

**Franklin Special School District Work Session**  
**April 15, 2025 7:00 AM**  
FSSD Central Office, 205 Eddy Lane, Franklin, TN 37064

- I. **MEETING CALLED TO ORDER**
- II. **ADJOURNMENT**




# Franklin Special School District

SINCE 1906

David L. Snowden, Ph.D., Director of Schools • 507 New Highway 96 West • Franklin, TN 37064 • 615-794-6624 • 615-790-4716 (fax) • www.fssd.org

## MEETING NOTIFICATION

TO: Members of the Franklin Special School District Board of Education, FSSD Staff, Community Members and Local News Media

FROM: David L. Snowden, Ph.D., Director of Schools 

DATE: April 13, 2023

SUBJECT: **FSSD Work Sessions on April 17, 2023**

The Franklin Special School District Board of Education has scheduled concurrent Work Sessions to be held on **April 17, 2023 at the Teacher Center at Moore Elementary, Franklin, TN:**

**2023-24 Budget Work Session #1** - begins at 5:30

**2023-24 Director of Schools Annual Performance Goals** – follows at conclusion of Budget Work Session

Please note: these are a non-voting meetings.



**Franklin Special School District  
Board of Education  
Director of Schools Annual Performance Goals**

for

**Dr. David Snowden  
Director of Schools**

**School Year  
2024-2025**

**Adopted by the FSSD Board of Education**

**Date: July 22, 2024**

**THE VISION** of the Franklin Special School District and the Board of Education:

*Excellence in Teaching and Learning for All*

**THE MISSION** of the Franklin Special School District and the Board of Education:

*Committed to Excellence through*

- *Affirming Self-Worth*
- *Challenging the Intellect*
- *Inspiring for the Future*

*In order to fulfill our mission and transform our vision to reality, the Board of Education of the Franklin Special School District establishes the following goals and objectives for its Director of Schools for school/fiscal year 2024-2025.*

**I. Improvement of Student Performance:**

- A. Employ a comprehensive database of student performance information to assist in the development and implementation of an Individual Learning Plan for each student.
- B. Pursue innovative approaches to curriculum and instruction, to improve literacy and math proficiency by 10% and increase student growth in all grade levels to overcome achievement gaps.

**II. Effective Management of District Resources:**

- A. Work cooperatively with the Board of Education to ensure a safe, secure environment for teaching and learning.
- B. Proactively identify and support only state funding models that adequately fund and support the unique mission of the FSD. The Director will proactively advocate for FSD and public education.
- C. Work with the Board of Education to prioritize the list of capital improvements to be completed.
- D. Provide effective personnel recruitment and assimilation, as well as professional and leadership development programs that attract, retain and support the best personnel with a focus on building sustainability.
- E. Provide effective professional learning, support, and communications for teachers and administrators to ensure their continued success for all learners.
- F. Work with the Board and construction management firm to complete construction projects within the GMP.
- G. Provide maximum effort in recruiting and retaining students.

**III. Execute on the District and Board's Vision of *Excellence in Teaching and Learning For All*:**

- A. Facilitate an annual retreat with the BOE (and invited staff and administration) to review and revise, as necessary, the new comprehensive five-year (2024-2029) strategic plan "aspire 2029" and discuss other matters important to the Board's vision.
- B. Continue to implement school equity throughout the district.

- C. To enhance the social, emotional and mental well-being of our students, support each school in creating and implementing a plan that cultivates well-being and belonging (including behavior) - for staff, students, and families.
- D. Continue efforts to recruit, hire and retain diverse and inclusive administrators, teachers and staff.
- E. Continue professional learning for teachers and administrators on strategies to develop culturally responsive teaching practices.

**IV. Provide the Highest Level of Internal and External Communication:**

- A. Proactively communicate with all stakeholders the historical significance and importance of the FSD in meeting the unique educational needs of the diverse FSD community, district improvements, and progress in meeting district goals.
- B. Develop, implement, and continually refine innovative methods, including the expansion of community presence, family engagement, and marketing strategies, to increase parent involvement and awareness of our resources and efforts, as well as a clear understanding of the district's purpose, high standards, and exceptional offerings.

## PERFORMANCE REVIEW SUMMARY

I.	Improvement of Student Performance	<b>35 points</b>
II.	Effective Management of District Resources	<b>30 points</b>
III.	Execute on the Board's Vision	<b>20 points</b>
IV.	Provide the Highest Level of Internal and External Communication	<b>15 points</b>

## **DIRECTOR OF SCHOOLS PERFORMANCE REVIEW PROCESS**

Annually, upon receipt of the State of Tennessee Report Card for the recently concluded school year, the Director of Schools shall prepare and present a “State of the System” report for delivery to the Board of Education at its next regularly scheduled meeting. This report shall serve also as the Director’s self-evaluation, specifically addressing progress in each area of performance measurement. This report shall be submitted in advance to members of the Board of Education no later than inclusion in the pre-meeting Board packet.

Prior to the next regularly scheduled meeting of the Board of Education, each board member shall have individually scored the Director’s performance within each individual objective and submitted his/her individual evaluation to the Board of Education Assistant for compilation. The Board’s Assistant may request the Board chairperson to appoint an additional person(s) to assist in validating and reporting scores. Each individual board member shall directly contact the Director to discuss any aspect of the performance evaluation in which the member does not feel acceptable performance levels were attained.

A Total Composite Score from scored evaluations submitted by members of the Board of Education shall be determined as follows:

- The highest score and the lowest score in each of the four individual objectives will be removed from the calculation. Any objective not scored will also be removed from the calculation.
- The remaining scores shall then be averaged, by objective.
- The average total score from each objective category shall then be added together and the sum rounded to the nearest whole number to produce a “Total Composite Score.”

Annually, the Director of Schools is eligible to receive a Performance Bonus equal to 10% of current annual salary, based on the following table, which shows the possible total composite score:

96 – 100	100% of Bonus Pool
91 – 95	75% of Bonus Pool
86 – 90	50% of Bonus Pool
81 – 85	25% of Bonus Pool

Annually, prior to commencement of its first budget work session for an upcoming school/fiscal year, the Board will approve performance objectives and an evaluation process. From time to time, consideration of special circumstances outside FSSD control may require an extension of this deadline, which by mutual agreement, may be approved. If performance objectives and an evaluation process are not approved by the Board of Education prior to the deadline (or its mutually agreed extension), the performance objectives and evaluation process from the most recent school/fiscal year are automatically renewed for the upcoming school/fiscal year. In the Director’s final year of service, payment of bonus may be paid before the end of the final term.