



2024-2025

Director of Schools

**PERFORMANCE
EVALUATION
INSTRUMENT**

Dr. Trey Duke

Murfreesboro City Schools

Director of Schools Performance Evaluation Instrument Guidelines

Pursuant to Tennessee Code Annotated 49-2-203(a)(15) and Murfreesboro City School Board Policy 5.803, the Board of Education is required to annually evaluate the Director of Schools through a set of performance objectives based on the needs of the school district. Pursuant to Tenn. Code Ann. 49-2-203(a)(15), the performance evaluation instrument must address the areas of job performance, student achievement, relationships with staff and personnel, relationships with Board members, and relationships with the community.

This performance evaluation instrument provides Board members with a comprehensive performance evaluation system that complies with the statutory and policy requirements for the annual evaluation of the Director of Schools. This evaluation instrument must be supported by objective evidence and Board members must consider evidence prepared by the Director of Schools. This evaluation instrument will be updated annually in cooperation with the Board and the Director of Schools.

Evaluation Components and Rating Scales

The performance evaluation instrument shall be composed of the following sections:

Section I: Qualitative

1. **Administrator Survey:** The survey will consist of performance standards described by a list of performance indicators and will be administered to school principals and district personnel designated as "Senior Leadership" annually in May. The administrator survey will be administered anonymously.
2. **Board Observational Data:** This component will consist of performance standards described by a list of performance indicators with rating scales to be completed by Board members annually in May.

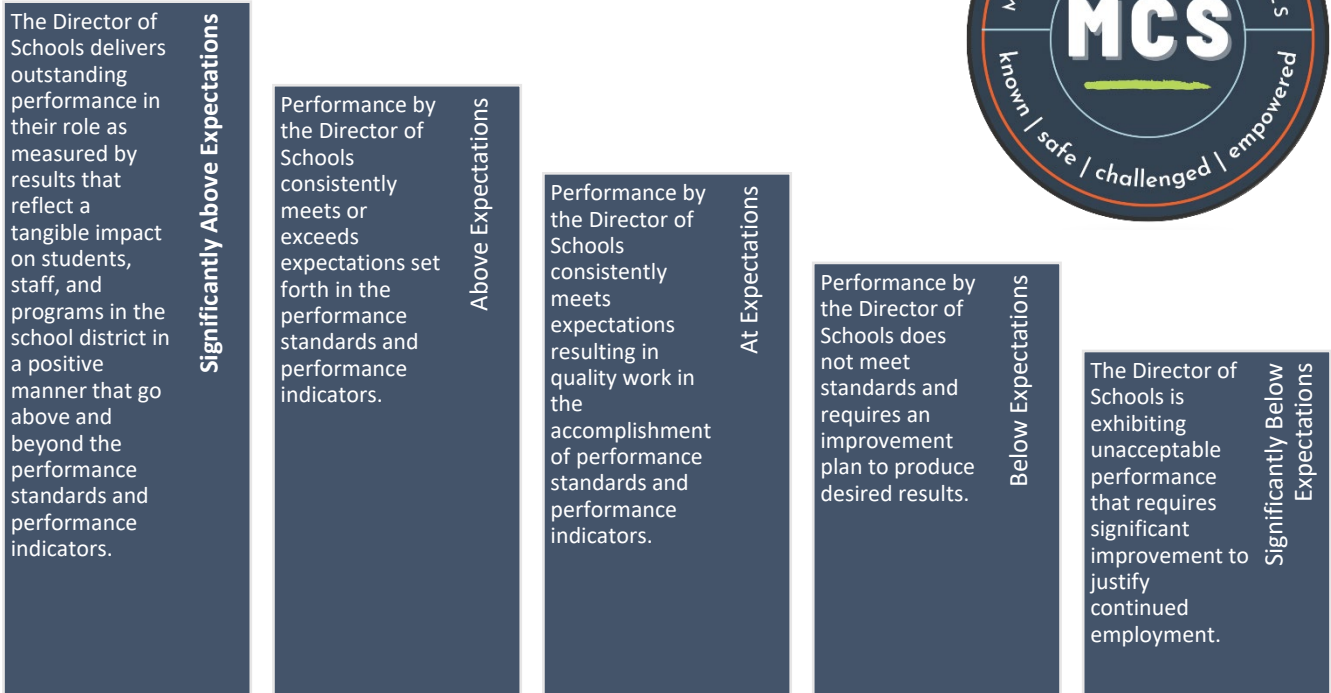
Section II: Quantitative

3. **Annual Objectives:** A rating tool to be completed Board members annually in May reviewing the Director's performance in achievement of Board goals and the district's strategic plan.

The evaluation rating scale to be used is as follows:

5	Significantly Above Expectations
4	Above Expectations
3	At Expectations
2	Below Expectations
1	Significantly Below Expectations

Explanation of Evaluation Rating Scale:



Weighted sectional averages shall be:

Section I: Qualitative

Administrator Survey	33%
Board Observational Data	33%

Section II: Quantitative

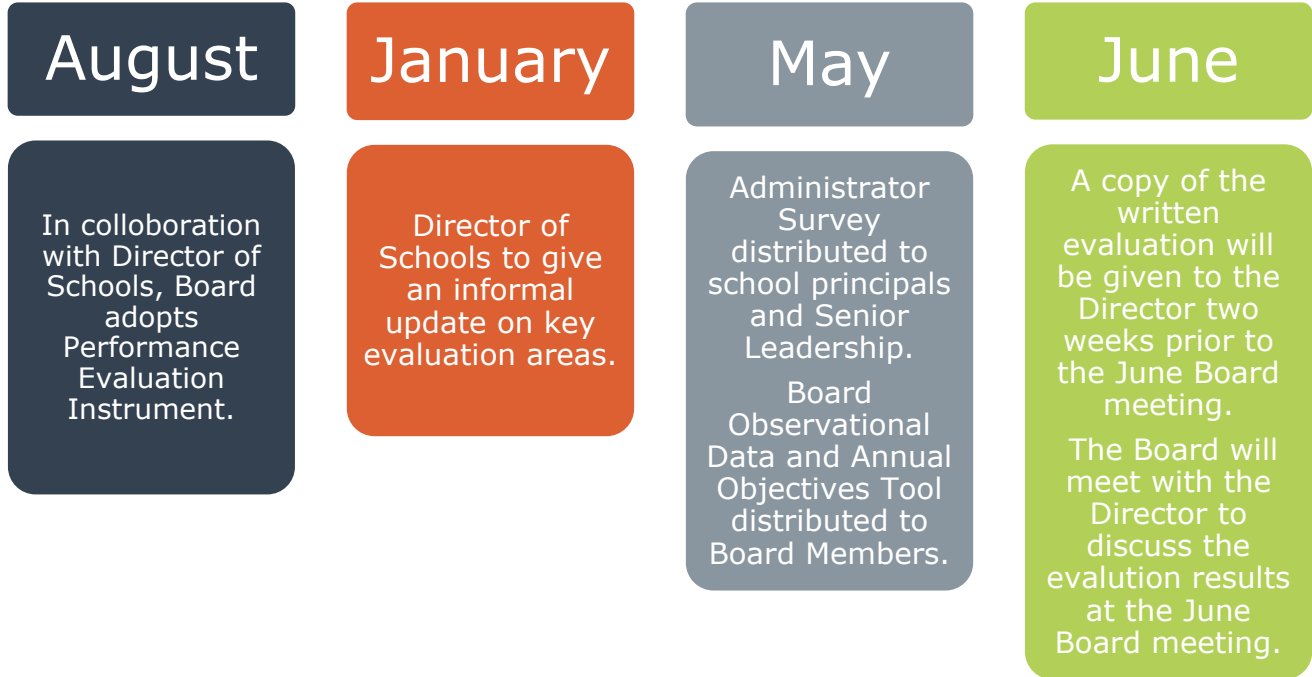
Achievement of Board Goals and Strategic Plan	33%
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A satisfactory score will be if the average overall score is 3.00 or above.

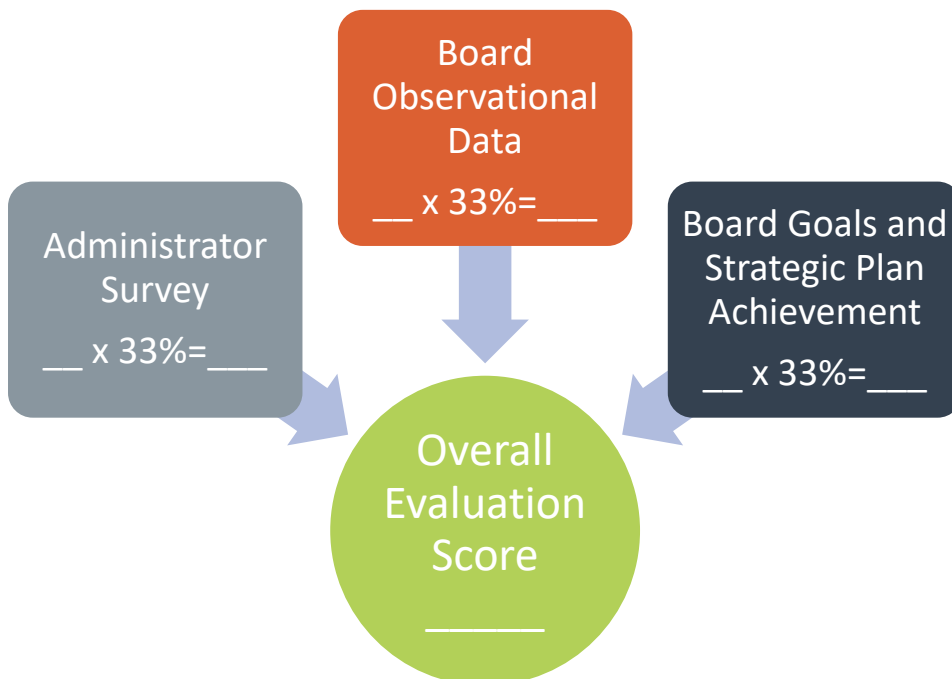
A copy of the written evaluation shall be delivered to the Director of Schools two weeks prior to the June Board meeting. The Director of Schools shall have the right to make a written or oral response to the evaluation. Any written response by the Director to the evaluation will be incorporated into the final evaluation document maintained by Murfreesboro City Schools.

Performance Evaluation Instrument Timeline

The following dates are provided for guidance in implementing the evaluation instrument, however key dates may be amended by mutual agreement of the Director of Schools and Board of Education.



Director of Schools Overall Evaluation Score





Director of Schools 2024-2025 Performance Evaluation Instrument Administrator Survey

Performance Indicators Please rate the Director of Schools for each of the performance indicators using the rating scale provided. Please see the 2024-2025 Performance Evaluation Instrument for an explanation of each of the rating scale categories.	5- Significantly Above Expectations	4- Above Expectations	3- At Expectations	2- Below Expectations	1- Significantly Below Expectations
The Director develops clear expectations.					
The Director models good communication skills.					
The Director is knowledgeable about the curriculum.					
The Director ensures that funds are spent wisely.					
The Director holds me accountable for my job responsibilities.					
The Director supports professional learning activities for teachers and administrators.					
The Director maintains positive relationships with administrators.					
The Director enforces Board policy in a fair and consistent manner.					
The Director ensures the safety of students and school personnel.					
The Director ensures district compliance with federal, state and local statutes, regulations, policies, and procedures.					
The Director has an effective plan to recruit competent employees.					
The Director takes an active leadership role in the instructional improvement of the district.					
The Director evaluates my performance in a fair and consistent manner.					
The Director interacts effectively with district employees.					
The Director is accessible to administrators.					
The Director develops good staff morale and loyalty to the system.					
The Director works effectively with the School Board.					
The Director involves administrators as much as possible in decision-making.					
The Director listens to suggestions from the administrative staff.					
The Director demonstrates a caring attitude.					

Administrator Comments:



**Director of Schools
2024-2025 Performance Evaluation Instrument
Board Observational Data**

Performance Standards & Indicators Please rate the Director of Schools for each of the performance indicators using the rating scale provided. Please see the 2024-2025 Performance Evaluation Instrument for an explanation of each of the rating scale categories.	5- Significantly Above Expectations	4- Above Expectations	3- At Expectations	2- Below Expectations	1- Significantly Below Expectations
Vision - As the district’s educational leader, the Director must articulate a strong vision for continuous improvement throughout the district. This standard evaluates the Director’s focus on shaping the district’s culture of teaching and learning and setting high expectations for students and staff.					
Director works collaboratively with Board members, staff, and community to develop long-term strategic plans.					
Director uses student academic achievement data and student/family demographic data to determine priorities and aligns vision and strategic plan to those identified needs.					
Director provides leadership in the development of a shared vision for educational improvement and of a strategic plan to attain that vision.					
Director clearly articulates the district’s vision, strategic plan, and priorities to the community, stakeholders, and media.					
Director seeks and obtains resources necessary to support the implementation of the district’s vision and strategic plan.					
Director recognizes and celebrates the contributions of school community members to the realization of the vision.					
Director provides consistent, clear communication with Board members and district stakeholders on progress towards long-term goals.					
Director monitors, evaluates, and revises strategic plan and goals to meet the needs of the district.					
Director develops, implements, promotes, and monitors a continuous improvement process through use of vision and goal setting.					
Establishes partnerships with area businesses, institutions of higher education, and community groups to make progress toward vision and strategic plan.					
Total Mean Score for Vision:					

Performance Standards & Indicators Please rate the Director of Schools for each of the performance indicators using the rating scale provided. Please see the 2024-2025 Performance Evaluation Instrument for an explanation of each of the rating scale categories.	5- Significantly Above Expectations	4- Above Expectations	3- At Expectations	2- Below Expectations	1- Significantly Below Expectations
Instructional Leadership and Student Achievement – The Director is responsible for prioritizing student achievement. This standard evaluates the Director’s ability to ensure that curricular design, instructional strategies, and learning environments integrate appropriate education methods to maximize student learning and achievement.					
Director applies and communicates statistical academic data to identify strengths and weaknesses in programs and practices to ensure continuous academic growth.					
Director implements effective methods of monitoring, evaluating, and reporting student achievement.					
Director involves staff and stakeholders in the enhancement and renewal of curriculum to ensure alignment of curriculum, instruction, and assessment.					
Director reviews analyses of student academic achievement through standardized test results and other academic sources by school and by subgroup.					
Director works collaboratively with staff in using student achievement data to determine and offer relevant professional development opportunities.					
Director meets with principals and district leadership regularly to provide feedback on goal achievement and to assess ongoing school improvement efforts.					
Director reviews, reports, and responds appropriately to State accountability measures.					
Director recognizes and celebrates student accomplishments.					
Director leads district and school-level leaders in the development of specific district/school objectives and key results action plans in response to student achievement data. Director regularly monitors the implementation of action plan with leaders.					
Director identifies, clarifies, and addresses barriers to student learning.					
Director establishes comprehensive systems of academic and social supports to meet the needs of all students.					
Director provides resources and materials to accomplish instructional goals for all students.					
Total Mean Score for Student Achievement:					

Performance Standards & Indicators Please rate the Director of Schools for each of the performance indicators using the rating scale provided. Please see the 2024-2025 Performance Evaluation Instrument for an explanation of each of the rating scale categories.	5- Significantly Above Expectations	4- Above Expectations	3- At Expectations	2- Below Expectations	1- Significantly Below Expectations
Organizational Management - The Director is responsible for the management of the district's resources while providing a safe and supportive learning environment for students and staff. This standard evaluates the Director's ability to manage the district's resources in an efficient, effective, and transparent manner that demonstrates prudent fiscal stewardship and an ability to adapt to emerging challenges.					
Director collaboratively plans and prepares a fiscally responsible budget to support the district's vision and strategic plan.					
Director makes sound fiscal decisions, aligning with the district's strategic plan, and establishes clear and transparent systems of fiscal control and accountability.					
Director has an effective plan to recruit and assign the best available personnel in terms of personal and professional competence.					
Director aligns and allocates the district's financial, human and material resources to the goals of the district.					
Director implements appropriate management techniques and group processes to define roles, delegate activities and responsibilities and determine accountability for goal attainment.					
Director develops, implements, and promotes procedures and practices to effectively address emergencies such as weather, threats to school, student violence, and trauma.					
Director identifies and addresses problems and challenges in a timely and effective manner, involving relevant stakeholders in analyzing problems and developing solutions.					
Director 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.					
Director utilizes external human and material resources that support or enhances the achievement of goals or objectives.					
Director provides accurate and timely reports to the Board on the financial condition of the school system.					
Director implements and enforces the district Code of Conduct effectively and consistently.					
Director acquires, allocates, and manages district resources in compliance with all applicable federal, state, and local regulations.					
Total Mean Score for Organizational Management:					

Performance Standards & Indicators Please rate the Director of Schools for each of the performance indicators using the rating scale provided. Please see the 2024-2025 Performance Evaluation Instrument for an explanation of each of the rating scale categories.	5- Significantly Above Expectations	4- Above Expectations	3- At Expectations	2- Below Expectations	1- Significantly Below Expectations
Communication and Community Relations - This standard evaluates the Director's ability to communicate effectively with the broader community, including staff, students, and parents/guardians, and to actively engage the community in productive partnerships. It also focuses on the Director's advocacy on behalf of the district with other government and community officials.					
Director demonstrates effective communication skills (written, verbal and non-verbal contexts, formal and informal settings, large and small group and one-on-one environments).					
Director maintains visibility and accessibility to district staff.					
Director collaborates with staff, families and community leaders and responds to identified needs of schools, students, and staff.					
Director develops strong staff morale and loyalty to the school district.					
Director serves as an articulate spokesperson and advocate for the district and represents the district favorably, as appropriate, at the local and state level.					
Director establishes and maintains partnerships with community agencies to provide additional resources to support the district.					
Director ensures that communication occurs among the community concerning trends, issues, and potential changes to school operations.					
Director engages in ongoing dialogue with representatives of diverse community groups.					
Director develops and utilizes lines of communication with decision-makers outside of the district (e.g., community leaders).					
Director promotes and expects a district-wide climate of tolerance, acceptance, and civility.					
Director establishes a culture that encourages responsible risk-taking while requiring accountability for results.					
Director maintains a system for actively engaging the media to promote the district and provide timely, effective information.					
Director encourages parental involvement, seeks parental feedback and uses parental feedback in program planning.					
Director builds public support for the district through structured events and engagements.					
Total Mean Score for Communication and Community Relations:					

Performance Standards & Indicators Please rate the Director of Schools for each of the performance indicators using the rating scale provided. Please see the 2024-2025 Performance Evaluation Instrument for an explanation of each of the rating scale categories.	5- Significantly Above Expectations	4- Above Expectations	3- At Expectations	2- Below Expectations	1- Significantly Below Expectations
Professionalism - The Director of Schools serves as a role model for staff and students. This standard evaluates the Director's ability to model professional and ethical standards and work in a collegial and collaborative manner with district stakeholders.					
Director examines personal and professional values to develop a personal and professional code of ethics that demonstrates personal integrity.					
Director demonstrates values, beliefs, and attitudes that inspire others to higher levels of performance.					
Director accepts responsibility for school operations.					
Director maintains a professional demeanor and appearance appropriate to responsibilities.					
Director protects the confidentiality of students and staff.					
Director demonstrates flexibility and a collaborative attitude in supporting the Board and staff members.					
Director participates in professional growth activities, including conferences, workshops, course work and/or membership in professional organizations at the local, state and/or national level.					
Director models and promotes multicultural awareness and the appreciation of diversity in the community.					
Director is knowledgeable about applicable laws regarding individual and group rights and responsibilities and scrupulously avoids actions that might violate those rights.					
Director models professionally appropriate communication skills, interpersonal relations, and conflict resolution skills.					
Director sets goals for self-improvement of skills and professional performance.					
Director provides staff opportunities for leadership development and implements strategies to retain high-quality personnel.					
Director provides staff with shared leadership and decision-making opportunities that promotes a climate of collaboration.					
Director treats all personnel fairly without favoritism or discrimination while demanding high performance standards.					
Director recognizes and celebrates staff for professional achievements.					
Total Mean Score for Professionalism:					

Performance Standards & Indicators Please rate the Director of Schools for each of the performance indicators using the rating scale provided. Please see the 2024-2025 Performance Evaluation Instrument for an explanation of each of the rating scale categories.	5- Significantly Above Expectations	4- Above Expectations	3- At Expectations	2- Below Expectations	1- Significantly Below Expectations
Governance and Board Relationships – The Director of Schools has a critical role in promoting effective, shared governance. This standard evaluates the Director’s ability to foster strong partnership with the School Board, and the Director’s ability to act in accordance with Board policies, procedures, applicable law and system of public school governance.					
Director has a positive working relationship with the Board.					
Director keeps all Board members informed, as appropriate, on issues, needs, and operation of the district, including employment, promotion, and dismissal of personnel.					
Director offers professional advice to the Board on items requiring Board action, with appropriate recommendations based on thorough study and analysis.					
Director provides Board meeting materials that are accurate and comprehensive with all adequate background information included.					
Director maintains and improves relations with the Board through Board workshops, retreats, and training sessions.					
Director treats all Board members fairly without favoritism or discrimination.					
Director refrains from criticism of members of the Board.					
Director immediately addresses honest, objective differences of opinions between the Director and any or all members of the Board, in an earnest effort to resolve such difference immediately.					
Director seeks and accepts constructive criticism from the Board.					
Director bases position on matters requiring Board action upon principle and is willing to maintain that position without regard for popularity until a final Board action has been taken, after which time the Director will support the decision of the Board.					
Director is actively involved in the development, recommendation, and administration of Board policies.					
Director supports and enforces Board policies and informs stakeholders of changes to Board policies.					
Director develops and maintains administrative directives that support the application of Board policy.					
Director maintains understanding and respect between Board and district personnel.					
Total Mean Score for Governance and Board Relationships:					

Director of Schools 2024-2025 Performance Evaluation Instrument Achievement of Board Goals and Strategic Plan

<p>Performance Objective 1: Develop a school district strategic plan.</p> <p>The following performance indicators assess the successful implementation of performance objective 1:</p>	5- Significantly Above Expectations	4- Above Expectations	3- At Expectations	2- Below Expectations	1- Significantly Below Expectations
<p>Annual CIP has been revised annually to address the most pressing needs of the district.</p>					
<p>The Five-Year Strategic Plan is updated annually to address current needs and Director has established tracking system to monitor implementation.</p>					
<p>Performance Objective 2: Implement the Five-Year Strategic Plan</p> <p>The following performance indicators assess the successful implementation of performance objective 2:</p>	5- Significantly Above Expectations	4- Above Expectations	3- At Expectations	2- Below Expectations	1- Significantly Below Expectations
<p>Decrease the percentage of out-of-school suspensions using the State's AMO reduction target formula.</p>					
<p>Maintain a minimum of 10% in unassigned fund balance while proactively creating a long-term plan for fund balance reserves above 10%.</p>					
<p>Provide leadership training opportunities to ensure the district is preparing for succession planning.</p>	NEW for 2024-2525				
<p>Create a salary comparison with neighboring districts and revise classified and certified salary scales to ensure Murfreesboro City Schools remains highly competitive in pay.</p>					
<p>Performance Objective 3: Develop a budget for the Board as outlined in compliance with Board policy, Board annual agenda, and TDOE guidelines.</p> <p>The following performance indicators assess the successful implementation of performance objective 3:</p>	5- Significantly Above Expectations	4- Above Expectations	3- At Expectations	2- Below Expectations	1- Significantly Below Expectations
<p>A budget document was presented to the Board for approval in compliance with Board policy, Board annual agenda, and TDOE guidelines.</p>					
<p>District budget aligns to the needs of the district and includes feedback from stakeholders.</p>					

The following was removed since this has been accomplished: "Increase school coverage for mental health providers from 60%- 100% in school."

Performance Objective 4: Ensure that there is a continuous improvement plan for student achievement and growth. The following performance indicators assess the successful implementation of performance objective 4:	5- Significantly Above Expectations	4- Above Expectations	3- At Expectations	2- Below Expectations	1- Significantly Below Expectations
District's final determination status based on TN accountability protocol: <ul style="list-style-type: none"> - Exemplary – 5 - Advancing – 4 - Satisfactory – 3 - Marginal – 2 - In Need of Improvement – 1 <i>Data Source: District Heat Maps</i>					
Success Rate Score (proficiency in ELA and Math) for "All Students" status based on TDOE Accountability Rules using AMOs/Absolute Performance: <ul style="list-style-type: none"> - 4 points earned on success rate= evaluation score of 5 - 3 points earned on success rate= evaluation score of 4 - 2 points earned on success rate= evaluation score of 3 - 1 point earned on success rate= evaluation score of 2 - 0 points earned on success rate= evaluation score of 1 <i>Data Source: District Heat Maps</i>					
Average Score for student subgroups (BHN, ED, EL, SWD) status based on TDOE Accountability Rules. Includes success rate, chronically out of school, English language proficiency: <ul style="list-style-type: none"> - 3.1-4.0 points earned on success rate=evaluation score of 5 - 2.1-3.0 points earned on success rate=evaluation score of 4 - 1.1-2.0 points earned on success rate=evaluation score of 3 - 0.5-1.0 points earned on success rate=evaluation score of 2 - 0-0.5 points earned on success rate=evaluation score of 1 <i>Data Source: District Heat Maps</i>					
TVAAS System-Wide Composite: <ul style="list-style-type: none"> - 5=5 - 4=4 - 3=3 - 2=2 - 1=1 	Previously this was listed as Literacy and Numeracy. The composite score also includes science growth				