

2014-15 SUMMATIVE SUPERINTENDENT EVALUATION

The Superintendent Professional Growth and Evaluation System currently mandates an annual summative evaluation, as well as some ongoing sort of formative evaluation which occurs during the year. Our board has decided to do an interim evaluation at mid-term. This evaluation is more limited than the annual evaluation and will only look at growth in professional and district goals established at the annual evaluation in the summer. Commentary for the interim evaluation is to be found in green font.

The 2014-2015 school year was the second in Mr. Paul Christy's tenure as superintendent of the Clark County School System. The 2014-15 school year was the first year for the district operating with new facilities and a new grade structure, necessitating global changes in both certified and classified staffing patterns. While the year opened with apprehension and great uncertainty regarding the re-formed district, Mr. Christy was generally able to maintain the staff's focus, win its approval for the plan, and encourage the formation of true teams within the schools. Most areas were highly successful in this process; some need additional work. The Board is hopeful that Mr. Christy will be able to complete this process for the rest of the district.

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 appreciates the work Mr. Christy has done during this time of great change for the district in continuing to move the district forward.

During the evaluation process, the Board also looked at goals it had established for Mr. Christy during last year's evaluation process, as well as existing Board-Superintendent goals. The Board had established a set of Board-Superintendent goals in 2011 which were set to expire in 2014. Due to the widespread changes in the district, a new set of goals was not adopted until earlier this calendar year. During the evaluation process, the Board decided not to assess Mr. Christy on either set of Board-Superintendent goals. The 2015-16 set adopted earlier this year will be used in Mr. Christy's interim and summative evaluations for the upcoming school year. The Board notes that in the absence of specific goals, the overriding goal for the Board-Superintendent team was to successfully re-form its facilities, grade structure, and

staffing. While there are some areas which still need work, the Board recognizes that this process has been widely successful and wishes to congratulate Mr. Christy on this significant accomplishment, which has secured a solid foundation for the district's future.

The Board reviewed goals established for Mr. Christy during the 2014 evaluation process. The Board notes that most of these have been accomplished successfully. The details of each goal are found below:

Standard 1: Leadership and District Culture

- A suggested goal would be for District goals, mission, vision and values to be revisited. This would also be an opportune time to do some formal strategic planning, involving all district stakeholders. - **Accomplished**

Standard 2: Policy and Governance

- A suggested goal would be a thorough review of district policies and procedures to insure that they reflect current and best practices. – **In progress, satisfactory progress, the Board would like to resume this process when feasible**

Standard 3: Communications and Community Relations

- Suggested goals would be to have better communication with Board members and staff, as well as the community at large.- **Improving, continues to improve, board members could use more follow-up re constituent complaints** District must continue to have a positive media presence in the community.- **Improving, improved with articles in Winchester Sun** Also, school websites should be updated, and alternative means of communicating with the community (social media, Twitter) should be entertained.- **Some progress; school websites need work, school websites still need work, difficult transition to new website which needs to be completed expediently, current situation is not acceptable and should have been avoided**

Standard 4: Organizational Management

- A suggested goal would be for the District to have a long-range IT plan, as current IT use differs greatly from school to school. Proper, cost-effective use of technology is critical in 21st century instruction.- **Not accomplished,** Accomplished and started, need to get feedback regarding effectiveness of technology purchases

Standard 5: Curriculum Planning Development

- Suggested goals would be successful implementation of new curriculums for reading and other areas which are aligned with Common Core standards and current educational best practices.- **Significant progress,** K-PREP scores indicate satisfactory progress in implementation, need development and implementation of writing curriculum, need to support schools who are not yet proficient

Standard 6: Instructional Leadership

- A strongly suggested goal would be for Mr. Christy to develop his skills as an instructional leader.- **Needs improvement,** needs to provide evidence of continuing education specific to the area of curriculum and instruction

Standard 7: Human Resources Management

- A suggested goal would be to have a strong, intentional focus to insure the success of the new certified and classified staffing plans.- **Successfully accomplished for certified staff;** needs to be implemented for classified staff, new classified plan implemented, need to see how it is working

Standard 8: Values and Ethics of Leadership

- A suggested goal would be to increase cultural diversity in District leadership.- **In progress, some progress, work on implementing Equity Council recommendations**

Standard 9: Student Achievement and Learning

- Suggested goals would be to analyze current year's test data to formulate meaningful school and district improvement plans, and to work with the Board and district to establish new goals for District learning, as well as graduation rate and college and career readiness. Other goals may be established after test scores come back.- **Significant progress with graduation rate and CCR; district proficient for two three consecutive years, excellent progress with CCR and graduation rate which are at record levels for the district, need to continue work to get all schools to proficient level**

In addition, the Board has generated specific goals for the 2015-16 school year as a result of the evaluation process. They are as follows, and are outlined using the new evaluation rubric:

Standard 1: Strategic Leadership

- Implement recently approved strategic plan, vision, and mission – **Significant progress, website needs to be fixed emergently**
- Make the District Improvement Plan more of a driving force for improvement in the district – **Progress, good to see gap plans as part of student achievement reports**
- Develop financial priorities for the district with the CDIP in mind – **Share needs lists for all schools with Board so superintendent and Board can jointly establish financial priorities**

Standard 2: Instructional Leadership

- Develop personal academic expertise – needs to provide evidence of continuing education specific to the area of curriculum and instruction
- More closely monitor instructional programs in individual schools – progressing, need to continue to be a presence in the schools
- Develop a comprehensive IT plan for the district – done, in process of implementation, will need to monitor effectiveness of implementations thus far

Standard 3: Cultural Leadership

- Increase staff recognition – progressing, better recognition at Board meetings and on line
- Increase community engagement and support for district efforts – progressing, positive community buzz re. GRC accomplishments
- Develop a district-wide culture that furthers its mission and values – mission and values defined through strategic plan, district culture being developed with student learning as a priority

Standard 4: Human Resource Leadership

- Apply continuous quality improvement processes to create a more pro-active evaluation system for classified staff – just starting
- The above process should be able to provide timely and effective remediation for individuals whose performance is below the expected standards – to be developed

Standard 5: Managerial Leadership

- Perform a district needs assessment and develop priorities which integrate with the CDIP and budget – share needs list with board so it can work with superintendent on determining priorities
- Develop a comprehensive IT plan for the district – done, in process of implementation
- Continue to improve district communication with all stakeholders, especially the community – progressing, continue to work with employers to make sure our students possess the qualities and skills employers are needing

Standard 6: Collaborative Leadership

- Re-establish connections with the business community to ensure that the district's graduates possess the skills that local employers need – ongoing, need to continue working with local industry to make sure CCR is meeting local needs and not just state standards

Standard 7: Influential Leadership

- Become an influential leader and a force for positive change in the community – some progress, has been able to effectively communicate cultural changes in district to the community at large

The Board would like to thank Mr. Christy for all of the hard work he has done 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.