

# Director's Summative Evaluation Results



# The Charge

## **From Board Policy 1.101**

The board shall exercise its powers through the enactment of policies for the organization and operation of the school system. The board shall delegate the administration of the schools to the director of schools.

## **From Board Policy 1.205**

The board shall be responsible for specifying its requirements and expectations of the director of schools and then holding the director accountable by evaluating how well those requirements and expectations have been met.

# The Charge

## From Board Policy 1.702: Evaluation of *the School District*

The basic features of the assessment of the school district shall be as follows:

1. The form for self-assessment of each area of responsibility shall be designed to indicate strengths and weaknesses;
2. All resources, including personnel, shall be used in the process;
3. Each evaluation shall be reported to the board for its approval; and
4. Board-approved reports shall become goals and objectives for each department for the forthcoming year.

At least once each year, the board shall assess the productivity within each area of responsibility and establish standards for each area

# The Process

Online platform internally developed to capture both the Director's self-evaluation and the feedback from each board member

The screenshot shows a web application titled "Power Apps | BOE Feedback Evaluation" for Metro Nashville Public Schools. The interface includes a sidebar with a "Select Signature Initiative" menu containing: Central Office, Literacy Reimagined, Equity Roadmap, and Khoaching with Khan. The main content area is titled "View Signature Initiative Results" and displays a table of initiatives. Below the table, there are input fields for "Signature Initiative", "Core Tenet", and "Focused Outcomes". A "Quarterly Initiative" section includes a checkbox for "I have read the quarterly update information for this initiative." and a "Board Member Name" field. A feedback text area is labeled "Please provide your feedback on this Signature Initiative below." with "Clear" and "Submit" buttons at the bottom right.

View Signature Initiative Results	
Signature Initiatives	Khoaching with Khan
Core Tenet	Create and Support Personalized Learning, Eliminate Inequities
Focused Outcomes	Numeracy, SEL
Quarterly Progress	Green
Self Rating	Achieved

Each of the district's Signature Initiatives was evaluated providing:

- Current quarter's progress (red, yellow, green)
- Self-rating (achieved, mostly achieved, not achieved)
- Expected result
- Measurement source
- Progress comments
- Actual results
- Attachments

# The Evaluation Results

Signature Initiative	Quarterly Progress	Self Rating
PROMISING SCHOLARS	Green	Achieved

## Expected Result

Increase the number of students served in targeted summer experiences intentionally designed to grow academic skills, fill gaps and prevent summer learning loss by more than 25 times for summer 2021 (as compared to summer 2019).

At least 50 MNPS high school sophomores participate in University You and 100% earn at least 3 hours of college credit.

## Thematic Board Evaluation Results

Board is please with the establishment and implementation of this initiative. It acknowledges the huge lift and quick turnaround that was required to make this program available. It was suggested that the district explore opportunities to expand the program scope to meet the needs of gift and talented students as well.

# The Evaluation Results

Signature Initiative	Quarterly Progress	Self Rating
CENTRAL OFFICE SUPPORT HUB	Green	Achieved

## Expected Result

Stakeholders, especially school-based employees, will find the support hub being responsive to their needs and will work with a customer service mindset.  
Increased collaboration and understanding of the work done in schools, and improved outcomes from support hub departments

## Thematic Board Evaluation Results

Board agrees with the self assessment of this initiative. Cited great feedback on the shift in culture and mindset that is taking place among staff. Would like to see the staff from the Central office support hub continue have a regular presence in our shools.

# The Evaluation Results

Signature Initiative	Quarterly Progress	Self Rating
KOACHING WITH KHAN	Green	Achieved

## Expected Result

50% of participating students meeting or exceeding growth goals as determined on MAP.

At least 80% of participating teachers and students positively rate Khan Academy experience on Satisfaction Survey

## Thematic Board Evaluation Results

Board does not view this as ACHIEVED; based on the data provided and the unavailability of the satisfaction survey results. The Board is looking forward to seeing those results and learning of efforts to engage more students consistently in this initiative

# The Evaluation Results

Signature Initiative	Quarterly Progress	Self Rating
LITERACY REIMAGINED	Green	Achieved

## Expected Result

1. 50% of students meeting or exceeding growth goals as determined on MAP.
2. Implement 100% of recommendations of the Literacy Framework
3. Increase On Track/Mastered percentages annually, while closing achievement gaps by at least two percentage points annually.

## Thematic Board Evaluation Results

Board had mixed reviews on this initiative. Where praise was given on the establishment on the initiatives. Given the challenges of the pandemic, this is uncertainty as to the efficacy of the efforts around Literacy ReImagined. The Board encourages continued monitoring and insight into the feedback from teachers and administrators as well as and understanding of how that feedback is being used to adjust.



# The Evaluation Results

Signature Initiative	Quarterly Progress	Self Rating
EQUITY ROADMAP	Yellow	Partially Achieved

## Expected Result

Establish and launch a District-wide Equity Roadmap that outlines the foundational efforts to reduce opportunity gaps across student groups.

Create and establish a toolkit of guiding equity resources for District and classroom leaders to incorporate concepts and theory into day-to-day department practice and classroom action.

Establish and launch a collaborative District-wide equity working committee, inclusive of teachers, parents and students, to provide guidance and feedback on all equity policies, practices, and initiatives.

## Thematic Board Evaluation Results

Board had mixed reviews on this initiative. Overall, the district is applauded for making Equity a priority. Understanding that this is a roadmap with some high-level, year-one goals, the Board is eager to see a greater sense of urgency with more measureable targets in place for the upcoming year/evaluation period. The big question remains: What does an equitable school district look like and are we truly on track to get there.

# The Evaluation Results

Signature Initiative	Quarterly Progress	Self Rating
NAVIGATORS	Green	Achieved
Expected Result		

100% of MNPS students will be assigned a Navigator with at least 8 check-ins per semester.

## Thematic Board Evaluation Results

Overall, the Board was pleased with the implementation and impact of this initiative. It acknowledges the huge extra burden this program put on teachers and administrators. Requesting a “satisfaction” or “impact” survey to assess ROI

# The Evaluation Results

Signature Initiative	Quarterly Progress	Self Rating
HIGH DOSAGE TUTORING	Green	Achieved
Expected Result		

At least 150 students will receive high-dosage tutoring in spring 2021

## Thematic Board Evaluation Results

Overall, the Board was pleased with the implementation of this initiative, citing that it is a “gold standard” in improving outcomes for students. The Board is looking forward to this initiative expanding its reach and more students benefiting; as well as seeing quantitative and qualitative data that speaks to the efficacy of this initiative.

# The Evaluation Results

Signature Initiative	Quarterly Progress	Self Rating
INNOVATIVE PUBLIC HEALTH RESPONSE	Green	Achieved

## Expected Result

- Implement a COVID-19 testing protocol with a statistically significant percentage of staff and students.
- Implement a COVID-19 vaccination protocol with willing staff and students.
- Reduce in-school transmission of COVID-19.

## Thematic Board Evaluation Results

The Board acknowledges the response necessary to get our students back into the classroom. However there are mixed responses on whether the strategies employed were the most effective and efficient.

# The Evaluation Results

Signature Initiative	Quarterly Progress	Self Rating
VIRTUAL HELP CENTERS	Green	Achieved

## Expected Result

The expected outcome is for 100% of students who need a district device will have one.  
The expected outcome is for an increase in average daily attendance rate from 84.7% to 95%.

## Thematic Board Evaluation Results

The Board is overwhelming pleased with this initiative.

# The Evaluation Results

Signature Initiative	Quarterly Progress	Self Rating
PERSONALIZED STUDENT DASHBOARD	Green	Achieved
Expected Result		

Students and families will have on demand access to timely student progress data and resources that will inform them of their progress in their focused outcomes.

## Thematic Board Evaluation Results

The Board is overall pleased with this initiative. Want to ensure that are providing the data that helps to engage parents and students. Wants to understand the number of students and parents that are access the dashboard.

# The Evaluation Results

Signature Initiative	Quarterly Progress	Self Rating
LEADERSHIP FRAMEWORK	Green	Achieved

## Expected Result

- MNPS will increase positive response rates related to engagement, culture and leadership in school staff surveys (Panorama, Tennessee Educator Survey, etc.)
- 100% of principals will receive professional development on the MNPS Leadership Framework and create aligned action plans prior to beginning of the 2021-2022 school year.

## Thematic Board Evaluation Results

The Board is overall pleased with this initiative. Want to see additional success metrics; e.g. teacher attrition.

# The Evaluation Results

Signature Initiative	Quarterly Progress	Self Rating
REIMAGINED	Green	Achieved

## Expected Result

Maplewood, Pearl-Cohn, and Whites Creek to have instituted the ReimaginED framework and expanded all elementary schools to include 5th grade.

In addition, Hunters Lane, McGavock, and Stratford will have instituted the ReimaginED framework thereby increasing the number to six clusters in total by the end of SY 2022.

Antioch, Cane Ridge, Glenclyff, Hillsboro, Hillwood, and Overton Clusters, as well as Magnet (East Nashville Magnet Middle/High, Hume-Fogg Magnet High, Martin Luther King, Jr. Magnet High, Head Middle Magnet, Meigs Middle Magnet) and non-traditional (Virtual School, Big Picture, Academies at Hickory Hollow, Old Cockrill, and Opry Mills, Nashville School of the Arts) schools will be phased in over several years.

## Thematic Board Evaluation Results

The Board is overall pleased with this initiative. Cited again the positive response from parents. Pleased with the thoughtful, strategic implementation strategy.



# The Evaluation Results

Signature Initiative	Quarterly Progress	Self Rating
<b>RESULTS-FOCUSED INNOVATION</b>	Green	Achieved

## Expected Result

Design Sprints: Complete at least ten design sprints at the school-level and at least three at the district-level Inquiry Cycle-Use inquiry-cycle process to identify schools' theories of action as related to students' problem of learning, teachers' and principals' problems of practice toward continuous improvement and improved student learning outcomes. Research Practice Partnership: Develop a research-practice partnership memorandum of understanding with Vanderbilt and identify at least two research-practice questions directly tied to the district's focused outcomes for development and study.

## Thematic Board Evaluation Results

The Board acknowledges that this evaluation period focused mostly on processes and is looking to see more evidence related to student outcomes.

# The Evaluation Results

Signature Initiative	Quarterly Progress	Self Rating
NEW WEBSITE	Green	Achieved
Expected Result		

Migrating to a new content management system should result in more departmental and school interaction with their website and content to allow for more fresh, relevant information to be shared with staff and families. Our goal is to: Increase the level of user engagement with the website  
Increase the number of users and Increase the time spent on the website interacting with the content.

## Thematic Board Evaluation Results

Board is pleased with the presentation and ease of use of the website; ADA compliance was also noted.

# OVERALL FEEDBACK

- Ensure measureable goals for signature initiatives
- Use baseline data where applicable
- Indicate lessons learned and how they are being used to make adjustment

# OTHER THOUGHTS

- Board should strive for 100% participation in director evaluation
- Timeline for future evaluations need to be prepared
- Need agreement on frequency of future evaluations
- Provide clarity on what the initiative is designed to do within the evaluation period so that Board feedback is appropriately aligned