

## **2017-18 SUMMATIVE SUPERINTENDENT EVALUATION**

The 2017-2018 school year was the fifth in Mr. Paul Christy's tenure as superintendent of the Clark County School System. The 2017-18 school year was the fourth year for the District operating with new facilities and a new grade structure, necessitating global changes in both certified and classified staffing patterns. In general, Mr. Christy has led the change to the new organizational structure and has succeeded in establishing new cultures and new expectations at all District schools, focusing on learning and college and career readiness.

The main focus of Mr. Christy's evaluation can be found under the Superintendent Leadership Plan, which is attached. The plan has a summative evaluation in seven distinct leadership areas, as well as 44 sub-indicators, which provide an opportunity for evaluation in more specific areas. The Board has rated Mr. Christy on each of the 7 standards and on each of the 44 indicators, and provided commentary on each. It is hoped that this evaluation will provide an accurate validation of Mr. Christy's strengths, will identify opportunities for improvement, and highlight areas for professional and personal growth. In general, the Board greatly appreciates the work Mr. Christy has done in continuing to move the District forward.

The evaluation process usually yields a variety of goals to work on for the upcoming academic year. Some of the Board-Superintendent goals are indicated on the Superintendent Leadership Plan. The Board will be meeting with Mr. Christy at some point over the next few months to review progress on the current set of Board-Superintendent goals and to revise the set of goals to reflect current District initiatives and current measurement metrics. Presented below are growth goals, which the Board believes would allow Mr. Christy to become even more effective in his District leadership:

### **Standard 1: Strategic Leadership**

- The Board appreciates the implementation of the Board-Superintendent Goals and would like to see continued implementation of the strategic plan. Goals should be blended with the strategic plan.
- Improvement has been made in the area of communication with the Board. Goal for FY19: post information that is available for Board Packets 1 week before meetings, add remaining items as they become available.
- CDIP and the board-superintendent goals have assumed a position of great importance in the district. CCR is at a commendable level.
- Financial Priorities: Progress has been made to include more district stakeholders. Need further refinement of priorities to also reflect principal's priorities. Need to identify more academic, non-physical building needs.

- Knowledgeable of most federal and state statutes and their implementation and effect on the District. Will need to develop strategies to address issues created by the new accountability system and SB1.
- District is demonstrating significant gains in many areas, especially at the high school. While progress has been made at Campbell, the Board would still like to see increased emphasis on writing throughout the district.

## **Standard 2: Instructional Leadership**

- Superintendent has established high expectations for the district.
- Professional Learning: The Superintendent needs to continue his professional development in the area of instructional leadership. The Board would strongly support his attendance at a national conference.
- Superintendent has facilitated district expectations for high student achievement. The Board would like to see more data related to academic progress at all monthly meetings.
- Significant progress on CCR is appreciated but more emphasis needs to be placed on college readiness and job preparedness skills, e.g. resume building.
- FY19 goal: Superintendent needs to meet with CEO's of top 10-15 local employers to better understand their needs.

## **Standard 3: Cultural Leadership**

- Has made progress in communicating beliefs to stakeholders and the community, and has had more interaction with the district's stakeholders. Participation in Leadership Winchester was excellent.
- Progress has been made in publicizing the district's accomplishments.
- Has succeeded in implementing district goals across all schools.
- Continues to recognize student and staff accomplishments at regular Board meetings; school Facebook and website have shown significant improvement.
- Needs to restart Community Ed program for FY19
- The Board has noticed more engagement with the community and would encourage that to continue.

## **Standard 4: Human Resource Leadership**

- Kept the Board informed regarding how allocations are being utilized at the school level. Goal for FY19: specifically, the Board would like to see the staffing chart amended to include detailed allocations and staffing headcount by school and support functions and how those positions are funded.
- The Board has noted improvement in leadership at the school level throughout the district. Esp. good was cabinet participation in Leadership Winchester.
- Recruit and retain more minority role models

- TELL survey indicated a general lack of PD relating to gap closure and gifted/talented students persistent gaps indicate that this PD is needed in the district.

## **Standard 5: Managerial Leadership**

- Improvements in budgeting did occur in FY17. However, even though a budget committee was formed, the budget process is not particularly collaborative with the Board. FY19 Goal: Need to also share additional second level detail with the board on a timely basis.
- Superintendent identifies and plans for facility and technology needs: this was performed in FY18. Accomplished move to utilize old ATC building for new uses. Goal #1 for FY19: Investigate grants for Alt Ed for Elementary schools. Goal #2: better manage cost of Phase 3 construction project.
- Improvements were made in resource allocation, but still need more strategic planning that is communicated to the Board.
- Continues to develop and set forth clear expectations for the district.
- Builds consensus and resolves conflicts effectively.
- Communication was good during pension crisis. Still need more direct communication with board to inform them of critical issues in the district to ensure no surprises. Website greatly improved. Worked with Board to hire PR firm.
  - FY 19 Goal #1: Now need to accomplish district brochure.
  - FY 19 Goal #2: Supply list issue was poorly communicated, improve this in FY19.
  - FY 19 Goal #3: Continue to improve communication among Board and all of the community stakeholders. Superintendent should make every attempt to respond personally or by executive staff/cabinet within 1 working day to all board member's calls, texts or emails.
- Our schools continue to be safe places to learn.
- Has maintained excellent relationships with city and county officials regarding emergency plans and services, lack of district representation at DES is an issue. Excellent improvements made with enhancing school safety.

## **Standard 6: Collaborative Leadership**

- FY19 Goal: The Superintendent needs to work more with business community to develop career skills sought by employers, perhaps by establishing personal contact with the CEO's of the top 10-15 employers in Clark County.
- Has made significant progress with district-wide PD, needs to continue to enhance his personal professional skills in the areas of curriculum and instruction.
- Despite loss of dual credit funding was able to increase efforts with AP and EKV Now to continue to challenge college ready students. Adding EMT program for FY19. Goal: Should strive to add dual credit with UK for the future.

## **Standard 7: Influential Leadership**

- Understands the relationship between KDE, board and district as well as between the schools and city and county government.
- Did a particularly good job facilitating discussion and managing issues regarding pension legislation.
- Continues to be equitable in enforcing student's rights during disciplinary hearings, also continues to be effective in use of the Phoenix Academy as an educational resource.
- Continues to maintain a good working relationship with state and local officials.

**The Board would like to thank Mr. Christy for his work over the past year and looks forward to continuing to work with him to improve the Clark County School District and with it, the community at large.**