

Since beginning work as the Superintendent for the Clark County School District, I have worked tirelessly to transition into the position and the community. I have worked to identify areas in need of improvement, and begin to hire the necessary talent to make our strategic plan come to life on behalf of ALL children in CCSD.

Because this is my first self-evaluation, I will be identifying a number of categories in which work has been ongoing, and in all likelihood, will need to continue for a period of time. Additionally, I recognize there will be important areas that we will need to add as time progresses. It is also important to note that this first self-evaluation will rely heavily on “process” work and the “process targets” I set for myself as opposed to “performance targets” that obviously take much longer to identify, work towards, and achieve. I look forward to doing that work as quickly as it’s possible. Know that I work with a fierce urgency on all fronts but I am also mindful that it is exactly that urgency that has caused me, the Governance team and the district some implementation pain that I am working to avoid in the future with better communication and better processes. To be clear, I learned big and invaluable lessons from the initial rollouts of both my decisions on redistributing Title 1 Funds and as well on my initial decision to cut the Dean positions in the secondary schools.

What follows is not meant to be a comprehensive and exhaustive list of all work attempted, in process and completed. No document could reasonably capture such a list in an organization as large, complex, nuanced, and delicate as this. What you will find below is a list of four big categories that serve as catchment areas that likely will endure as areas of discussion as we continue to improve Clark County School District together in the years to come. Those areas are:

1. School Improvement – High Expectations for **ALL** Children and Adults

- ❖ Hired 40 instructional leaders into Principal positions. This includes internal Assistant Principals as well as individuals who were new to the District.
- ❖ Publicly addressed over 360 organizations regarding the need for improvement which included a 90 day listening tour comprised of 234 separate meetings, 14 roundtables with licensed and support professionals, and over 70 speaking engagements ensuring the message and direction of CCSD was observable to over 4,500 stakeholders.
- ❖ Met face to face with every site principal to share student achievement data. This is the **first** time this has been done by a Superintendent directly taking the lead to set expectations with site principals.
- ❖ Began implementation of a balanced assessment system for grades K-9.
- ❖ Ensured Clark County participation at the Harvard Business School in the inaugural and prestigious board governance training co-sponsored by the Council of Great City Schools.
- ❖ Held three Trustee/Superintendent Retreats with the Council of Great City Schools.

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2. Talent Development

- ❖ Reorganized the Central Office and, in particular, the instructional supervision of schools by reducing the number of central office supervisors and streamlining communication between Superintendent and principals.
- ❖ Hired new Regional and School Associate Superintendents to supervise instruction on over 300 school campuses.
- ❖ Hired an exceptional group of Chiefs and reorganized others to establish a new Cabinet for Clark County School District. Some of these leaders include:
 - Dr. Diane Gullett – Deputy Superintendent
 - Dr. Cupid McCoy – Chief of Staff
 - Dr. Christopher Bernier – Chief of Staff
 - David McKinnis – Chief of Facilities
 - Mike Casey – Chief Operating Officer
 - Nadine Jones – Chief Human Resource Officer
 - Dr. Mike Barton – Chief of College, Career and Equity
 - Dr. Brenda Larsen-Mitchell, Chief Instructional Services Office
 - Grant Hanevold – Regional Superintendent
 - Debbie Brockett – Regional Superintendent
 - Dr. Karla Loria – Regional Superintendent
 - Alaina Criner – School Associate Superintendent
 - Dr. Ann Hembrook – School Associate Superintendent
 - Dr. Samuel Scavella – School Associate Superintendent
 - Dr. Dustin Mancl – School Associate Superintendent
 - Lorna James-Cervantes, School Associate Superintendent
 - Jilyn Pendelton – School Associate Superintendent
 - Eleissa Lavelle – General Counsel

3. Transparency and Building Public Trust (Communication)

- ❖ Publication of a Superintendent's Entry Plan to the District for all to read and see. This Entry Plan was coupled with a listening tour upon my arrival to the community.
- ❖ Creating of Focus 2024: The strategic plan for CCSD that will guide our work for the next five years. We will regularly update the Board on the progress and challenges we encounter as we work through the implementation of the plan.
- ❖ The new strategic budget building process identified the need for \$35,000,000 of cuts over the next 2 years as we are on the fiscal watch list with the state of Nevada.
- ❖ Settled 5 collective bargaining agreements within 90 days.
- ❖ Launched an outside review of the Business Operations Study of CCSD creating a blue print of recommendations to realize greater operational efficiency, effectiveness while enhancing its strategic value to the school district.

- ❖ Regularly scheduled meetings with each Board member.

4. Community Engagement, Empowerment, Support, Etc.

- ❖ To this end, I have spent a great deal of time meeting community members of all affiliation in order to build support for the difficult work that is ahead of the Clark County School District. This includes this partial list:
 - Elected positions in the community
 - Worked with the Governor, Speaker of the Assembly and Senate leadership during the legislative session to secure the historic change in the funding formula for public schools in the state of Nevada. This is a win for the children of Clark County.
 - Worked with the County Commission as a way to forward the work around implementation of AB 309.
 - The business community including:
 - The Asian Chamber of Commerce
 - The Latin Chamber of Commerce
 - The Las Vegas Metro Chamber of Commerce
 - The Urban Chamber of Commerce
 - Organized a Labor Summit with community Labor Unions to support students moving into apprenticeships to strengthen the College and Career Pathways that all students deserve.
 - Worked collaboratively with CCEA in budget discussions and aligned efforts to support positive outcomes in Carson City.
 - Established a College Career Signing Day to support the concept of an educational path beyond high school.

Emerging Challenges and Imminent Work

Given the substantive work referenced above, we will work to solidly anchor this work where appropriate in the district. Moving forward, I want the Board to know and understand the shifts in attitudes and beliefs we are trying to impact system wide. All found below are part of what is “Making CCSD #1 for kids!”:

1. We are beginning to shift to a system of accountability.
2. We are beginning to shift to a system of higher expectations for ALL – children and adults as well.
3. We are beginning to shift to action rather than just talking.
4. We are beginning to shift to using data/information to improve instruction and inform decision making.
5. We are beginning to shift to a place where we are actively opening our teachers instructional practice.

6. We are beginning to shift to a place where we are aligning resources to support improving student learning rather than simply “protecting turf.”

Each and every one of the six shifts listed above will take every ounce of our concerted efforts. We are still going to be sailing into stiff headwinds in the name of getting, developing and keeping great talent and vitality, we are still facing a huge budgeting shortfall from the state that will continue to hamper some efforts. I will lead our staff to focus on creativity and integrity as we face these challenges together. I am excited for the upcoming 2019-2020 school year and I am proud to be your Clark County School District Superintendent.