

## 2020-2021 WCS Superintendent of Schools Evaluation Annual Goals and Objectives

	5 - Significantly Above Expectations	4 - Above Expectations	3 - At Expectations	2 - Below Expectations	1 - Significantly Below Expectations	NA - Not Applicable	TOTAL	Average
<b><i>Performance Goal 1: To lead the district through the COVID-19 Pandemic with sustained instructional services through the 2020-2021 school year, making appropriate adjustments to plans based on new information that develops through the school year.</i></b>	1	7	0	1 [2.5]	2	0	11	
	Number of evaluators							
	5	28	0	2.5	2	0	37.5	3.41
	Points							

**Comments:**

**Cash** - The last 3 months of school was a complete loss for our students due to making sure everyone was treated fairly in a crisis situation. I believe O.L. training was a benefit to many students and parents to have a choice.  
 I feel teachers were not prepared for so many different platforms that could have phased into the curriculum over time.  
 I believe this added to the loss of many instructional days due to lack of training and tech issues.

**Cleveland** - Jason followed the Reopening Plan the Board approved and was successful in doing so. WCS education during the pandemic was better than most public schools in the state of TN and in the country. There was a small percentage of learning loss. Our schools remained open while schools systems across the country remained closed. During the pandemic, WCS continues to have exceptional student academic and athletic achievements.

**Durham** - Despite community, board member and constituent feedback and changes in data, contact tracing and limitations on distancing, there were no bold changes to process. Time and resources were spent focused on practices that distracted from academics. The repeated comments around “we kept schools open” places a veil of misrepresentation on the truth, which is that we lacked focus on our core mission as a district. Repeated requests for more transparency and engagement with the health department resulted in shutdowns by staff members and/or blatant disregard and “ignoring” of the request.

**Fiscus** - Mr. Golden did an effective job adapting throughout the year as new information was provided on COVID response. He kept the focus on students and teachers have effective means of instruction by adjusting how and when schools needed to shift off campus to remote instruction due to increases in active cases in the individual school as well as specific as individual classrooms. The development of the OLP and appropriate staffing helped WCS continue to provide excellent instruction. Mr. Golden effectively led this team to make multiple adjustments throughout the school year.

**Galbreath** - Jason did not at all meet my expectations for what it means to lead during the pandemic. Below are a few areas that my expectations were not met: -At the beginning of the year, Jason and staff took the stance that adjusting the school reopening plan was an administrative item and while he wanted to provide the Board with a plan to review, but only after the majority of the Board requested to vote on the plan did we do so. -Even after the Board set as its goals to limit the impact of quarantine, Jason did little to nothing to push back on the department of health. He continues to cite adherence to CDC guidelines and deference to the TN Health Dept rather than taking ownership of the single issue that has and is causing the most disruption to our students' opportunity for in-person classes. -Jason cites his efforts to make adjustments to the plan as removing temperature checks and allowing kids not to wear masks outside. The problem is both of these changes were made months after the restrictions were deemed unnecessary and/or ineffective by the health policy makers. Rather than leading on reducing unnecessary restrictions on our students, Jason told the Board that even though the CDC said that taking temperatures wasn't needed, that the staff had become used to it, so it continued for nearly 5 months after the CDC's announcement.

**Garrett** - WCS academic achievements were significant during this year. However, opportunities continue for improvement and adjustment in High School Online. Quarantine instruction could also have been improved for HS students.

**Haugh** - In a challenging year, instruction was sustained for all students, whether they were in-person, temporarily remote, or using WCS Online. Proactive procurement of devices and bandwidth assessment was accomplished swiftly. A bumpy rollout of WCS Online was swiftly followed by corrective action including a significant re-allocation of human resources. A need was identified to close some gaps in planning time and remote teaching, and the Flex Days were a quickly proposed solution. This was a tradeoff for full week instructional consistency with the Flex Days, but from this perspective, it was in service to the students and the quality of education. When inclement weather disrupted the schedule, a Flex Day was cancelled to prioritize instructional time. At multiple work sessions, quantitative student performance measurements were shared with the Board and public. Prior to the start of the school year, the availability of key personnel (bus drivers, substitutes) was very much an unknown and a potentially disruptive staffing concern, which was addressed proactively. The emphasis placed on the "super subs," as one example, helped with instructional continuity. Over the course of the year, several covid-related practices were adjusted as events and guidance warranted. The consistency with which this was addressed throughout the year certainly proved frustrating to some, while reassuring to others.

**Mitchell** - Jason was in a no-win situation this year managing the pandemic. I believe he has done a very good job with this challenge. He has tried to keep the schools open and has done a very good job with that. I appreciate the micro approach he took with closing down schools instead of closing the whole district. I think the student achievement metrics for the Online population could be better monitored and reported. I would like to see more real time options (proactive and reactive) made available to parents for failing/struggling children in the online program.

**Welch** - Under the leadership of Superintendent Golden, the Williamson County Schools District has not only led Tennessee but been a national leader in getting students back into the classroom. It would be a challenge to find a dozen school districts with enrollment numbers as large as WCS that started in-person classes as early as WCS and have sustained them throughout the pandemic. In addition, WCS has offered online options for families that have expressed concerns about returning to the classroom, creating a virtual program from scratch without any blueprints to work from. While this has often been challenging to meet the high standards the community places on a WCS education, the district has adjusted procedures, added additional resources and training where needed, and created new communication channels for parents and students to work on continuous improvement.

		5 - Significantly Above Expectations	4 - Above Expectations	3 - At Expectations	2 - Below Expectations	1 - Significantly Below Expectations	NA - Not Applicable	TOTAL	Average
<b><i>Performance Goal 2: To improve communication with stakeholders through the 2020-2021 school year.</i></b>									
<i>Number of Evaluators</i>		0	4	3 [one 3.5]	2	2	0	11	
<i>Points</i>		0	16	9.5	4	2	0	31.5	2.86

**Comments:**

**Apra** - This year has presented extra challenges as far as communicating directly with families. I hope going forward that WCS and Jason will work to engage more families in open communication to garner more feedback and prevent the spread of misinformation.

**Cash** - Re: Keeps brd mbrs informed....: Poor with COVID 19. It was always up to someone else to make decisions.

Re: Offers professional advice.....: Some

Re: Maintains a high degree of understanding...: When asking questions to staff and getting no answers is a lack of respect.

Re: Supports Board policy...: Yes

Re: Refrains from criticism.....: Yes

Re: Is an effective spokesperson.....: Refused to speak with mix and mingling.

Re: Delegates authority.....: "check mark"

Re: Offers professional development.....: don't know

Re: Uses technologies...: Yes.

Re: Provides shared leadership.....: Not always.

Community relationships, very poor in my opinion. Parents have not really been heard since last spring. Parents haven't been heard with concerns about curriculum issues. Teachers have not been heard. To recommend hiring F.H.S. w/o the Board being able to ask one question was very inappropriate. This whole process is being completed w/o any board input. To my knowledge there are no Board members on any committees. Jason has shown a lack of leadership in this area.

**Cleveland** - Community Relationships: Jason has done a great job speaking to the community through social media and attending speaking engagements. However, I have heard from many constituents, both sides of the political spectrum, he spends too much of his allotted time talking how great WCS is and student accolades and not enough time on the serious issues at hand. The community knows that tough days are ahead and they want a leader who is transparent, tackles the issues head on, communicates the issues with possible solutions, all without the rose colored glasses. I felt that Jason could have challenged the quarantine process more aggressively with the local health department, without worrying about a possible public conflict.

**Durham** - This area suffered greatly this year due to deferral of decision making to an agency that proved to be ineffective and inconsistent in its recommendations.

**Fiscus** - Mr. Golden does an effective job of communicating with Board members. He strives to listen well and respond appropriately even when there is a differing opinion on a subject.

He and the Communication's department have provided multiple ways of communicating the the WCS community.

He could continue to build his capacity to delegate to staff members who may have more expertise or knowledge on specific subject matters. While he has done this more recently, he still will take on topics that others may be more equipped to respond.

**Galbreath** - Jason provides monthly Facebook live sessions with questions from Carol. This is a far cry from the 'Let's Talk Schools' events where parents were able to ask questions directly to the Superintendent and Board members. I was disappointed that Jason chose to cancel an event to talk with a community group after it was deemed 'too political'.

-As for communication to the Board. Jason is accessible to me as a Board member. One of my biggest frustrations has been a couple of occasions at Board meetings when the Board has long discussions about topics (e.g. opening schools in Sept and stopping temp checks) and Jason provided little feedback and was non-committal, until the next day, I believe both days Fridays, that a decision was made and communicated to principals less than 24 hours after the Board deliberations. -Jason delegates to staff and trusts them implicitly, which does create trust and loyalty among the staff. However, I want Jason to take responsibility and leadership in making tough decisions on behalf of our students rather than deferring to staff and the health department.

**Garrett** - The District has been responsive to the extremely varied and overwhelming need for communication this year. However, the organization is understaffed in this area and strategic priorities need to be reexamined.

**Haugh** - Communication to the Board has been consistently thorough and timely, particularly in the Superintendent's report at Board meetings. Communication to individuals (parents, Board members, County Commissioners) is always detailed and thoughtful, providing essential context sometimes at the (appropriate) expense of brevity. The Board is kept apprised of anticipated concerns and items that may require Board action.

At times, WCS has needed to provide better crisis-level, executive summary style communication to stakeholders. A good example of swift improvement on that front was in the first weeks of school, communicating outages via SMS text message. The practice of including FAQs on the website for specific areas of interest (Covid, Cultural Planning Strategy) has been very helpful and quite comprehensive. In lieu of in-person gatherings, the Facebook live updates have been a convenient option for parents.

**Mitchell** - Jason has done a very good job with this goal. I am very satisfied with his communication to the board and community.

**Welch** - In what has been the most challenging school year that most can remember and when emotions and stress can run high and strong mutually exclusive opinions have been vocal, Superintendent Golden has always maintained a tone of confident professionalism and been supportive of the needs of all stakeholders. Superintendent Golden has also taken on new necessary initiatives like a strategic plan for inclusiveness and not shied away simply to avoid what he knows will be a hot button topic. I would encourage the Superintendent to be more pro-active in addition to being very responsive to questions. Specifically, think of what concerns might arise and address them earlier, as well as what misinformation might spread and push back on it more forcibly.

<b><i>Performance Goal 3: To review the WCS Strategic Plan based on the impact of COVID-19 and revise administrative action steps and time schedules to address progress toward strategic plan goals, in light of COVID-19.</i></b>											
		5 - Significantly Above Expectations	4 - Above Expectations	3 - At Expectations	2 - Below Expectations	1 - Significantly Below Expectations	NA - Not Applicable	TOTAL	Average		
	<i>Number of Evaluators</i>	3	3	4	1	0	0	11			
	<i>Points</i>	15	12	12	2	0	0	41	3.73		

**Comments:**

**Apra** -Would love to see a greater focus on teacher and staff pay increases.

-With the way the real estate market is, I think WCS needs to be very strategic and forward thinking when it comes to sourcing land for district growth in advance of need particularly in high growth areas like Nolensville and Spring Hill.

**Cash** - I honestly feel we have a great board that has worked together and made great decisions for our students. I feel if Jason would have used his board and let us help make decisions he would have been much more effective with all stake holders.

**Fiscus** - Mr. Golden and his staff have done a tremendous job of evaluating and developing plans to respond to our quickly changing community demographics and population.

He has developed a great team that helps monitor and manage facilities and support systems.

**Galbreath** - The district's response to Covid-19 has been to push all of our students to use devices at a much higher rate than our BYOD that we were moving away from in the Strategic Plan. We are also opening up 2 online schools that drastically increases the online-only options that is also not reflected in the Strategic Plan. I have asked several times to come up with a better reporting mechanism on the progress towards the Strategic Plan, and still the only update we get is a series of memos attached as additional materials in our Board meeting packets, without a mention by anyone during the meetings.

We made massive adjustments that impacted our students with this Covid plan, and I hope that Jason can get staff focused on returning to normal; not a 'new normal' where our students will only feel safe if everyone is vaccinated, but the normal that gives students and parents back their voice, focuses on personal responsibility and freedom for each student to exercise his/her own rights with respect to their own safety and not require others to suspend their freedoms to make themselves feel safe.

With respect [sic] to fiscal responsibility, last spring, he recommended that we stay at full employment, including the self-sustaining funds for cafeteria and SACC. We burned through \$2.5M of reserves and general fund transfers rather than allow a good portion of the staff to furlough. Jason made it clear that in this fiscal year, we would not use taxpayer funds to bail out these self-sustaining funds, and they are still dangerously low. The 'loans' that the Board has authorized do not have a repayment plan in the current budget and leave these funds in dangerously low cash positions, where the cash balance may be less than the amount of deposits that are a liability and owed to students for either next year's account or for refunds.

**Garrett** - Administrative action steps, guidelines, and schedules were addressed on an ongoing basis to stay aligned with strategic goals. Updates and forecasting on strategic plan were also provided on an ongoing basis.

**Haugh** - All aspects of WCS were impacted by COVID-19, and it was understandably a monumental task to address from prior to the start of the school year. The decision to add a dedicated resource to the COVID response was a bold move to free up resources whose time is better spent focused on supporting classroom instruction. Strategic plan goals pivoted in some areas (tech-based learnings, funding sources) as a result of COVID circumstances, but all progressed as effectively in most cases as they would have in a traditional school year.

**Mitchell** - Jason has fully met my expectations for keeping the strategic plan in sight and updated during the pandemic.

**Welch** - COVID planning and preparation has been the figurative "elephant in the room" for every program, new initiative, and concept since our first positive case in 2020. While it is impossible to please every stakeholder and community member, Superintendent Golden has been clear and consistent in what WCS plans are based on. As our understanding of the COVID virus has grown and recommendations from public health agencies have adjusted, the WCS COVID plans have similarly adjusted in a timely manner. While following the guidelines of public health agencies and medical professionals has caused Supt. Golden to be the target of criticism by some, it is important to note that he is following the guidelines given to him by the Board of Education and no changes to that have been made, or even proposed with a vote taking place.

	5 - Significantly Above Expectations	4 - Above Expectations	3 - At Expectations	2 - Below Expectations	1 - Significantly Below Expectations	NA - Not Applicable	TOTAL	Average
<b><i>Performance Goal 4: To prepare a 2021-2022 budget that addresses changes and highest needs evidenced and brought on by COVID-19.</i></b>	<i>Number of evaluators</i>	3	2	5	1	0	11	
	<i>Points</i>	15	8	15	2	0	40	3.64

**Comments:**

**Apra** - Our highest need before, during and after COVID has been human capital. If anything, COVID made it even more clear how critical it is that we retain the amazing teachers and staff we have and look for ways to attract more. We need to look beyond the state mandated raises and raise the bar to keep WCS competitive with our neighboring districts.

**Fiscus** - For the first time that most of us are aware of, Mr. Golden and staff have prepared a budget that did not cause the County Commission committees to ask for cut backs. I think he and staff have done a commendable job of managing the expenses related to COVID as well as ever changing technology needs by utilizing both budgeted funding as well as grant funding. I do believe that WCS will continue to need to address teacher and staff compensation in order to keep up with surrounding districts. This will require the WCS Board of Education, Mr. Golden, and the County Commission to address this need either through property tax changes or a concerted effort to push the TN General Assembly to provide more funding to address the large gap of expenses not funded by the BEP.

**Galbreath** - I would have hoped to have had a reopening plan prior to creating a budget. If we end up reducing the restrictions for Covid, we may well have been able to avoid having an online program and we could have put 100% of our resources to full-time in-person school, and built upon our learnings in OLP this year to upgrade our existing OLP program for high-schoolers.

**Garrett** - The body of work addressed by the annual WCS budget process is significant. Fiduciary responsibility evidenced by the application of ESSER funds to Chromebook purchases, and by cafeteria having to repay fund balance (not required by other districts investigated). Work continues at this time on addressing and reducing the Online Schools budget.

**Haugh** - Appropriate priorities have been identified and incorporated into the budget, including student support and tech resources. Concerns for recruiting and retention of personnel have been addressed in multiple areas.

**Mitchell** - Jason has met my expectations for the budget year. I believe more counselors and mental health support needs to be considered given the challenges of the pandemic and its impact on staff and students.

**Welch** - The WCS budget is constant challenge given our federal and state funding limitations, made even more difficult with the uncertainty of COVID and 11th hour changes and vague direction from the TDOE. Supt. Golden and staff have put together a very responsible budget that addresses needs and puts the district in a position to be successful.

PERFORMANCE GOALS			OVERALL AVERAGE
Goal 1: To read the district through the COVID-19 Pandemic with sustained instructional services through the 2020-2021 school year, making appropriate adjustments to plans based on new information that develops through the school year.			3.41
Goal 2: To improve communication with stakeholders through the 2020-2021 school year.			2.86
Goal 3: To review the WCS Strategic Plan based on the impact of COVID-19 and revise administrative action steps and time schedules to address progress toward strategic plan goals, in light of COVID-19.			3.73
Goal 4: To prepare a 2021-2022 budget that addresses changes and highest needs evidenced and brought on by COVID-19.			3.64
		TOTAL	3.41