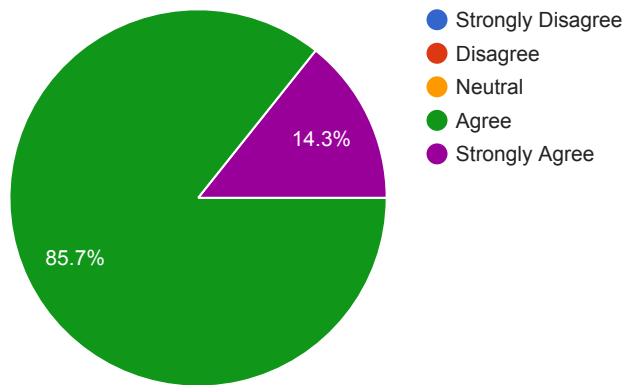
How important is this to me: "A vision/mission statement for the district exists and is periodically reviewed by the board and widely disseminated in the district."?

7 responses



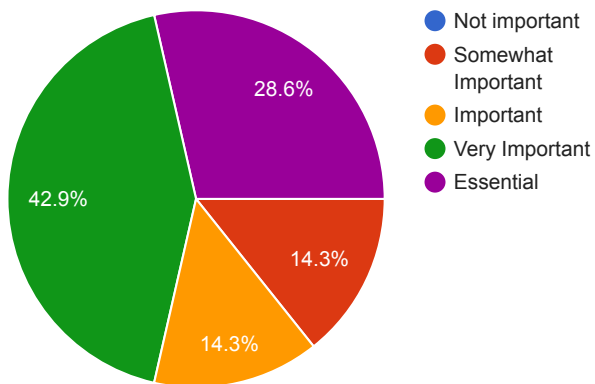
The vision reflects community priorities.

7 responses



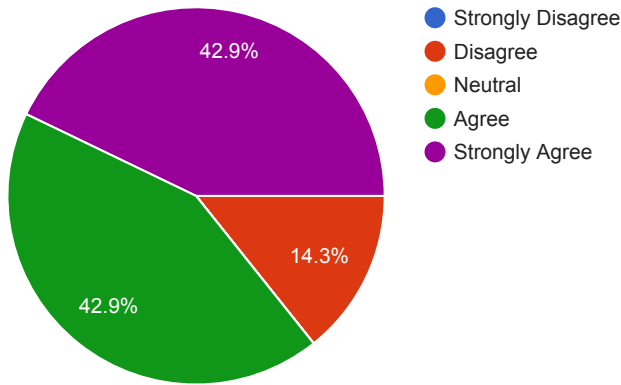
How important is this to me: "The vision reflects community priorities."?

7 responses



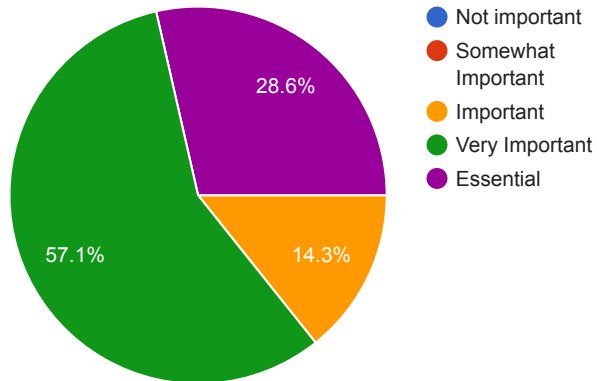
Discussion of major items before the board routinely includes consideration of their impact on meeting district goals.

7 responses



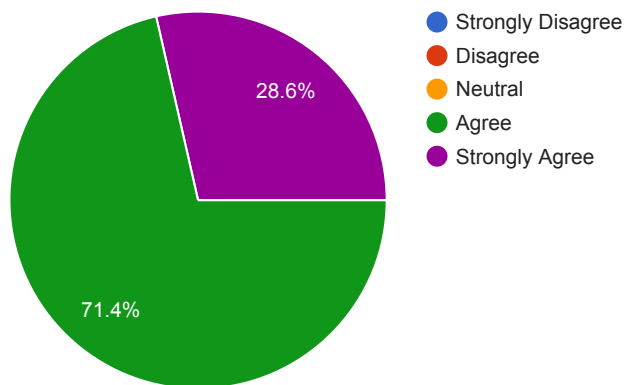
How important is this to me: "Discussion of major items before the board routinely includes consideration of their impact on meeting district goals."?

7 responses



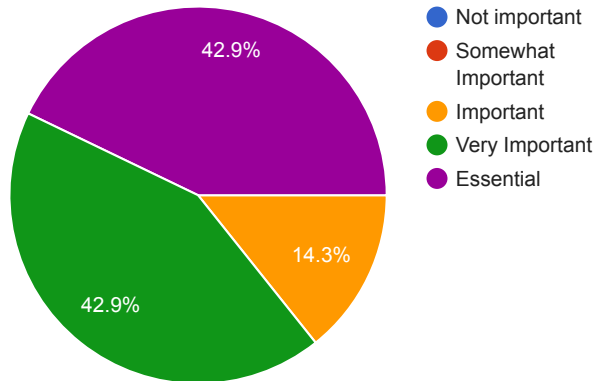
The Director's evaluation considers how well the director has addressed the district goals.

7 responses



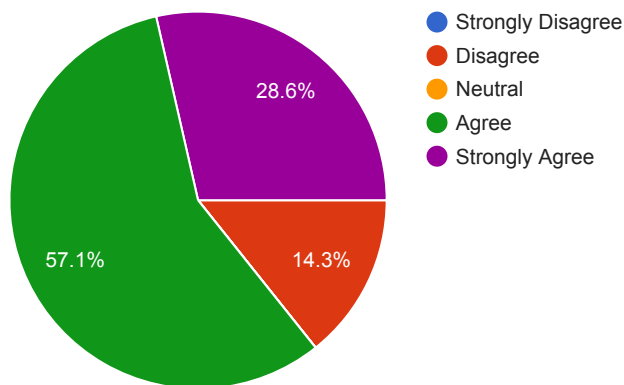
How important is this to me: "The Director's evaluation considers how well the director has addressed the district goals."?

7 responses



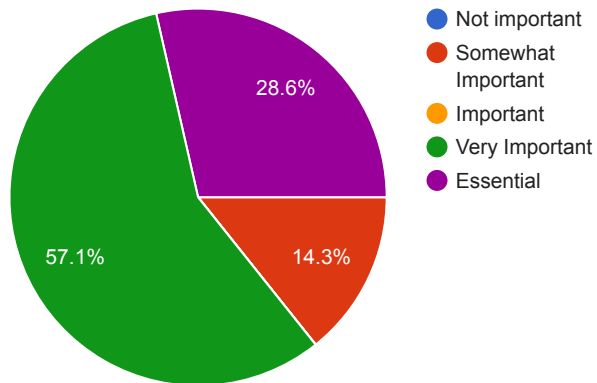
The board emphasizes setting and monitoring district goals, instead of how staff should achieve these goals.

7 responses



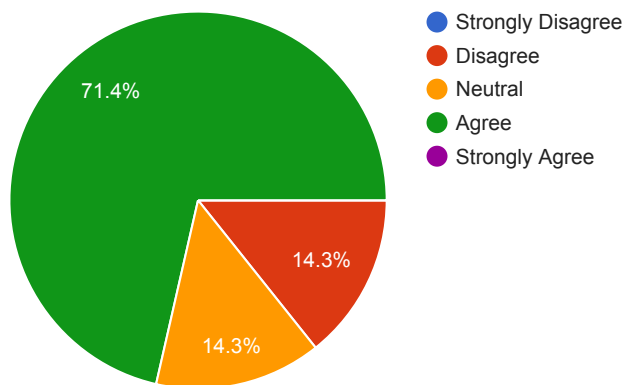
How important is this to me: "The board emphasizes setting and monitoring district goals, instead of how staff should achieve these goals."?

7 responses



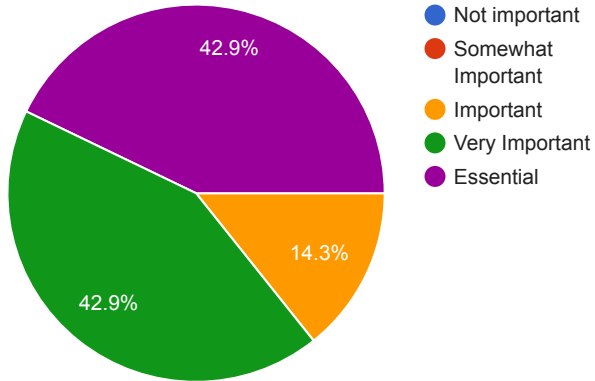
The board does not get bogged down discussing operation details of the district or schools.

7 responses



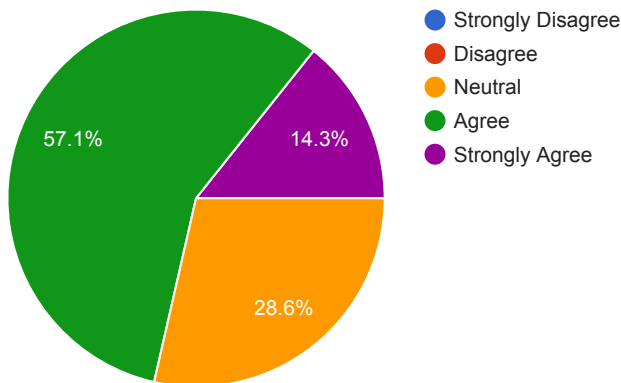
How important is this to me: "The board does not get bogged down discussing operation details of the district or schools."?

7 responses



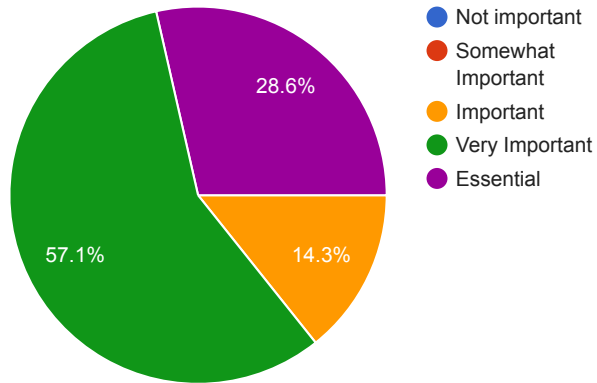
The board regularly solicits input from the community when establishing the future vision of the district.

7 responses



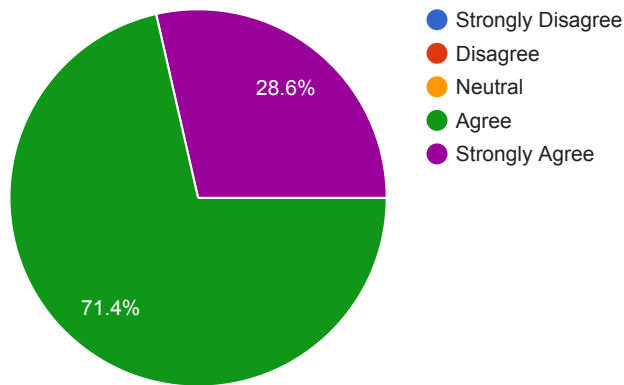
How important is this to me: "The board regularly solicits input from the community when establishing the future vision of the district."?

7 responses



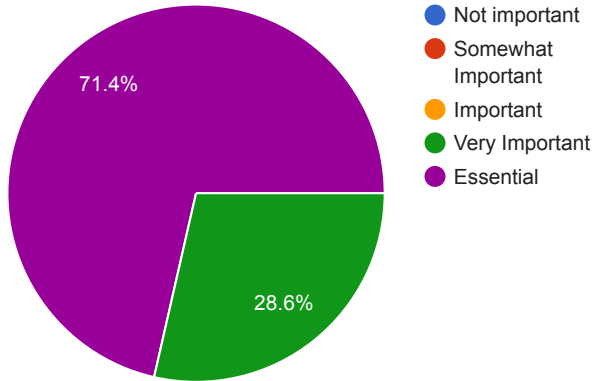
Our board sets policies needed for the operation of the school district.

7 responses



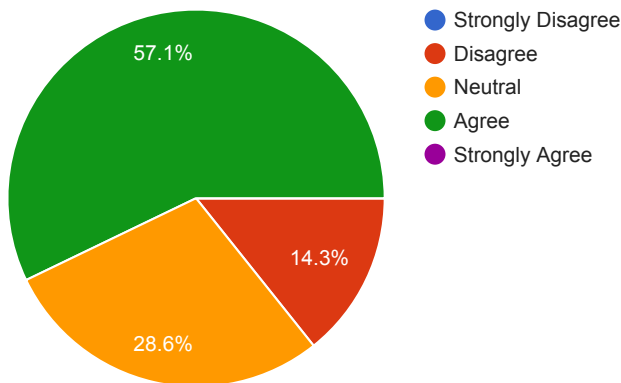
How important is this to me: "Our board sets policies needed for the operation of the school district."?

7 responses



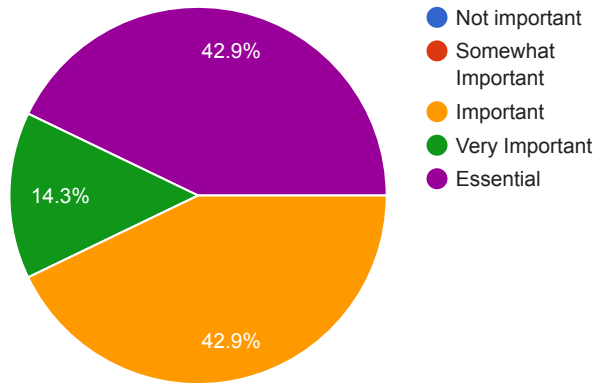
Before adopting a policy which affects them, our board actively seeks the input of employees, students and community members.

7 responses



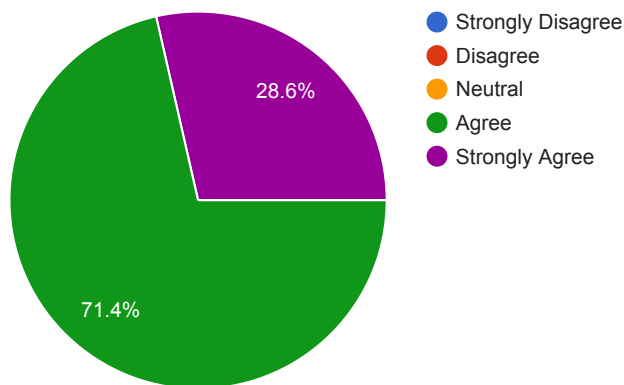
How important is this to me: "Before adopting a policy which affects them, our board actively seeks the input of employees, students and community members."?

7 responses



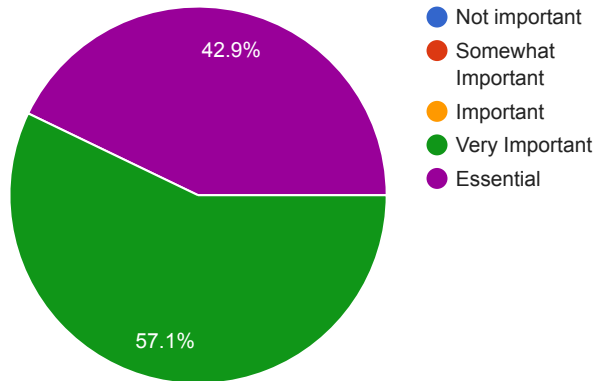
Board policies are administered consistent with the intent of the policy.

7 responses



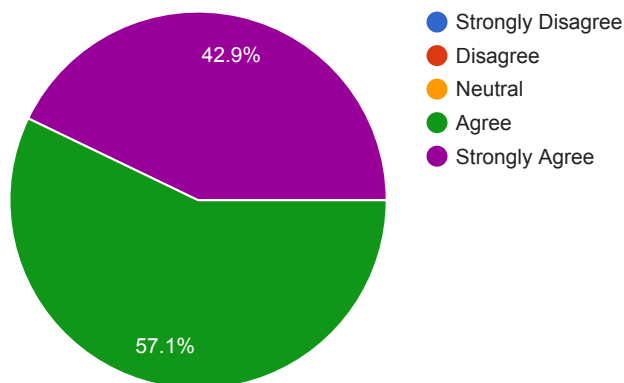
How important is this to me: "Board policies are administered consistent with the intent of the policy."?

7 responses



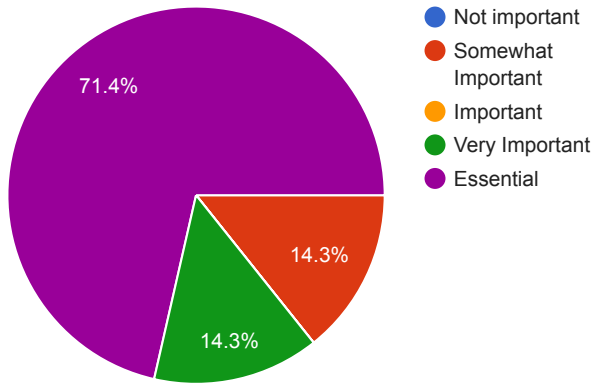
The board has developed an ongoing system to review and update all policies annually.

7 responses



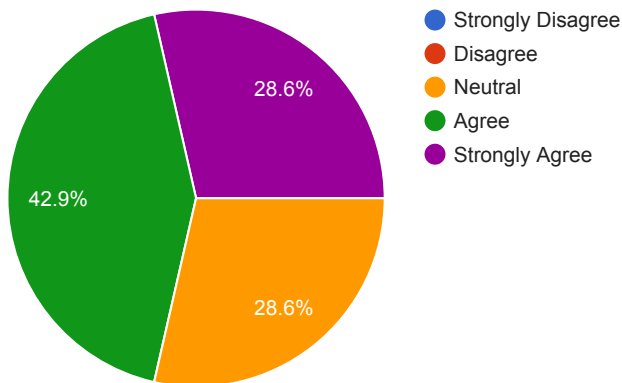
How important is this to me: "The board has developed an ongoing system to review and update all policies annually."?

7 responses



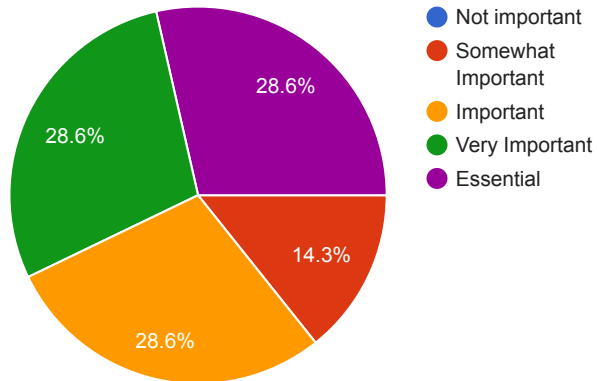
Student Achievement -- The board holds itself ultimately responsible for high achievement by all students.

7 responses



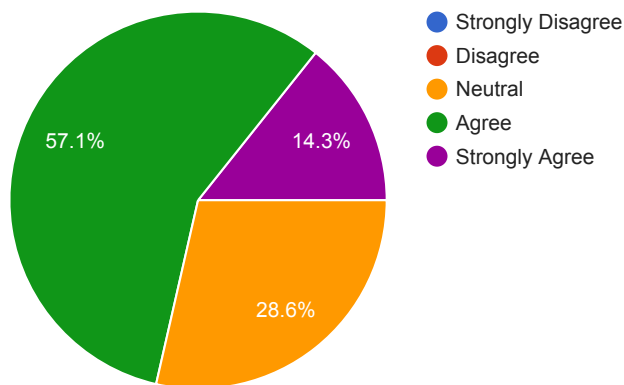
How important is this to me: "The board holds itself ultimately responsible for high achievement by all students."?

7 responses



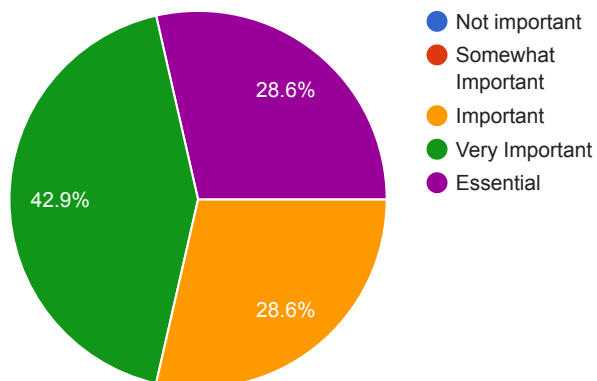
The board regularly examines data to determine where achievement gaps exist and how much progress is being made to reduce those gaps.

7 responses



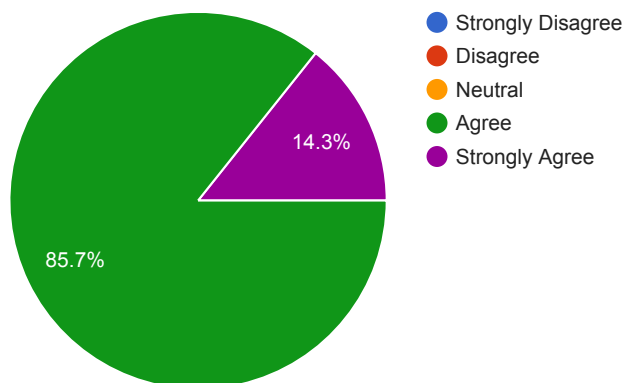
How important is this to me: "The board regularly examines data to determine where achievement gaps exist and how much progress is being made to reduce those gaps."?

7 responses



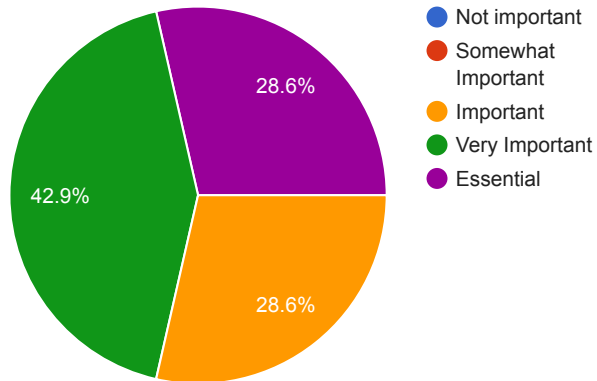
The board provides a quality educational program imposing high individual academic standards for each student.

7 responses



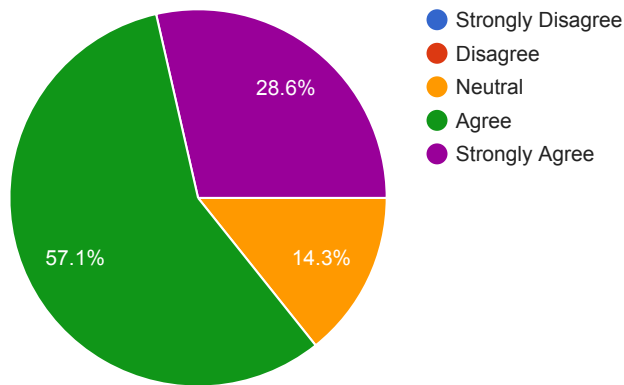
How important is this to me: "The board provides a quality educational program imposing high individual academic standards for each student."?

7 responses



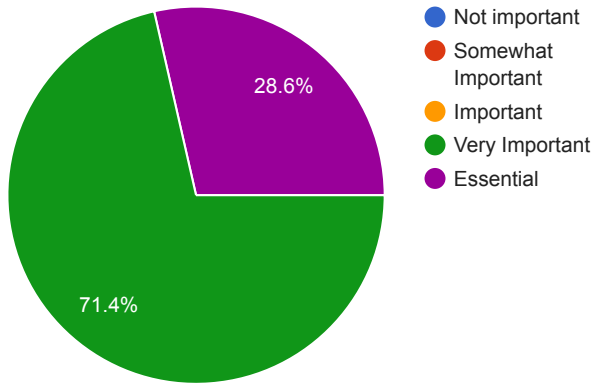
Student academic performance is regularly presented to the board.

7 responses



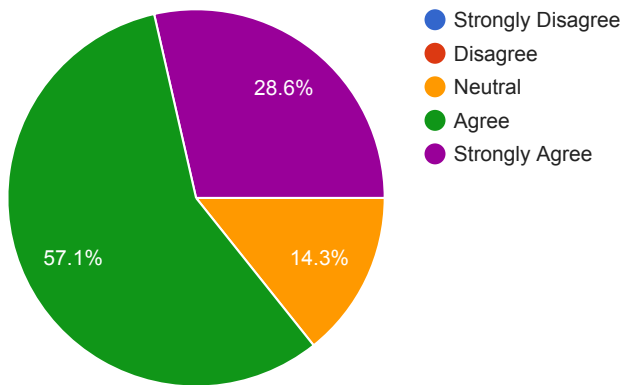
How important is this to me: "Student academic performance is regularly presented to the board."?

7 responses



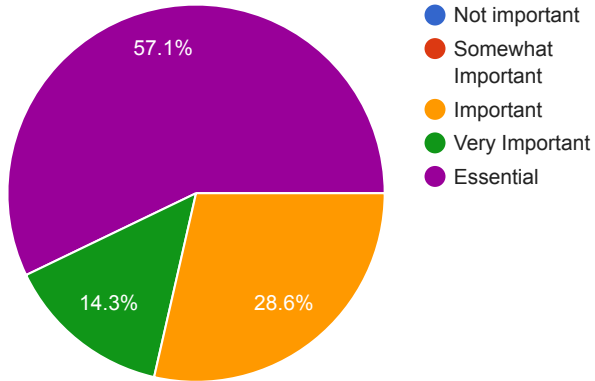
The board regularly recognizes student accomplishments at board meetings.

7 responses



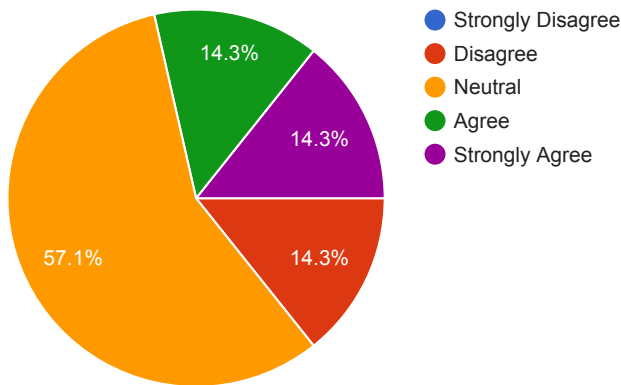
How important is this to me: "The board regularly recognizes student accomplishments at board meetings."?

7 responses



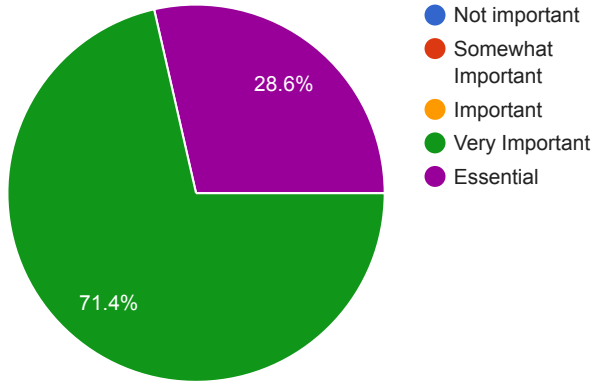
Community Relations -- The board provides for involvement of the public in the operating of our schools.

7 responses



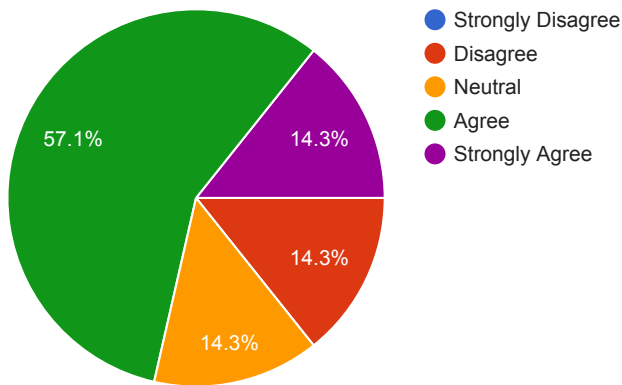
How important is this to me: "The board provides for involvement of the public in the operating of our schools."?

7 responses



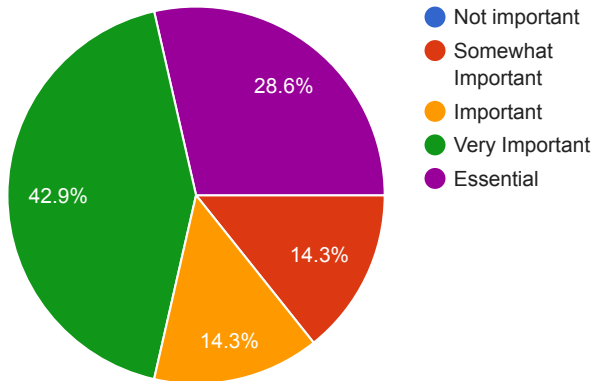
Our board actively promotes the school district to the public.

7 responses



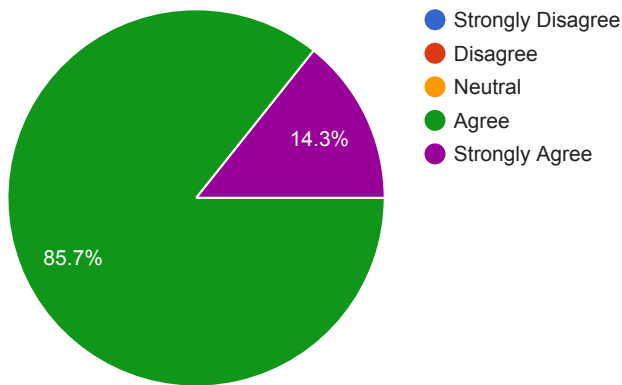
How important is this to me: "Our board actively promotes the school district to the public."?

7 responses



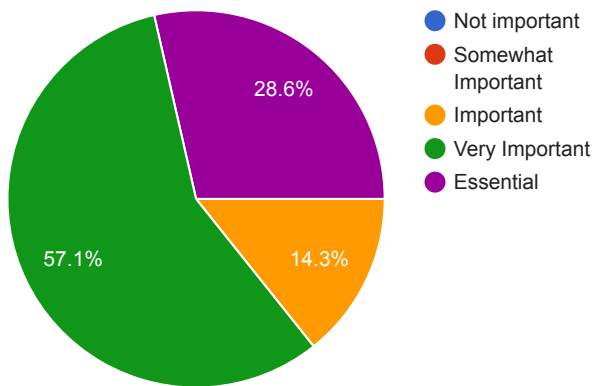
Our board is accountable to the community.

7 responses



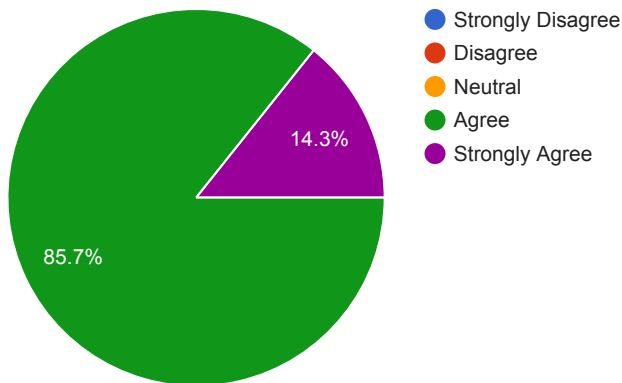
How important is this to me: "Our board is accountable to the community."?

7 responses



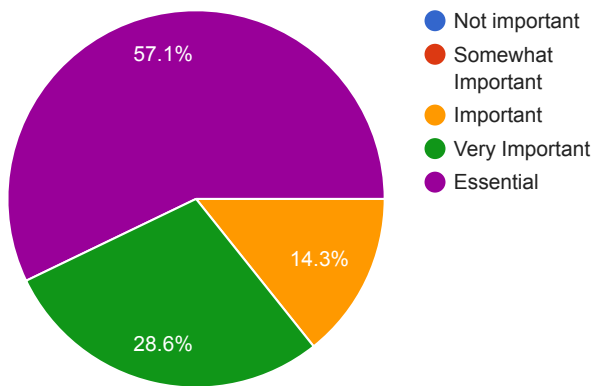
Our school board is respected by the community.

7 responses



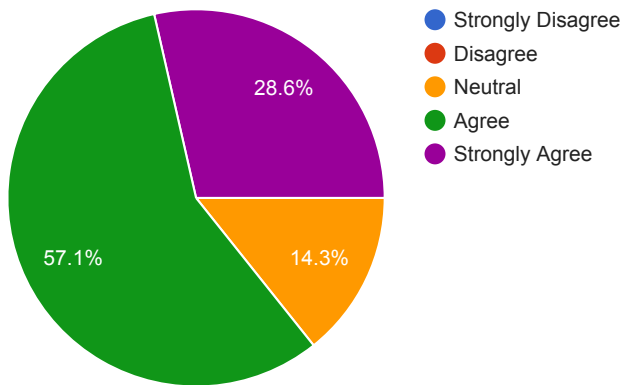
How important is this to me: "Our school board is respected by the community."?

7 responses



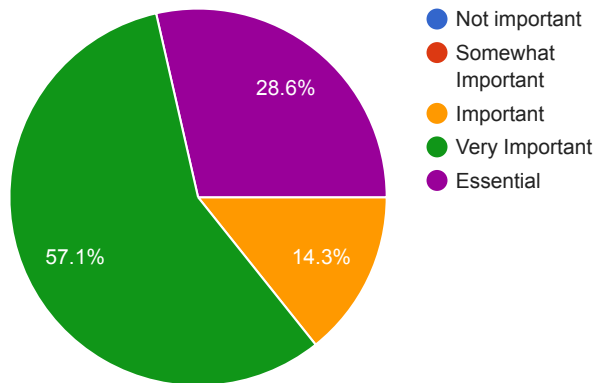
The board refrains from committing to a position on an issue before all relevant facts are present.

7 responses



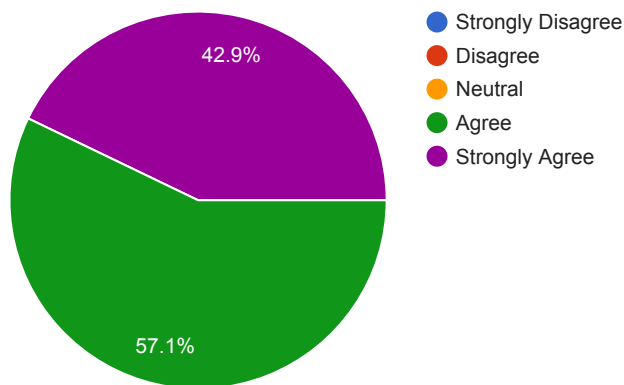
How important is this to me: "The board refrains from committing to a position on an issue before all relevant facts are present."?

7 responses



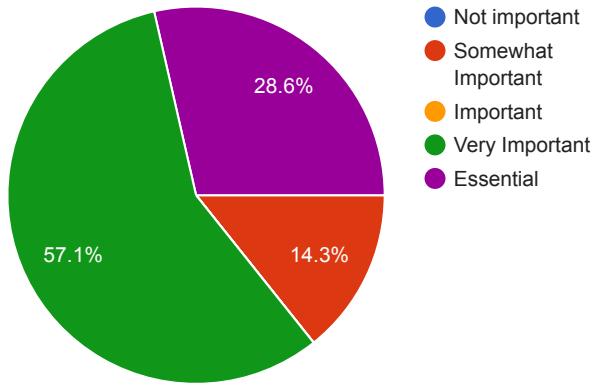
Members of the board refrain from speaking for the board on issues on which the board has no official position.

7 responses



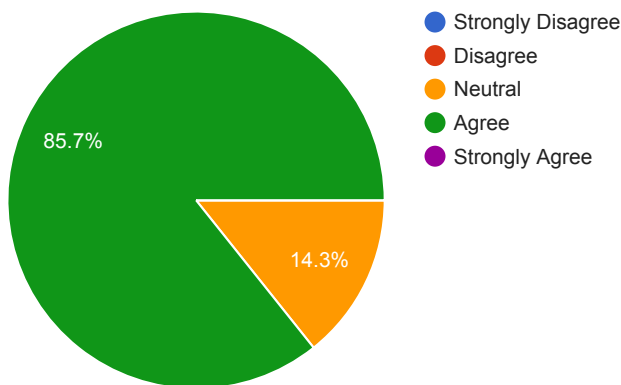
How important is this to me: "Members of the board refrain from speaking for the board on issues on which the board has no official position."?

7 responses



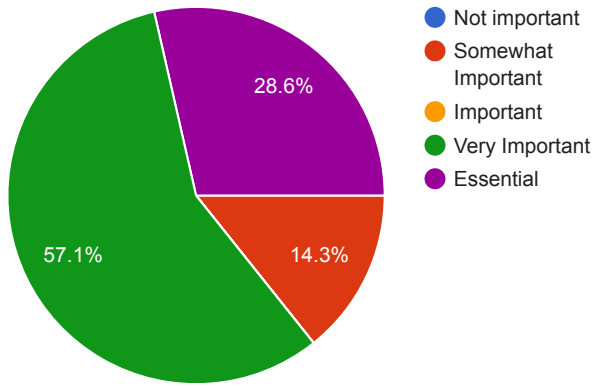
Advocacy - Our board takes the initiative to establish and maintain positive personal relationships with other locally-elected officials/funding body.

7 responses



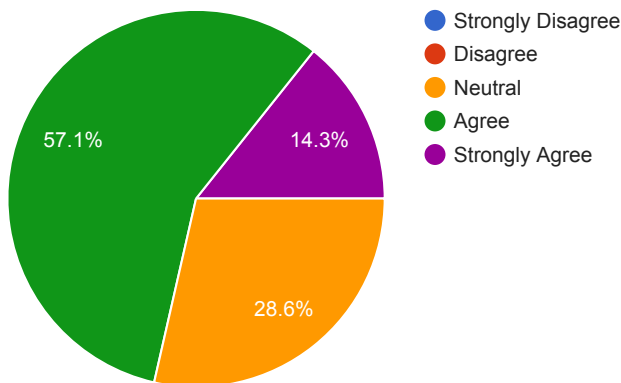
How important is this to me: "Our board takes the initiative to establish and maintain positive personal relationships with other locally-elected officials/funding body."?

7 responses



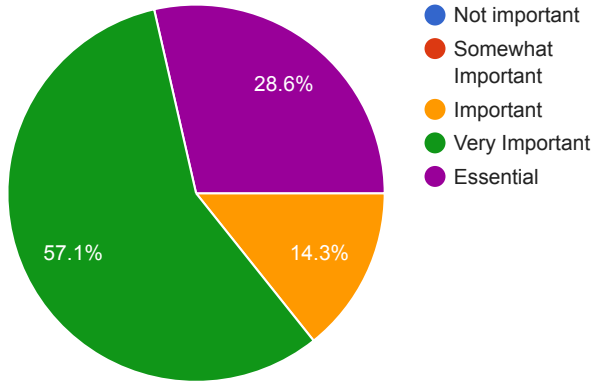
Our board strives to keep local officials up-to-date on board activities and school district needs.

7 responses



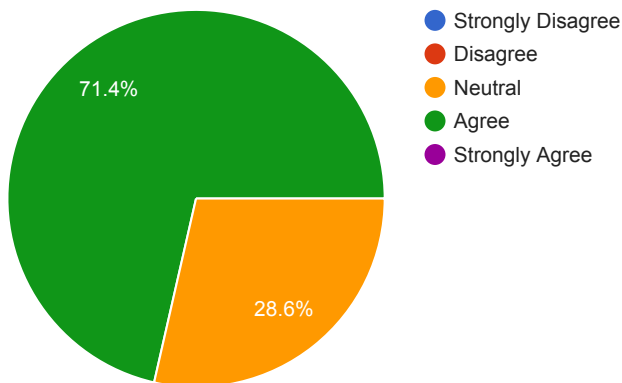
How important is this to me: "Our board strives to keep local officials up-to-date on board activities and school district needs."?

7 responses



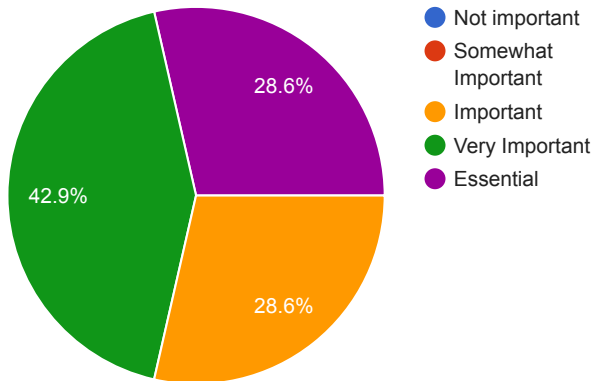
Our board understands the need to influence statewide legislation and works diligently to develop a positive relationship with local members of the General Assembly.

7 responses



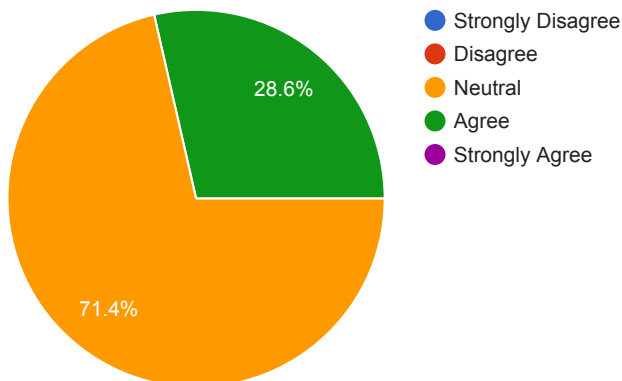
How important is this to me: "Our board understands the need to influence statewide legislation and works diligently to develop a positive relationship with local members of the General Assembly."?

7 responses



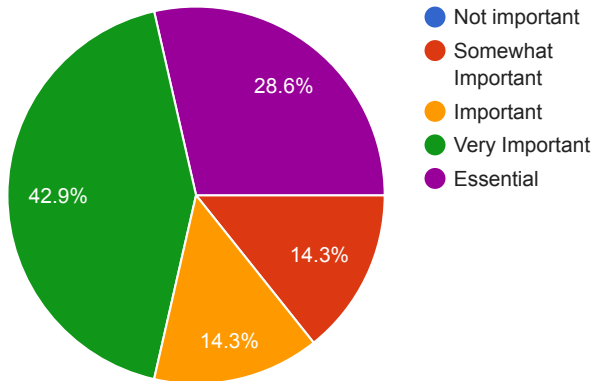
Our board, collectively and individually, regularly contacts legislators regarding their position on important legislation.

7 responses



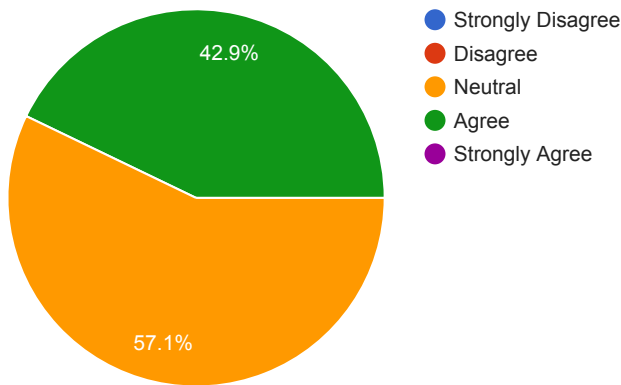
How important is this to me: "Our board, collectively and individually, regularly contacts legislators regarding their position on important legislation."?

7 responses



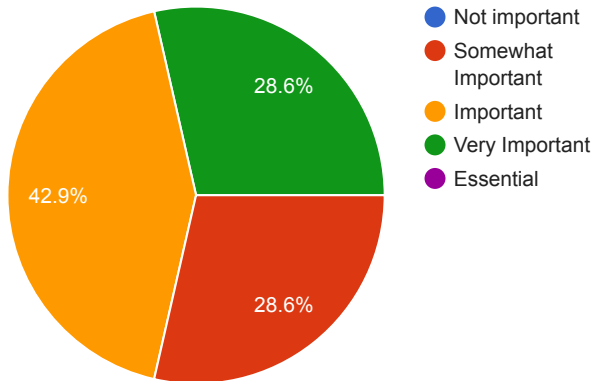
Our board is represented at TSBA's Day on the Hill meeting.

7 responses



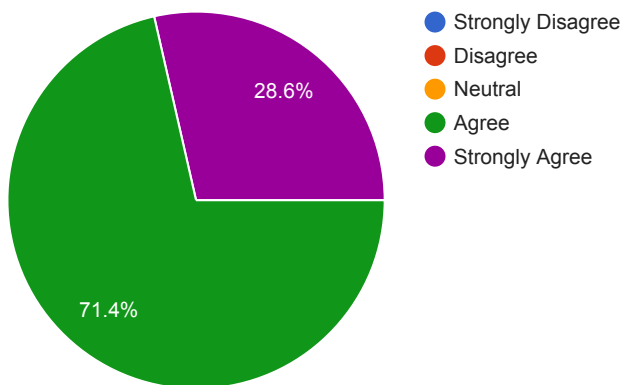
How important is this to me: "Our board is represented at TSBA's Day on the Hill meeting."?

7 responses



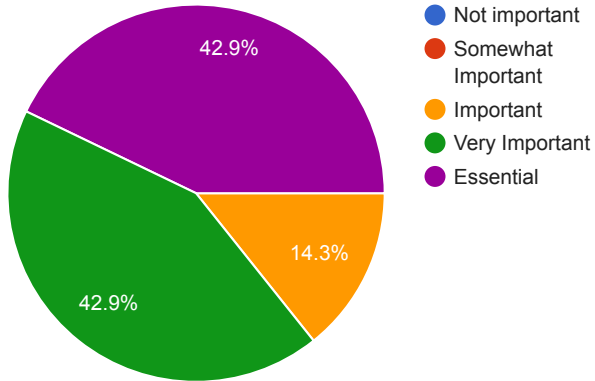
Budget/Finance -- The board understands the basic principles of school finance, including state, federal and local sources of revenue.

7 responses



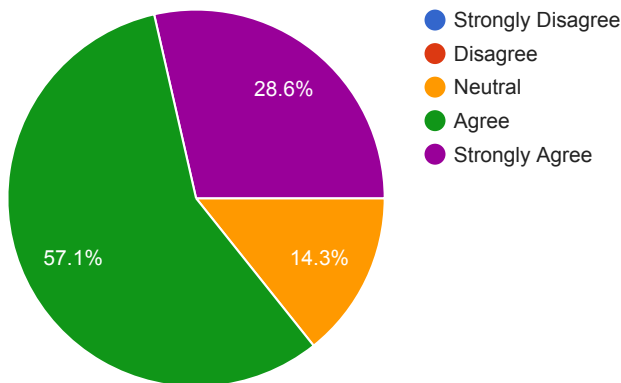
How important is this to me: "The board understands the basic principles of school finance, including state, federal and local sources of revenue."?

7 responses



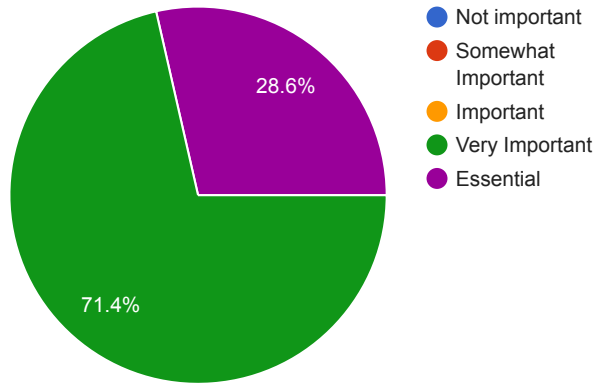
The budget reflects the strategic plan and supports the district's goals and objectives for student achievement and citizenship.

7 responses



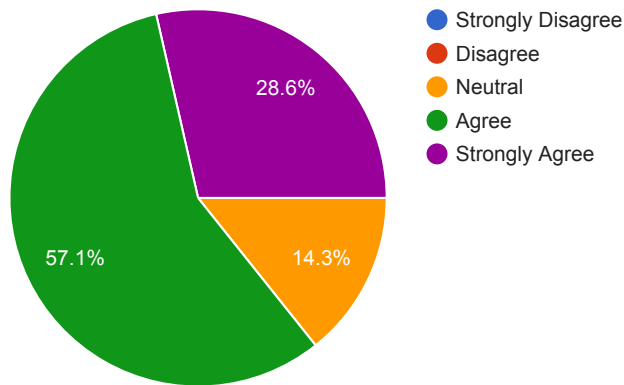
How important is this to me: "The budget reflects the strategic plan and supports the district's goals and objectives for student achievement and citizenship."?

7 responses



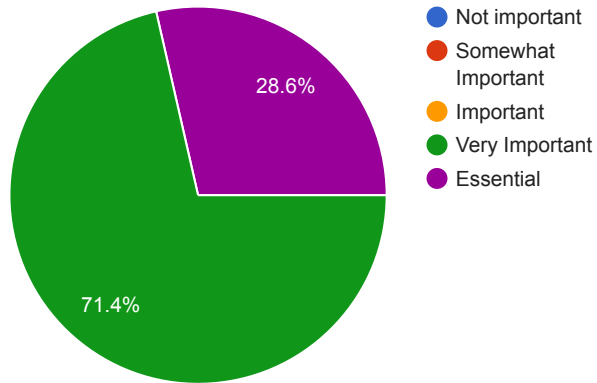
The budget reflects the district's vision and mission.

7 responses



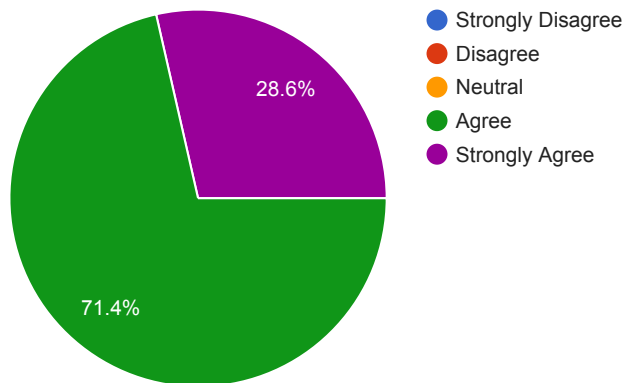
How important is this to me: "The budget reflects the district's vision and mission."?

7 responses



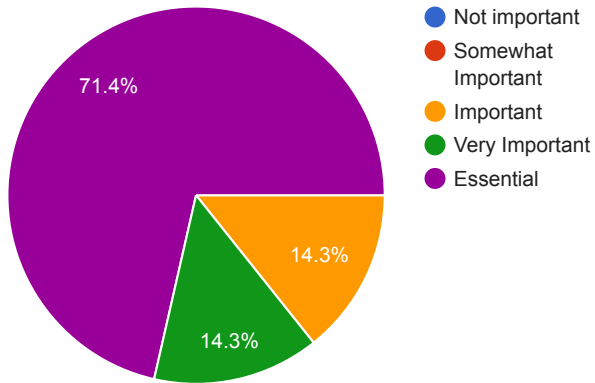
The board requires proper accountability for the expenditure of school district funds.

7 responses



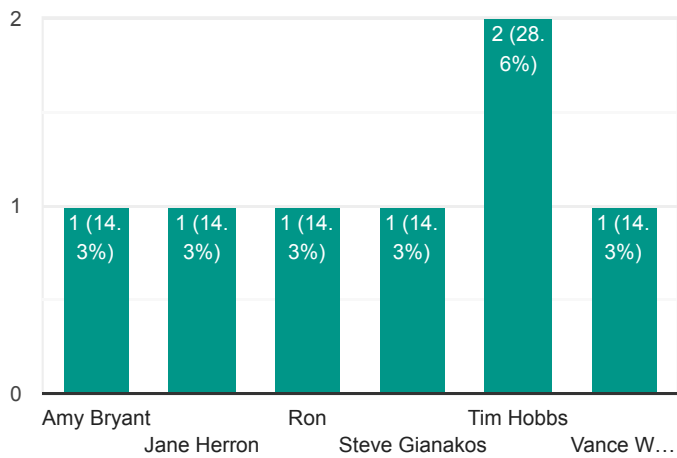
How important is this to me: "The board requires proper accountability for the expenditure of school district funds."?

7 responses



Please enter your name below.

7 responses





Hickman County Director of Schools Evaluation Results

**Amy Bryant, Chairman
Ron Gammons
Steve Gianakos
Jane Herron
Tim Hobbs
Jim Hudgins
Vance Willis**

June 2020

2020 Hickman County Director of Schools Evaluation Results

Overall Evaluation Score	Average
Goals (1.1-9.7)	3.59
Performance Objectives (1.1-8.3)	3.41
Administrator Survey	4.47
Total Evaluation Score (Goal Average/Objectives Average/Administrator Survey)	3.824

Overall Evaluation Score	
Performance Goal	Average
Board Relationships: Goal 1	3.80
Community Relationships: Goal 2	3.81
Staff and Personnel Relationships: Goal 3	3.49
Facilities and Finance & HR: Goal 4	3.62
Vision: Goal 5	3.51
Student Achievement: Goal 6	3.41
Management and Operations: Goal 7	3.51
Integrity, Fairness and Ethics: Goal 8	3.73
Political/Social/Cultural Context: Goal 9	3.43
Performance Objective	Average
Objective 1	3.50
Objective 2	3.50
Objective 3	3.43
Objective 4	3.00
Objective 5	3.29
Objective 6	3.71
Objective 7	3.57
Objective 8	3.29
Total Evaluation Score (Average out of 25 Goals/Objectives)	3.506

	SIGNIFICANTLY ABOVE EXPECTATIONS (5)	ABOVE EXPECTATIONS(4)	AT EXPECTATIONS(3)	BELOW EXPECTATIONS(2)	SIGNIFICANTLY BELOW EXPECTATIONS(1)	TOTAL	WEIGHTED AVERAGE
1. The director develops clear expectations.	31.58% 6	42.11% 8	26.32% 5	0.00% 0	0.00% 0	19	4.05
2. The director models good communication skills.	42.11% 8	36.84% 7	21.05% 4	0.00% 0	0.00% 0	19	4.21
3. The director is knowledgeable about the curriculum.	94.74% 18	5.26% 1	0.00% 0	0.00% 0	0.00% 0	19	4.95
4. The director ensures that funds are spent wisely.	73.68% 14	15.79% 3	10.53% 2	0.00% 0	0.00% 0	19	4.63
5. The director holds me accountable for my job responsibilities.	63.16% 12	21.05% 4	15.79% 3	0.00% 0	0.00% 0	19	4.47
6. The director supports professional learning activities for teachers and administrators.	73.68% 14	26.32% 5	0.00% 0	0.00% 0	0.00% 0	19	4.74
7. The director maintains positive relationships with administrators.	68.42% 13	10.53% 2	21.05% 4	0.00% 0	0.00% 0	19	4.47
8. The director enforces board policy in a fair and consistent manner.	73.68% 14	10.53% 2	15.79% 3	0.00% 0	0.00% 0	19	4.58
9. The director ensures the safety of	78.95% 15	15.79% 3	5.26% 1	0.00% 0	0.00% 0	19	4.74

students and school personnel.

10. The director administers the schools in accordance with state laws.	84.21% 16	10.53% 2	5.26% 1	0.00% 0	0.00% 0	19	4.79
11. The director has an effective plan to recruit effective employees.	21.05% 4	47.37% 9	31.58% 6	0.00% 0	0.00% 0	19	3.89
12. The director takes an active leadership role in the instructional improvement.	73.68% 14	21.05% 4	5.26% 1	0.00% 0	0.00% 0	19	4.68
13. The director evaluates my performance in a fair and consistent manner.	42.11% 8	42.11% 8	15.79% 3	0.00% 0	0.00% 0	19	4.26
14. The director interacts effectively with system employees.	52.63% 10	31.58% 6	15.79% 3	0.00% 0	0.00% 0	19	4.37
15. The director is accessible to administrators.	63.16% 12	21.05% 4	15.79% 3	0.00% 0	0.00% 0	19	4.47
16. The director develops good staff morale and loyalty to the system.	42.11% 8	31.58% 6	26.32% 5	0.00% 0	0.00% 0	19	4.16
17. The	63.16%	31.58%	5.26%	0.00%	0.00%		

Hickman County DOS Administrator Survey 2020

SurveyMonkey

director works effectively with the school board.	12	6	1	0	0	19	4.58
18. The director involves administrators as much as possible in decision-making.	57.89% 11	26.32% 5	15.79% 3	0.00% 0	0.00% 0	19	4.42
19. The director listens to suggestions from the administrative staff.	42.11% 8	36.84% 7	21.05% 4	0.00% 0	0.00% 0	19	4.21
20. The director demonstrates a caring attitude.	73.68% 14	21.05% 4	5.26% 1	0.00% 0	0.00% 0	19	4.68

**2020 Hickman Director of Schools Evaluation Results -
Administrators**

Administrators' Perceptions of Director's Performance	Rating Out of 5
1. The director develops clear expectations.	4.05
2. The director models good communication skills.	4.21
3. The director is knowledgeable about the curriculum.	4.95
4. The director ensures that funds are spent wisely.	4.63
5. The director holds me accountable for my job responsibilities.	4.47
6. The director supports professional learning activities for teachers and administrators.	4.74
7. The director maintains positive relationships with administrators.	4.47
8. The director enforces board policy in a fair and consistent manner.	4.58
9. The director ensures the safety of students and school personnel.	4.74
10. The director administers the schools in accordance with state laws.	4.79

11. The director has an effective plan to recruit effective employees.	3.89
12. The director takes an active leadership role in the instructional improvement.	4.68
13. The director evaluates my performance in a fair and consistent manner.	4.26
14. The director interacts effectively with system employees.	4.37
15. The director is accessible to administrators.	4.47
16. The director develops good staff morale and loyalty to the system.	4.16
17. The director works effectively with the school board.	4.58
18. The director involves administrators as much as possible in decision-making.	4.42
19. The director listens to suggestions from the administrative staff.	4.21
20. The director demonstrates a caring attitude.	4.68
Average	4.47

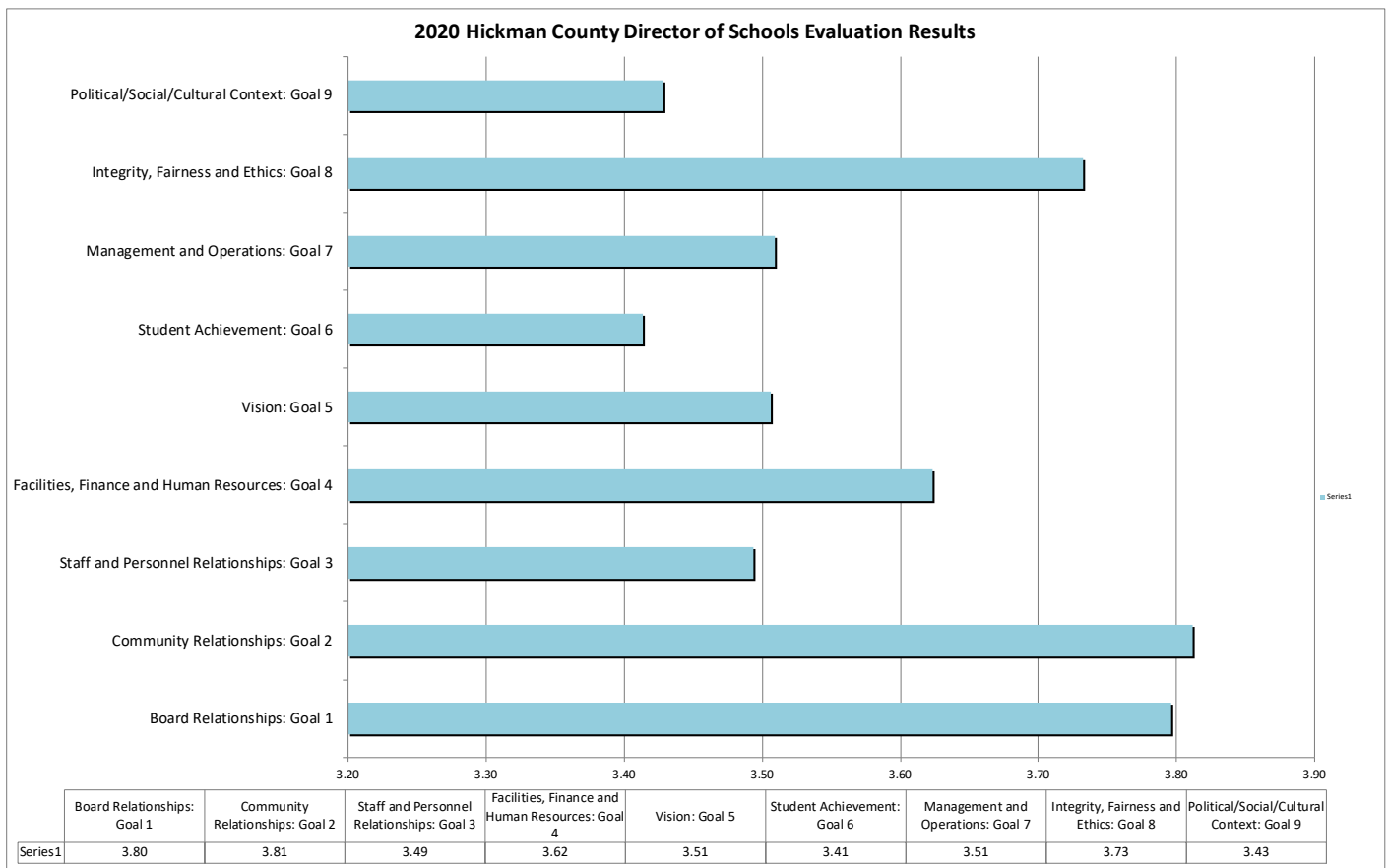
2020 Hickman County Director of Schools Evaluation Results

Overall Evaluation Score	Average
Goals (1.1-9.7)	3.59
Performance Objectives (1.1-8.3)	3.41
Total Evaluation Score (Goal Average/Objectives Average)	3.501

Overall Evaluation Score	
Performance Goal	Average
Board Relationships: Goal 1	3.80
Community Relationships: Goal 2	3.81
Staff and Personnel Relationships: Goal 3	3.49
Facilities and Finance & HR: Goal 4	3.62
Vision: Goal 5	3.51
Student Achievement: Goal 6	3.41
Management and Operations: Goal 7	3.51
Integrity, Fairness and Ethics: Goal 8	3.73
Political/Social/Cultural Context: Goal 9	3.43
Performance Objective	Average
Objective 1	3.50
Objective 2	3.50
Objective 3	3.43
Objective 4	3.00
Objective 5	3.29
Objective 6	3.71
Objective 7	3.57
Objective 8	3.29
Total Evaluation Score (Average out of 25 Goals/Objectives)	3.506

2020 Hickman County Director of Schools
Evaluation Results

Performance Goal	Average
Board Relationships: Goal 1	3.80
Community Relationships: Goal 2	3.81
Staff and Personnel Relationships: Goal 3	3.49
Facilities, Finance and Human Resources: Goal 4	3.62
Vision: Goal 5	3.51
Student Achievement: Goal 6	3.41
Management and Operations: Goal 7	3.51
Integrity, Fairness and Ethics: Goal 8	3.73
Political/Social/Cultural Context: Goal 9	3.43
AVERAGE: 1.1-9.7	3.59



2020 Hickman County Director of Schools Evaluation Results

BUILDING RELATIONSHIPS: Goal 1	Rating Out of 5
Keeps all board members informed on issues, needs and operation of the school system including employment, promotion and dismissal of personnel.	3.86
Has a harmonious relationship with the board.	4.14
Offers professional advice to the board on items requiring board action, with appropriate recommendations based on thorough study and analysis.	3.86
Maintains a high degree of understanding and respect between staff and the board.	4.14
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
Interprets and executes the intent of board policy through the development of administrative procedures.	3.57
Seeks and accepts constructive criticism of work from the board.	3.29
Supports board policy and actions to the public and staff.	3.57
Remains impartial toward the board, treating all board members alike.	4.00
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.	3.57
Refrains from criticism of members of the board.	4.14

2020 Hickman County Director of Schools Evaluation Results

Uses legal counsel in governance and procedures to avoid civil and criminal liabilities.	3.71
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.	3.71
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.	3.86
Average	3.80
COMMUNITY RELATIONSHIPS: Goal 2	
Is an effective spokesperson for the school system.	4.00
Models the highest professional standards to the community.	4.00
Builds public support for the school district.	3.86
Develops cooperative relationships with the news media..	3.86
Works effectively with public and private agencies.	3.71
Uses information about family and community concerns, expectations, and needs regularly.	3.71
Secures available community resources to help the school district solve problems and achieve goals.	3.71

2020 Hickman County Director of Schools Evaluation Results

Establish partnerships with area businesses, institutions of higher education, and community groups to strengthen programs and support school district goals.	3.86
Treats community stakeholders equitably.	3.83
Recognizes and values diversity.	4.00
Uses public resources and funds appropriately and wisely.	3.86
Models community collaboration for staff.	3.43
Encourages parental involvement.	3.71
Average	3.81

2020 Hickman County Director of Schools Evaluation Results

STAFF AND PERSONNEL RELATIONSHIPS: Goal 3	
Develops good staff morale and loyalty to the system.	3.43
Treats all personnel fairly.	3.71
Delegates authority to staff members appropriately.	3.14
Identifies and applies appropriate policies, criteria and processes for the recruitment, selection, induction, compensation and separation of personnel with attention to issues of equity and diversity.	3.43
Demonstrates use of system and staff evaluation data for personnel policies, decision-making, promotion of career growth and professional development.	3.29
Offers professional development that is focused on student learning consistent with the school districts vision and goals.	3.57
Considers diversity in developing learning experiences.	3.43
Uses technologies in teaching and learning.	3.57
Recognizes staff for their professional achievements.	3.86
Models learning for staff.	3.57
Provides shared leadership and decision-making opportunities for staff that promotes a climate of collaboration and collegiality.	3.43
Average	3.49
FACILITIES AND FINANCE: Goal 4	

2020 Hickman County Director of Schools Evaluation Results

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.	3.57
Ensures the maintenance of school property and the safety of personnel and property.	3.71
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
Utilizes human and material resources outside the district that may support and/or enhance the achievement of goals and objectives	3.43
Provides accurate and timely reports to the board on the financial condition of the school system.	3.71
Ensures that the school plant, equipment and support systems operate safely, efficiently, and effectively.	3.57
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.	3.71
Acquires, allocates and manages district resources in compliance with all laws to ensure the effective and equitable support of all of the district's students, schools and programs.	3.57
Creates and maintains a safe, clean, and aesthetically pleasing environment at all schools.	3.71
Demonstrates budget management including financial forecasting, planning, cash flow management, account auditing and monitoring and oversees the district's fiduciary responsibilities.	3.43
Establishes and sustains partnerships with community agencies to provide additional resources to support the social and emotional growth and development of at-risk students.	3.86
Average	3.62

2020 Hickman County Director of Schools Evaluation Results

VISION: Goal 5	
Works effectively with board, staff, and community to develop long-range strategic plans.	3.57
Initiates communication and facilitates cooperation and collaboration among staff regarding the district's mission, curriculum and program initiatives.	3.57
Keeps board and community informed of progress towards long-range goals.	3.57
Clearly articulates system's vision, mission and priorities to community and media	3.57
Inspires others to achieve the vision of the school system.	3.29
Recognizes and celebrates the contributions of school community members to the realization of the vision.	3.57
Ensures that the vision shapes the educational programs, plans, and activities.	3.43
Uses assessment data related to student learning to develop the school district vision and goals.	3.57
Uses relevant demographic data pertaining to students and their families in developing the school district mission and goals.	3.43
Seeks and obtains needed resources to support the implementation of the school district mission and goals.	3.57
Monitors, evaluates and advises the vision, mission, and implementation plans regularly.	3.43
Average	3.51
STUDENT ACHIEVEMENT: Goal 6	
Develops, implements, promotes and monitors continuous improvement in student achievement by using a variety of appropriate techniques.	3.43

2020 Hickman County Director of Schools Evaluation Results

Applies effective methods of providing, monitoring, evaluating and reporting student achievement.	3.43
Establishes curriculum planning to anticipate occupational trends and school-to-career needs.	3.43
Uses child development and learning theories to create developmentally appropriate curriculum and instruction.	3.43
Develops the curriculum design and delivery system based on curricular and assessment standards as well as effective and innovative practices.	3.29
Provides equitable access for students and staff to technologies that facilitate productivity and enhance learning.	3.14
Involves faculty and stakeholders in enhancement and renewal of curriculum to ensure alignment of curriculum, instruction and assessment.	3.29
Reviews analyses of student academic achievement through standardized test results and other academic sources.	3.43
Applies and communicates qualitative and quantitative findings to identify strengths and weaknesses in programs and practices in order to ensure continuous improvement.	3.43
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
Formulates plan to assess appropriate teaching methods and classroom management strategies for all learners.	3.29
Analyzes available instructional resources including applications of technology and assign them in cost effective and equitable manner to enhance student outcomes.	3.43
Works collaboratively with members of the staff in using student achievement data to determine relevant professional development opportunities.	3.43
Meets with principals regularly to provide feedback on goal achievement and to assess ongoing school improvement efforts.	3.57

2020 Hickman County Director of Schools Evaluation Results

Encourages various staffing patterns, student grouping plans, class scheduling plans, school organizational structures and facilities design processes to support various teaching strategies and desired student outcomes.	3.29
Reviews, reports and reacts appropriately to state accountability measures.	3.43
Identifies, clarifies and addresses barriers to student learning.	3.29
Recognizes and celebrates student accomplishments.	3.86
Models learning for students.	3.43
Average	3.41

2020 Hickman County Director of Schools Evaluation Results

MANAGEMENT AND OPERATIONS: Goal 7	
Recognizes, studies and applies emerging trends as appropriate.	3.29
Ensures that operational plans and procedures to achieve the vision and goals of the school district are in place.	3.71
Manages time to maximize attainment of organizational goals.	3.43
Identifies potential problems and opportunities..	3.57
Confronts and resolves problems in a timely manner.	3.86
Aligns financial, human, and material resources to the goals of school district.	3.57
Identifies multiple points of view for problem solving situation and involves stakeholders in decisions affecting schools	3.43
Solicits staff input to discuss issues and to promote effective problem-framing and problem-solving skills..	3.43
Demonstrates professional and effective conflict resolution skills.	3.43
Uses effective group-process and consensus building skills.	3.43
Uses effective communication skills.	3.71
Participates in professional learning that is aligned with strategic plan and enhances leadership skills.	3.57
Implements and enforces school district code of conduct and appropriate and effective disciplinary policies, procedures and programs in a timely and consistent manner.	3.29
Promotes a climate of trust and teamwork within the district.	3.43

2020 Hickman County Director of Schools Evaluation Results

Clearly communicates expectations regarding behavior and procedures for handling disciplinary problems to students, staff, parents and other members of the community.	3.29
Establishes procedures and practices for dealing with emergencies such as weather, threats to the school, student violence and trauma	3.71
Average	3.51
INTEGRITY, FAIRNESS AND ETHICS: Goal 8	
Examines personal and professional values to develop a personal and professional code of ethics that demonstrates personal integrity.	3.71
Demonstrates values, beliefs, and attitudes that inspire others to higher levels of performance.	3.71
Serves as a role model.	3.86
Accepts responsibility for school operations.	4.00
Considers the impact of one's administrative practices on others.	3.71
Uses the influence of the office to enhance the educational program rather than for personal gain..	4.00
Treats people fairly, equitably, and with dignity and respect	3.86
Protects the rights and confidentiality of students and staff.	3.71
Demonstrates appreciation for and sensitivity to the diversity in the school community.	3.57
Exhibits multicultural and ethnic understanding and sensitivity.	3.71
Recognizes and respects the legitimate authority of others.	3.71

2020 Hickman County Director of Schools Evaluation Results

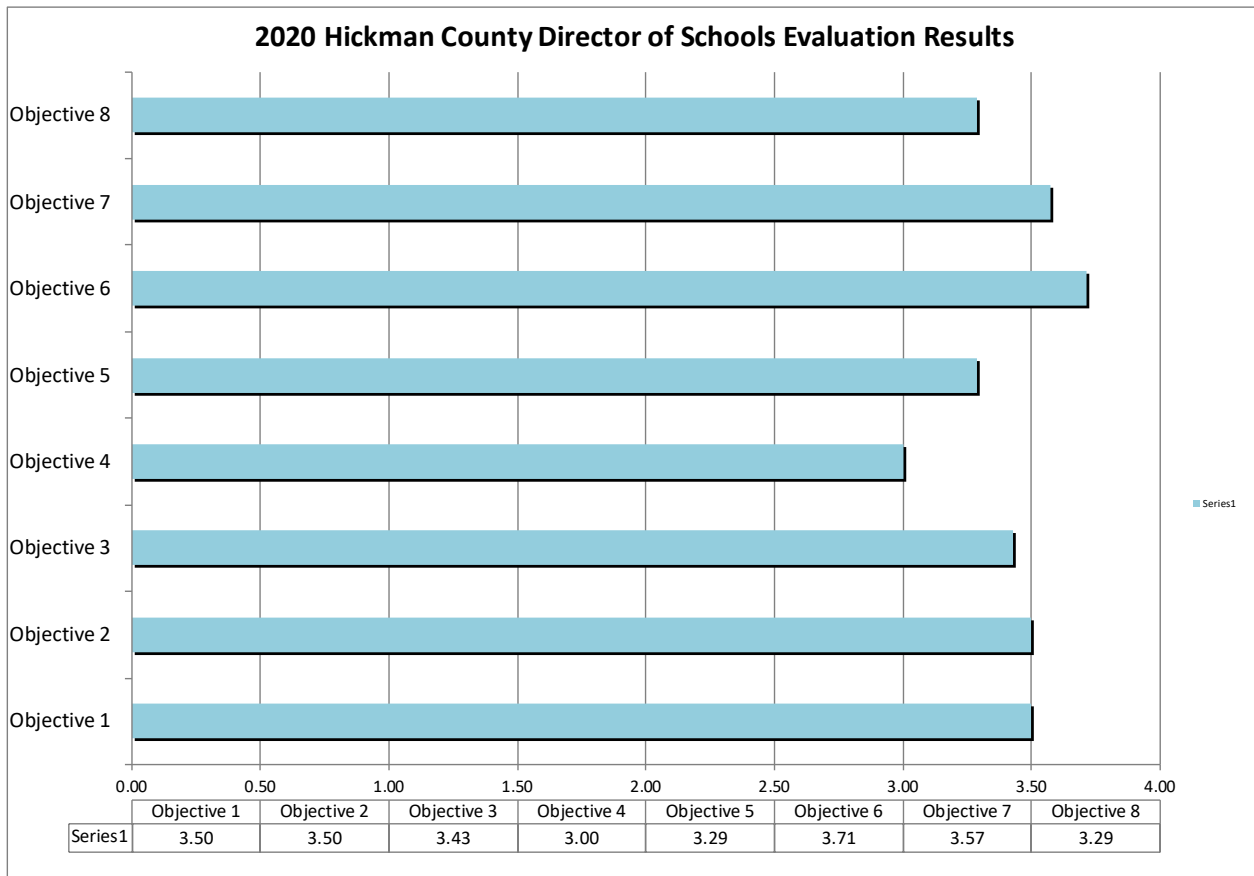
Examines and considers the prevailing values of the diverse school community.	3.43
Expects and promotes that others in the school community will demonstrate integrity and exercise ethical behavior throughout the district.	3.57
Fulfills legal and contractual obligations.	3.86
Applies laws and procedures fairly, wisely, and considerately.	3.71
Maintains the physical and emotional wellness necessary to meet the responsibilities of the position.	3.57
Average	3.73

2020 Hickman County Director of Schools Evaluation Results

POLITICAL/SOCIAL/CULTURAL CONTEXT: Goal 9	
Ensures that the environment in which schools operate is influenced on behalf of students and their families.	3.57
Ensures that communication occurs among the school community concerning trends, issues, and potential changes in the environment in which schools operate.	3.29
Ensures that there is ongoing dialogue with representatives of diverse community groups.	3.29
Ensures that the school community works within the framework of policies, laws, and regulations enacted by local, state, and federal authorities.	3.43
Ensures that lines of communication are developed with decision-makers outside the school community.	3.57
Promotes and expects a district-based climate of tolerance, acceptance and civility.	3.43
Establishes a culture that encourages responsible risk-taking while requiring accountability for results.	3.43
Average	3.43
AVERAGE: 1.1-9.7	3.59

2020 Hickman County Director of Schools Evaluation Results
Performance Objectives

Performance Objective	Average
Objective 1	3.50
Objective 2	3.50
Objective 3	3.43
Objective 4	3.00
Objective 5	3.29
Objective 6	3.71
Objective 7	3.57
Objective 8	3.29
AVERAGE: 1.1-8.3	3.41



2020 Hickman County Director of Schools Evaluation Results		
Objective Numbers	Performance Objectives	
1	Performance Objective 1: Ensure that there is a continuous improvement plan for student achievement and growth.	Rating Out of 5
1.1	1.1 Ensure the improvement plan is clear and data-based.	3.43
1.2	1.2 Examine data, set goals and stay the course or initiate change as necessary.	3.57
1.3	1.3 Resources are clearly aligned with improvement plan.	3.50
	Average	3.50
2	Performance Objective 2: Develop a school district strategic plan.	Rating Out of 5
2.1	2.1 Annual and long-range goals, along with measurable objectives and strategies, have been established with input from Board, staff and community members.	3.57
2.2	2.2 A district-wide vision has been created with input from Board and staff.	3.43
	Average	3.50
3	Performance Objective 3: Evaluate the organizational structure of the district and reorganize as necessary to achieve maximum effectiveness.	
3.1	3.1 The reorganization of personnel and a revised organizational chart has been developed.	3.14
3.2	3.2 If necessary, a fiscal review with budgetary recommendations.	3.71
	Average	3.43
4	Performance Objective 4: Develop a comprehensive plan to promote school system and increase parent and community involvement.	
4.1	4.1 Promotional tools for the school system have been developed such as blogs, podcasts, videos and brochures.	3.00
	Average	3.00

5	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	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.	3.29
	Average	3.29
6	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	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.	3.71
	Average	3.71
7	Performance Objective 7: Ensure the Board's annual agenda is developed and implemented.	
7.1	7.1 Evidence that annual agenda items referencing the Director of Schools have been completed or are ongoing and nearing completion.	3.57
	Average	3.57

8	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	8.1 Information regarding improvement activities such as workshops, clinics, conventions, board retreats, etc.	3.43
8.2	8.2 Information regarding criteria for individual school board member recognition (e.g., Boardsmanship Awards), school board recognition (e.g., Board of Distinction) and the criteria required for school board district and state recognition.	3.00
8.3	8.3 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.	3.43
	Average	3.29
	AVERAGE: 1.1-8.3	3.41