

JEFFERSON COUNTY BOARD OF EDUCATION

Superintendent Annual Evaluation

June 24, 2013

Summary Board Evaluation (Meets/Does Not Meet)					
General Performance Criteria	Meets Expectations	Does not meet expectations	Specific Performance Objectives	Meets Expectations	Does not meet expectations
1. Leadership	X		Objective #1	X	
2. Management	X		Objective #2	X	
3. Policy & Governance	X		Objective #3	X	
4. Communication	X				
5. Board Relations	X				
6. Community Relations	X				
7. District Goals & Planning	X				
8. Professional Standards	X				

General	
General Performance	Specific Performance Objectives
Meets expectations X Does not meet expectations	Meets expectations X Does not meet expectations

Preface

The Jefferson County Board of Education conducted the annual performance review for the superintendent of Jefferson County Public Schools. This report conveys the Board's feedback to Dr. Hargens and delineates expectations for the 2013-2014 school year.

The process began with a presentation of evidence by Dr. Donna Hargens in the Year in Review 2012-2013 to the Board on May 28, 2013. This report is available on the district web site at http://www.jefferson.kyschools.us/Superintendent/SuperIntendent_Reports_Pubs.html.

The Board's review centered on three performance objectives that were established collaboratively with Dr. Hargens for the 2012-2013 school year.

Performance Objective 1: Effectively implement the *Strategic Plan Vision 2015*.

Performance Objective 2: Improve student achievement.

Performance Objective 3: Continually assess and improve organizational management.

Evaluation Narrative

Performance Objective 1: Effectively implement the *Strategic Plan Vision 2015*.

The Board charged Dr. Hargens with the implementation of strategic initiatives outlined in the Jefferson County Public Schools strategic plan *Vision 2015*. Dr. Hargens leads *Vision 2015* with unwavering consistency. She communicates a coherent message within Jefferson County Public Schools and within the community that the work revolves around four focus areas and goals of the district. The board recognizes her strength in designing a process to monitor and track progress of implementation. She systematically communicates progress to the board, citing emergent evidence of progress and barriers. These reports are critical to the Board's understanding of the status of implementation. A cornerstone of her leadership is the use of data to monitor progress through a set of quality indicators. The launch of the strategic initiatives has provided a foundation for continued development and coherent focus.

The Board will continue this performance objective in 2013-2014 and outlines the following expectations of Dr. Hargens:

- Make improved communication a top priority internally and externally through multiple avenues.
- Drive the strategic initiatives deeper into the schools and improve student learning.
- Provide in-depth analyses of indicators that include information regarding the impact of the district strategic initiatives.

- Establish a cycle of review of the strategic plan that allows for mid-course adjustments based on the above analyses and recommendations.
- Develop a web-based dashboard of indicators that is user friendly and allows access to multiple layers of information.

Performance Objective 2: Improve student achievement

For the 2012-2013 school year, Dr. Hargens will assess, monitor and manage three related areas: the implementation of the Kentucky Core Academic Standards, the district's commitment to diversity, and the improvement of student achievement. Student achievement is measured by four state established parameters:

1. Proficiency on state accountability tests,
2. Growth in every student's learning from year to year,
3. Graduation trajectories, and
4. College and career readiness.

The Board is encouraged by the early signs of progress in specific indicators of student performance, particularly graduation rates, dropout rates, suspensions, and indicators of college and career readiness. The Board will review the state assessment results when released in the fall of 2013. Emphasis has been placed on schools designated by the Kentucky Department of Education as priority schools, where there have been comprehensive efforts to improve teaching and learning.

Dr. Hargens is leading the district in the use of proven practices to influence student learning and directing increased funds to the school level to support quality teaching and learning. Under her leadership, the district received a District of Innovation designation from Kentucky Department of Education, which demonstrates her willingness to be creative and embrace new approaches. The Board applauds implementation of professional learning communities in schools as positive and supportive of student-centered, data-focused conversations through teacher collaboration.

The Board applauds Dr. Hargens steadfast focus to improve student learning and college and career readiness. The Board would like to see increased emphasis on:

- In-depth analyses of what is working or not working for student learning based on the indicators being measured.
- Reporting and analyzing the state of the district's performance upon receiving scores from the state proficiency assessments.

- Continuing to emphasize evidence of growth in learning for all students.

The Board recognizes that our students have wide-ranging needs across academic, social, emotional and health areas. Therefore, we direct the superintendent to:

- Examine district early childhood education programs and define improvements that can be made so that far more of our youngest learners are ready for and succeed in subsequent grades.
- Initiate community conversations with potential partners to explore additional services that can most appropriately be provided by other organizations.
- Rebuild the volunteer program to engage the community in assisting in our efforts to improve student learning.

Performance Objective 3: Continually assess and improve organizational management.

Dr. Hargens established a new organizational structure which is in its first year and has been a significant change to internal operations. She actively directed the implementation of recommendations from previous organizational and curriculum audits and has made good progress on the tasks associated with these recommendations. Dr. Hargens has taken significant steps in her responsibilities to be a conscientious steward of Jefferson County Public School finances. The Board recognizes that the six area Assistant Superintendents for Academic Achievement are providing significant support to their assigned schools focusing on essential systemic changes to support success for students and improvements in school performance.

The Board directs the superintendent to focus attention on the employees of the District and the internal culture necessary to support the vision and strategies in order to achieve desired educational outcomes. Therefore, the Board directs Dr. Hargens to:

- Create a culture of teamwork that recognizes the knowledge and skill of staff and their contributions to our collective efforts.
- Design and implement a system of professional development for administrators, teachers and support personnel that equips employees with essential skills aligned to strategy.
- Continue work to develop systematic, proactive and responsive communication strategies with staff and the community through multiple avenues.
- Provide the Board with an analysis of the new organization structure that includes information regarding:
 - Needs and feedback from district personnel regarding quality of services,
 - Recommendations to improve the organizational effectiveness and the capacity for people to appropriately carry out their duties.

- Provide an analysis of the facility needs in the district, including enrollment and population trends and recommendations to inform the Board's decisions on short- and long-term needs.
- Provide an analysis of the informational technology capacity of the district with recommendations to meet current and future IT needs that support student learning and operational effectiveness.

Summary

Dr. Hargens' determined efforts and resolve to bring about systemic change in Jefferson County Public Schools is recognized, appreciated, and supported by the Jefferson County Board of Education. The Board recognizes the magnitude of the goals to which we have dedicated the energies of our staff and resources of the district. We applaud Dr. Hargens for her tenacity and passion to improve student achievement. She continues to take bold steps to implement the strategies articulated in *Vision 2015*. We commend her for extensive outreach to and engagement with the community. During the 2013-14 school year, Dr. Hargens will direct her attention to the recommendations as outlined by the Board. We encourage Dr. Hargens to cultivate the full engagement of staff, develop ways to listen to the input of principals, teachers, and district level leaders, and build a collective energy toward common goals. We are convinced that by engaging the talents of our Jefferson County Public Schools' staff and continued community support, significant strides will be made toward achieving our vision.

PERFORMANCE OBJECTIVES 2013-2014

The Superintendent will direct her attention to the above specified expectations associated with the following performance objectives during the 2013-2014 school year:

Performance Objective 1: Improve student achievement.

Performance Objective 2: Develop capacity within the organization.

Performance Objective 3: Continuously improve the implementation of *Vision 2015*.

Diane Porter, Chair

Date

Carol Ann Haddad, Vice Chair

Date