

Highlander

## Hamilton County School Board

### Performance Evaluation of Superintendent of Schools

The Hamilton County Board of Education, in discussion and conjunction with the Superintendent, developed and established the following district performance goals for the 2017-2018 school year.

#### Rating Scale

- 1 = Significantly below expectations
- 2 = Area of focus
- 3 = At expectations
- 4 = Area of strength
- 5 = Significantly above expectations

Strategic Planning	Score	Comments
1. Develop a strategic plan in collaboration with the school board that addresses key performance indicators for the next 5 years.	3	
2. Initiate an external audit of all facilities, identifying plans for capital needs.	2	
3. Begin developing a comprehensive building plan that addresses capital needs (growth and deferred maintenance), targeting the next 7-10 years.	3	

Student Achievement	Score	Comments
1. Identify and implement necessary organizational changes that support student achievement.	3	organizational changes have been made, but time is needed to fully evaluate outcomes
2. Implement supports for areas identified with student academic performance.	4	

Staff and Personnel Relationships	Score	Comments
1. Develops an aggressive recruiting plan to attract and retain talented educators to support schools and district work.	4	
2. Develop long-term recruitment strategy to increase availability of qualified teachers.	3	Long term plans require time <del>for</del> for evaluation
3. Develop comprehensive behavior management training for all new teachers.	3	
4. Implement induction program for all new teachers and develop plans for providing new teachers with mentoring support.	5	

School Leadership	Score	Comments
1. Identify/Implement leadership development for school and district leaders.	3	

Post-Secondary Opportunities	Score	Comments
1. Develop a plan to increase career and technical education offerings for students.	5	
2. Engage business and industry to increase student opportunities for exposure to post-secondary.	4	

Business and Finance	Score	Comments
1. Strengthen relationship with funding body and county mayor.	3	
2. Engage funding body in planning for long-term capital and operational needs.	3	

Board Relationship	Score	Comments
1. Keeps board members informed on issues, needs, and operation of the school system.	5	
2. Offers professional advice to the board on items requiring board action, with appropriate recommendations based on thorough study and analysis.	3	

3. Keeps board informed of employment, promotion, demotion, transfer, and dismissal of personnel.	4	
4. Follows through on initiatives and strategies communicated to the Board of Education.	3	





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2. Initiate an external audit of all facilities, identifying plans for capital needs.	2	
3. Begin developing a comprehensive building plan that addresses capital needs (growth and deferred maintenance), targeting the next 7-10 years.	2	

Student Achievement	Score	Comments
1. Identify and implement necessary organizational changes that support student achievement.	2	
2. Implement supports for areas identified with student academic performance.	2	

Staff and Personnel Relationships	Score	Comments
1. Develops an aggressive recruiting plan to attract and retain talented educators to support schools and district work.	3	
2. Develop long-term recruitment strategy to increase availability of qualified teachers.	2	
3. Develop comprehensive behavior management training for all new teachers.	3	
4. Implement induction program for all new teachers and develop plans for providing new teachers with mentoring support.	2	

School Leadership	Score	Comments
1. Identify/Implement leadership development for school and district leaders.	3	

Post-Secondary Opportunities	Score	Comments
1. Develop a plan to increase career and technical education offerings for students.	4	
2. Engage business and industry to increase student opportunities for exposure to post-secondary.	3	

Business and Finance	Score	Comments
1. Strengthen relationship with funding body and county mayor.	3	
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Balloway

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Joe Smith

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1. Strengthen relationship with funding body and county mayor.	4	
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1. Develop a strategic plan in collaboration with the school board that addresses key performance indicators for the next 5 years.	4	
2. Initiate an external audit of all facilities, identifying plans for capital needs.	3	Would love to see more work in this area to have a more detailed assessment
3. Begin developing a comprehensive building plan that addresses capital needs (growth and deferred maintenance), targeting the next 7-10 years.	5	

Student Achievement	Score	Comments
1. Identify and implement necessary organizational changes that support student achievement.	5	
2. Implement supports for areas identified with student academic performance.	4	

Staff and Personnel Relationships	Score	Comments
1. Develops an aggressive recruiting plan to attract and retain talented educators to support schools and district work.	4	
2. Develop long-term recruitment strategy to increase availability of qualified teachers.	5	
3. Develop comprehensive behavior management training for all new teachers.	4	
4. Implement induction program for all new teachers and develop plans for providing new teachers with mentoring support.	5	

School Leadership	Score	Comments
1. Identify/Implement leadership development for school and district leaders.	5	

Post-Secondary Opportunities	Score	Comments
1. Develop a plan to increase career and technical education offerings for students.	5	
2. Engage business and industry to increase student opportunities for exposure to post-secondary.	5	

Business and Finance	Score	Comments
1. Strengthen relationship with funding body and county mayor.	4	
2. Engage funding body in planning for long-term capital and operational needs.	4	

Board Relationship	Score	Comments
1. Keeps board members informed on issues, needs, and operation of the school system.	5	
2. Offers professional advice to the board on items requiring board action, with appropriate recommendations based on thorough study and analysis.	5	

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Kathy  
Lennon

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Strategic Planning	Score	Comments
1. Develop a strategic plan in collaboration with the school board that addresses key performance indicators for the next 5 years.	5	Dr. Johnson has kept the Strategic Plan as a Focus Point in every Meeting, decisions, presentations and moving our District forward. I would like to see a S.W.O.T. analysis done by an outside facilitator at some point.
2. Initiate an external audit of all facilities, identifying plans for capital needs.	4	There are still areas of concerns in our schools, especially safety issues
3. Begin developing a comprehensive building plan that addresses capital needs (growth and deferred maintenance), targeting the next 7-10 years.	5	We moved a bit fast on this but we have to. My only suggestion in this area is that the Board definitely needed to approve the plan but in hindsight we should have let the community digest the plan for a few weeks.

Student Achievement	Score	Comments
1. Identify and implement necessary organizational changes that support student achievement.	5	This has been done very intentionally and with input from his Team. organizational structure is Key and it was lacking.
2. Implement supports for areas identified with student academic performance.	4+	This is ongoing and continued focus should always be on student academic performance.

Staff and Personnel Relationships	Score	Comments
1. Develops an aggressive recruiting plan to attract and retain talented educators to support schools and district work.	5	Keith Fogleman was a great hire. He has done more to attract & retain educators than I have seen in the past.
2. Develop long-term recruitment strategy to increase availability of qualified teachers.	4+	This is ongoing and needs to continue to be a priority so we can have Great Teachers in Every Classroom.
3. Develop comprehensive behavior management training for all new teachers.	3	This could be my lack of attention but I have not seen as much attention on behavior management training for all new teachers across the system.
4. Implement induction program for all new teachers and develop plans for providing new teachers with mentoring support.	5	Very impressed with plan for providing new teacher support. New Teacher Academy - excellent

School Leadership	Score	Comments
1. Identify/Implement leadership development for school and district leaders.	5	McREL Leadership Training program is one example that is increasing leadership capacity



Post-Secondary Opportunities	Score	Comments
1. Develop a plan to increase career and technical education offerings for students.	5	Much improved this year and for 2018/2019
2. Engage business and industry to increase student opportunities for exposure to post-secondary.	4+	Much improved and we need to continually develop opportunities for our students with business and industry leaders

Business and Finance	Score	Comments
1. Strengthen relationship with funding body and county mayor.	5	Dr. Johnson has worked to strengthen the relationship with Mayor Coppinger & County Commissioners
2. Engage funding body in planning for long-term capital and operational needs.	3	Dr Johnson is moving forward in this area. I would like to see 3-5 year plan. I think he is on the right path for this. Possibly bring back Finance Committee to help in long range planning.

Board Relationship	Score	Comments
1. Keeps board members informed on issues, needs, and operation of the school system.	4+	Dr. Johnson sends out a weekly newsletter to the board without fail. He is Always available to answer questions & keeps lines of communication open.
2. Offers professional advice to the board on items requiring board action, with appropriate recommendations based on thorough study and analysis.	5	Always! Dr. Johnson is very diligent in this area.

3. Keeps board informed of employment, promotion, demotion, transfer, and dismissal of personnel.	4	This is a huge task. Especially with so many changes this year.
4. Follows through on initiatives and strategies communicated to the Board of Education.	5	Dr. Johnson Always Keeps the initiative & strategies communicated to the Board as a priority.



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1. Develop a strategic plan in collaboration with the school board that addresses key performance indicators for the next 5 years.	3	
2. Initiate an external audit of all facilities, identifying plans for capital needs.	2	
3. Begin developing a comprehensive building plan that addresses capital needs (growth and deferred maintenance), targeting the next 7-10 years.	3	

Student Achievement	Score	Comments
1. Identify and implement necessary organizational changes that support student achievement.	2	Waiting to see if "necessary organizational changes" are the changes we needed. Why are we taking valuable resources to "assign academic resources" for PPK? Not a change -
2. Implement supports for areas identified with student academic performance.	2	waiting to see declining performance in Middle School? Students are not prepared for middle school when they get there. Problem starts in elementary lack of reading skills.

Staff and Personnel Relationships	Score	Comments
1. Develops an aggressive recruiting plan to attract and retain talented educators to support schools and district work.	1	Have serious issues about how a longtime employee who is forced out. This "aggressive recruiting plan" is obviously going out of town to hire as many administrators as possible. Looking over local talent has been terrible for morale.
2. Develop long-term recruitment strategy to increase availability of qualified teachers.	1	What makes a teacher a better teacher just because they are from out of town? Teachers with good evaluation let go w/o explanation.
3. Develop comprehensive behavior management training for all new teachers.	1	Not sure why the Equity Office (I suppose this is the HCDE Equity Office) is in charge of behavior management. Discipline & behavior are yours should be the same for everyone - ongoing.
4. Implement induction program for all new teachers and develop plans for providing new teachers with mentoring support.	2	discipline & behavior has to be equitable?

School Leadership	Score	Comments
1. Identify/Implement leadership development for school and district leaders.	2	I hate we do not have people with institutional knowledge in key positions in the administration. You cannot teach that with any new program.



Post-Secondary Opportunities	Score	Comments
1. Develop a plan to increase career and technical education offerings for students.	3	
2. Engage business and industry to increase student opportunities for exposure to post-secondary.	3	

Business and Finance	Score	Comments
1. Strengthen relationship with funding body and county mayor.	2	
2. Engage funding body in planning for long-term capital and operational needs.	2	

Board Relationship	Score	Comments
1. Keeps board members informed on issues, needs, and operation of the school system.	3	
2. Offers professional advice to the board on items requiring board action, with appropriate recommendations based on thorough study and analysis.	3	

3. Keeps board informed of employment, promotion, demotion, transfer, and dismissal of personnel.	1	Need monthly personnel updates & changes.
4. Follows through on initiatives and strategies communicated to the Board of Education.	1	Too much emphasis put on equity. As far as I can remember, equity was not the main subject of any of our conversations in our planning session.

Robinson

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Strategic Planning	Score	Comments
1. Develop a strategic plan in collaboration with the school board that addresses key performance indicators for the next 5 years.	5	Bryan recognized this as a high priority and pulled the board together for a visioning session immediately after starting his position. I appreciate how fast he worked through this, as well as made sure his team began working on an implementation plan.
2. Initiate an external audit of all facilities, identifying plans for capital needs.	3	Bryan and his team have done an excellent job allocating the \$100m from the county to build new facilities, However, I had hoped for a 10 year facilities plan to be developed this year. I hope to see this worked on in the 2018-2019 school year.
3. Begin developing a comprehensive building plan that addresses capital needs (growth and deferred maintenance), targeting the next 7-10 years.	2	See above comment



Student Achievement	Score	Comments
1. Identify and implement necessary organizational changes that support student achievement.	5	
2. Implement supports for areas identified with student academic performance.	5	

Staff and Personnel Relationships	Score	Comments
1. Develops an aggressive recruiting plan to attract and retain talented educators to support schools and district work.	4	I believe the current plan in place is on the right track! Looking forward to seeing results over the next 12 months.
2. Develop long-term recruitment strategy to increase availability of qualified teachers.	4	
3. Develop comprehensive behavior management training for all new teachers.	3	
4. Implement induction program for all new teachers and develop plans for providing new teachers with mentoring support.	4	

School Leadership	Score	Comments
1. Identify/Implement leadership development for school and district leaders.	3	I am looking forward to seeing the new principal leadership program results. I would like to see professional development/leadership training for central office employees.

Post-Secondary Opportunities	Score	Comments
1. Develop a plan to increase career and technical education offerings for students.	5	
2. Engage business and industry to increase student opportunities for exposure to post-secondary.	5	

Business and Finance	Score	Comments
1. Strengthen relationship with funding body and county mayor.	4	My view is that there have been very strong relationships built. Thank you for your work on this.
2. Engage funding body in planning for long-term capital and operational needs.	3	

Board Relationship	Score	Comments
1. Keeps board members informed on issues, needs, and operation of the school system.	5	Your communication level with us has been excellent. There have been, perhaps, a handful of items that may have not been addressed with us directly, bt overall I feel you're doing a great job in this area.
2. Offers professional advice to the board on items requiring board action, with appropriate recommendations based on thorough study and analysis.	3	I'd like to see you improve in this area. I'd like to see you voice your professional opinion more on specific matters, and think you also want this but have been navigating relationships with board members.

3. Keeps board informed of employment, promotion, demotion, transfer, and dismissal of personnel.	5	
4. Follows through on initiatives and strategies communicated to the Board of Education.	4	

Karitsa M. Jones  
6/28/18

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1. Develop a strategic plan in collaboration with the school board that addresses key performance indicators for the next 5 years.	5	DR. Johnson worked with the board to develop a strategic plan that shows our desired collaboratively for the system. At this point in time, I am well pleased with our strategic plan and KPI's.
2. Initiate an external audit of all facilities, identifying plans for capital needs.	4	
3. Begin developing a comprehensive building plan that addresses capital needs (growth and deferred maintenance), targeting the next 7-10 years.	5	This plan has been needed for a while and its targeted projections address many capital needs in the system that have not been addressed in years for years.



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1. Identify and implement necessary organizational changes that support student achievement.	4	
2. Implement supports for areas identified with student academic performance.	4	

Staff and Personnel Relationships	Score	Comments
1. Develops an aggressive recruiting plan to attract and retain talented educators to support schools and district work.	4	
2. Develop long-term recruitment strategy to increase availability of qualified teachers.	3	
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School Leadership	Score	Comments
1. Identify/Implement leadership development for school and district leaders.	4	



Post-Secondary Opportunities	Score	Comments
1. Develop a plan to increase career and technical education offerings for students.	4	
2. Engage business and industry to increase student opportunities for exposure to post-secondary.	4	

Business and Finance	Score	Comments
1. Strengthen relationship with funding body and county mayor.	4	DR. Johnson, as a fairly new superintendent was able to secure \$100 million to address deferred maintenance and growth issues and presented a balanced budget!
2. Engage funding body in planning for long-term capital and operational needs.	4	This showed tenacity and key relationship building, not to mention long range planning ability, something that the community and governing bodies have desired.

Board Relationship	Score	Comments
1. Keeps board members informed on issues, needs, and operation of the school system.	4	He communicates well and efficiently to the board. I appreciate the ongoing communication so that we are aware of what's going on in HCDE.
2. Offers professional advice to the board on items requiring board action, with appropriate recommendations based on thorough study and analysis.	4	

3. Keeps board informed of employment, promotion, demotion, transfer, and dismissal of personnel.	4	
4. Follows through on initiatives and strategies communicated to the Board of Education.	4	