

## Annual Summative Evaluation of the Superintendent – June 2021

This annual evaluation of the Bellingham School District Superintendent Greg Baker by the School Board for the fiscal year beginning **July 1, 2020 and ending June 30, 2021** consists of the accumulated board responses to the administration’s monitoring reports on compliance with the board’s Ends and Executive Limitations under Policy Governance.

The purpose of the annual evaluation of the superintendent is to provide a formal summative evaluation of the board’s decisions as it monitored **Ends** and **Executive Limitations** policies during the past year, and to draw conclusions of the district’s performance and consequently the superintendent’s performance.

The written evaluation is prepared by the board and is reviewed with the superintendent in executive session. Upon final approval, the evaluation will be posted on the district website.

**During the past year, the following *Ends* and *Executive Limitations* policies were monitored by the board.**

EL	Title	In Compliance
1	<a href="#">Expectations of Superintendent</a>	<a href="#">Yes</a>
2	<a href="#">Organizational Continuity</a>	Delayed, due to COVID-19
3	<a href="#">Treatment &amp; Communication with Public, Parents &amp; Students</a>	<a href="#">Yes</a>
4	<a href="#">Staff Treatment, Compensation &amp; Evaluation</a>	<a href="#">Yes</a>
5	<a href="#">Communication &amp; Counsel to the Board</a>	<a href="#">Yes</a>
6	<a href="#">Academic Standards &amp; Practices</a>	Delayed, due to COVID-19
7	<a href="#">Budget Planning &amp; Execution</a>	<a href="#">Yes</a>
8	<a href="#">District Calendar</a>	Delayed, due to COVID-19
9	<a href="#">Asset Maintenance &amp; Protection</a>	<a href="#">Yes</a>
10	<a href="#">Race and Equity</a>	<a href="#">Yes</a>
Ends	Title	Extent of Progress Towards Meeting Goals
1	<a href="#">Strategic Mission &amp; Vision</a>	Delayed, due to COVID-19
2	<a href="#">Outcomes Focused on Knowledge</a>	Delayed, due to COVID-19
2.1	<a href="#">Student Competence, Part 1</a>	<a href="#">Yes</a>
2.1	<a href="#">Student Competence, Part 2</a>	<a href="#">Yes</a>
3	<a href="#">Outcomes Focused on Character &amp; Action</a>	Delayed, due to COVID-19

### Findings:

- **Executive Limitations - Commendable Developments**

Commendable developments during this time included:

- Providing leadership, transparency, intention and thoughtfulness during extremely challenging times.
- The creation of new positions, including a Director of Equity, Diversity and Inclusion, as well as a Mental Health Coordinator.
- Pivoting Human Resources activities to remote alternatives, providing online professional development.

- Using Qualtrics to gather intentional feedback from families.
  - Coordinating the provision of services to meet families' basic and learning needs, including WiFi, school supplies and food.
  - Managing staffing as families' remote/in-person needs and preferences shifted over the school year.
  - Participating in state-level workgroups and conversations that provided context and recommendations to the Governor and Legislature.
  - Increased number of grant requests to support district needs.
  - Developing a partnership with the Lighthouse Mission and the City of Bellingham to provide shelter to vulnerable community members due to the pandemic.
  - Supporting race and equity efforts through a variety of strategies, including creating affinity groups for staff members who are people of color, printing publications in more languages and ensuring remote access for all families.
- **Executive Limitations - Areas for Additional Improvement**
    - Continuing efforts to reach the broadest stakeholder audience possible, including those traditionally underserved in education settings.
- **Ends – Commendable Developments:**
    - Outstanding work to engage students and mitigate learning loss during the pandemic.
    - BPS graduation rates improved from being near the state average in 2010 to above average in 2019.
    - Graduates with IEPs enrolling in higher education at rates higher than the state average.
    - Improved graduation rates for students receiving free/reduced meals and Hispanic/Latinx students.
    - Significant increase in the number of students earning industry certificates.
- **Ends – Areas for additional improvement:**
    - Continued work in improving graduation rates of English Language Learners (ELL) students and students who receive free/reduced meals.
    - Continued work to address the impact of issues affecting student subgroups that lead to achievement gaps.
    - Continued improvement on math scores.

**Additional Comments:**

The 2020-2021 school year was dominated by a rapidly shifting context due to the pandemic. This included major developments in the delivery of remote, hybrid and in-person learning throughout the school year. The Board recognizes and appreciates the tremendous effort put forth by the Superintendent--as well as the executive team, administrators and school-level staff--during this school year.

Note: Attached is an addendum containing a brief report of significant accomplishments that the Superintendent provided to the Board mid-year. Given the scope of this work, it is appropriate to include it in the evaluation summary.

**Conclusions:**

Based upon the Board's acceptance of these reports and the ongoing monitoring of the district's performance throughout the year, the Board reaches the following conclusions relative to the Superintendent's performance:

We find that the Superintendent complied with, and often exceeded, the expectations set forth in the Board's Executive Limitations policies. We further find that the Superintendent has made great progress in reaching the goals outlined in the Ends policies. The Board appreciates Dr. Baker's work and values his leadership in our district. We look forward to future work toward the outcomes set forth in the Bellingham Promise.



**Bellingham Public Schools**  
**Superintendent: Mid-Year Key Highlights**  
**February 26, 2021**

**Capital Projects, Facilities, Sustainability, Safety:**

- Moving forward with capital projects including Sunnyland, Alderwood, Parvkiew, District Office, BHS Fields, and SMS Gym.
- Focusing on sustainability related to our facilities.
- Significant improvement/upgrades of transportation radio systems.
- Modernizing intercom system at Kulshan MS to improve safety communication.
- Purchased new maintenance vehicles with bond dollars.
- Hiring a new Director of Facilities and Sustainability.

**Response to COVID-19:**

- Have had a high level of communication with our staff and community during the COVID-19 crisis.
- Created a district COVID Safety Team and building teams and have helped lead COVID-19 work with other districts and the health department.
- Developed multiple educational options for 2020-21, allowing families to switch at any time.
- Developed a robust team approach to COVID-19, providing more support than other local employers have been able to put into place, and more than many school districts across the country. The health department has acknowledged that our contact tracing is outstripping their capacity.
- Put an adapted grading system into place at the high school level to meet COVID circumstances and to move to more equitable grading practices. This included the elimination of the "F" grade, replaced by NC (no credit) to avoid students being double impacted by a non-passing grade. Also expanded our use of "I" (incomplete) to align with state allowance during COVID.
- Developed a COVID dashboard, contact tracing protocols, as well as important safety resources for staff and families, including videos, handbooks and attestation agreement/form.
- Created a weekly COVID newsletter for staff and Dr. Baker producing special videos just for staff to answer FAQs.

**Remote Learning:**

- Redesigned teaching and learning approach to a remote setting, with a high level of teacher collaboration, essential standards and increased family engagement.
- Provided families with furniture (desks, chairs) if needed for remote learning.
- Created an improved family partnership model with caregivers and families.

**Return to In-Person Learning:**

- Successfully bringing back multiple grade levels and developing new safety protocols in response to the pandemic.
- Brought back students with high needs early, such as those in special education programs, GRADS...

**Childcare:**

- Coordination of childcare response in partnership with community organizations to support students and families.

**Early Childhood:**

- 8<sup>th</sup> year of Promise K program; largest cohort ever. It continues to expand state-wide.

**EDI:**

- Hired new Director of Equity, Diversity and Inclusion.
- Publishing robust monthly EDI newsletters, which highlight a number of events and resources; invite student, family and staff voice and sharing of ideas.
- Started a BHS Mascot task force.

**Mental Health, Wellness:**

- Invested in mental health support with hiring of a coordinator and a specialist.
- Continuing to emphasize Social Emotional Learning (SEL).
- Expanded school-based mental health therapy through community partnerships from 14 to 23 schools; expanded partnerships and using tele-health.
- Offered online suicide prevention training to community and families with 106 people taking part.
- Improved our Staff Wellness program.
- Offered fall and winter wellness classes, by staff members, for staff members. Fall numbers included 19 offerings with 325 staff participants, (winter numbers not calculated yet).

**Curriculum/DT&L:**

- Developed new health education approach and curriculum.
- Developed new health education models for remote environment, including sex ed. Respond to Referendum 90.
- Moved new high school grading guidance forward to support equitable grading practices.
- Began the Promise Tomorrow Initiative, a collaborative enrichment opportunity for students to connect across schools for shared learning. To date, 101 students taking part.
- Early data analysis suggests significant learning regression has not occurred during the pandemic for students in the grade levels and content areas analyzed.

**Technology:**

- Enhanced and expanded Bellingham Virtual Learning (BVL) to be K-12.
- Launched a 1-1 iPad program for PreK-1 and a 1-1 laptop program for grades 2-12.
- Redesigned tech support for students and families.
- Supported internet access for nearly all families; brainstormed to ensure all families supported to highest degree possible.
- Launched a virtual private network (VPN) service for all staff and students to improve access and support.

**Labor Groups/HR:**

- Successfully worked closely with labor partners to develop MOUs/Agreements re COVID mitigations.
- Remaining nimble and flexible regarding staffing challenges, including strategies such as attrition and change of work assignments.

**Meals:**

- Free meals to all students, all year.
- Food services—built whole new food services models & successfully feeding more students than we do in a typical school year. Also, the Farm-to-Freezer project is a collaboration with our Central Kitchen, Whatcom Community Foundation, Bellingham Food Bank, Common Threads, local farmers, Sustainable Connections.

**Communication:**

- Continued focus on storytelling and recognizing students and staff.
- Hosted webinars/virtual conversations with Dr. Baker and took live questions (Aug. and Oct.).
- High engagement with families at multiple levels.
- Continued support and work on attendance area changes happening in fall 2021 with focus on biggest impact to middle schools.