Shelby County School Board: Superintendent Evaluation
May 2019 – September 2019

June 19, 2020
Compiled by: Meg Crosby
Introductions

Meg Crosby
Principal & Co-Founder

- Former HR Professional at Credit Suisse and Google
- Co-founded PeopleCap in 2011
- Works with organizations to help drive results through their people
- Administered the two previous Superintendent Evaluations
Evaluation Instrument and Methodology
Dr. Joris M. Ray was voted unanimously by the Shelby County School Board on April 30, 2019 to become Superintendent of Shelby County Schools (SCS).

As Dr. Ray began his tenure as Superintendent in the middle of the fiscal year, this evaluation by the SCS Board intends to cover his performance only for the period from May 2019 – September 2019.

The evaluation instrument used was a modified version of the evaluation instrument used for the prior three years for the previous Superintendent. Because of the shortened evaluation period, the SCS Board elected to eliminate subjective comments from the evaluation.

All 9 SCS School Board Members completed evaluations.
Evaluation Instrument Methodology

The evaluation instrument has 2 parts: Competencies & Performance Objectives

Competencies:
A. Governance & Board Relations (Weight 20%)
B. Community Relations (Weight 15%)
C. Staff Relations (Weight 15%)
D. Business & Finance (Weight 20%)
E. Student Achievement (Weight 30%)

Annual Performance Objective:
1. Successful Opening of 2019-2020 School Year
# Evaluation Rating Scale

<table>
<thead>
<tr>
<th>Numerical Rating</th>
<th>Expectations Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (0%)</td>
<td>Did Not Meet Expectations</td>
</tr>
<tr>
<td>2 (1-50%)</td>
<td>Partly Met Expectation</td>
</tr>
<tr>
<td>3 (51-99%)</td>
<td>Mostly Met Expectations</td>
</tr>
<tr>
<td>4 (100%)</td>
<td>Completely Met Expectations</td>
</tr>
<tr>
<td>5 (100%+)</td>
<td>Exceeded Expectations</td>
</tr>
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</table>
Performance Summary

Superintendent Ray was rated favorably by SCS Board Members with an overall weighted average performance score of **3.92** out of 5 or **78.43%** (Mostly Met Expectations). Dr. Ray was rated a 4 or higher (Completely Met Expectations) in 15 of 33 total evaluation categories.

Dr. Ray’s competency score was highest in the category of Community Relations with a **4.32** (Completely Met Expectations). His lowest competency score was in Staff Relations & Evaluation with a score of **3.65** (Mostly Met Expectations).

Due to the shortened evaluation period, there was only one Performance Objective: *Successful Opening of the 2019-2020 School Year.* On this objective, Dr. Ray scored **4.06** (Completely Met Expectations).
**Performance Summary**

- **Overall Score**: 3.92 or 78.43%
  - Mostly Met Expectations

**Overall Combined & Weighted Performance Score**

- **Performance Objectives: Score (25%)**: 4.06
- **Competencies: Score (75%)**: 3.88
- **Combined Weighted Score**: 3.92
Evaluation Results

Part 1: Competencies
A. Governance & Board Relationships (Weight 20%)

i. Keeps all board members informed on issues, needs and operation of the school system based on mutually agreed upon protocols.  
   - Score: 4.11

ii. Keeps board informed of employment, promotion, and dismissal of personnel.  
   - Score: 3.78

iii. Offers professional advice to the Board on items requiring board action, with appropriate recommendations based on thorough study and analysis.  
   - Score: 3.89

iv. Meeting materials are comprehensive with all adequate background information and previous action included. Recommendations are well thought out.  
   - Score: 3.78

v. Ensures District staff are responsive and understanding of Board members’ requests.  
   - Score: 4.11

Total Mean Score for Board Relationships: 3.93

Overall Score: 3.93
Mostly Met
B. Community Relations

Community Relations (Weight 15%)

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. Is an effective spokesperson for the school system.</td>
<td>4.44</td>
</tr>
<tr>
<td>ii. Builds effective relationships with county and state policymakers.</td>
<td>3.78</td>
</tr>
<tr>
<td>iii. Is responsive in addressing news media inquiries in a way that effectively represents the District’s work.</td>
<td>4.25</td>
</tr>
<tr>
<td>iv. Is consistently visible at a variety of events and has developed methods of being approachable to members of the community.</td>
<td>4.75</td>
</tr>
<tr>
<td>v. Actively seeks community input, creates methods for community to be actively involved in decision-making as well as setting and supporting District-wide goals.</td>
<td>4.38</td>
</tr>
</tbody>
</table>

Total Mean Score for Community Relations: 4.32

Overall Score
4.32
Completely Met Expectations
## C. Staff Relations & Evaluation

### Staff Relations and Evaluation (Weight 15%)

<table>
<thead>
<tr>
<th>Task</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. Recruits and assigns the best available personnel.</td>
<td>3.25</td>
</tr>
<tr>
<td>ii. Delegates authority to staff members appropriately.</td>
<td>4.00</td>
</tr>
<tr>
<td>iii. Proactively works with union leadership to build relationships with staff groups and establishes trust and effective sharing of information in the bargaining...</td>
<td>3.50</td>
</tr>
<tr>
<td>iv. Conducts regular and purposeful visits to buildings and classrooms. Consistently attends special activities.</td>
<td>4.75</td>
</tr>
<tr>
<td>v. Implements a rigorous, accurate performance evaluation system.</td>
<td>2.75</td>
</tr>
<tr>
<td>vi. Has a system in place for handling personnel matters that is proactive, consistent, fair, discrete, and impartial.</td>
<td>3.25</td>
</tr>
<tr>
<td>vii. Develops good staff morale and loyalty to the system.</td>
<td>4.25</td>
</tr>
</tbody>
</table>

**Total Mean Score for Staff Relations & Evaluation:** 3.65

**Overall Score:**

- **3.65**
- **Mostly Met Expectations**
D. Business & Finance

Business and Finance (Weight 20%)

i. Demonstrates knowledge of school facilities and develops a process that strengthens support for buildings needs. 3.88

ii. Ensures the maintenance of school property and the safety of personnel and property. 3.67

iii. Evaluates financial needs and makes recommendations for adequate financing. 4.00

iv. Ensures that expenditures are within the limits approved by the Board. 3.78

v. Provides accurate and timely reports to the Board on the financial condition of the school system. 4.00

Total Mean Score for Business and Finance 3.87

Overall Score
3.87
Mostly Met Expectations
E. Student Achievement

Student Achievement (Weight - 30%)

i) Maintains a current knowledge of developments in curriculum & instruction and ensures that the instructional program is rigorous and relevant.

ii) Applies effective methods of providing, monitoring, evaluating, and reporting student achievement.

iii) Develops, implements, promotes, and monitors continuous improvement in student achievement.

iv) Promotes academic rigor and excellence for students so that they are college and career ready.

v) Reviews, reports, and reacts appropriately to state accountability measures.

Total Mean Score for Student Achievement: 3.73

Overall Score: 3.73
Mostly Met Expectations
Evaluation Results

Part 2: Annual Performance Objectives
### Part 2: Performance Objective #1

#### Successful Opening of the 2019-2020 School Year

<table>
<thead>
<tr>
<th>Objective</th>
<th>Overall Score</th>
<th>Complete Expectations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Successful Opening of the 2019-2020 School Year</td>
<td>4.06</td>
<td>Completely Met</td>
</tr>
</tbody>
</table>

#### Performance Objective #1: Successful Opening of 2019-2020 School Year

1. **Staffing:** Classrooms were adequately staffed with proper personnel on the first day of school.  
   - Score: 3.89

2. **Registration:** Registration process was properly communicated and rolled out efficiently and effectively.  
   - Score: 4.11

3. **Transportation:** Bus routes were substantially accurate and complete in pick-up and drop-off of students.  
   - Score: 4.56

4. **Technology:** Teacher workstations and student desktops were properly reconnected and functional by the first day of school.  
   - Score: 4.25

5. **Academics:** Student learning materials were available and ready for student use for most grades and subjects on the first day of school.  
   - Score: 4.00

6. **Facilities:** Deep cleaning, grounds maintenance and HVAC conditioning was adequately completed for most schools by the first day of school.  
   - Score: 3.56

#### Total Mean Score for Performance Objective 1

- **Score:** 4.06