2026-2027 Commissioner Evaluation



Symbolic Leadership

Commits to the vision of Kentucky United We Learn and models leadership and behavior required to achieve it.

Competencies (The Commissioner...)	Evidence	Evidence
shows commitment to embedding the United We Learn vision throughout all facets of the agency.		
models leadership as evidenced by attention to detail, timely responses to constituent concerns and respect for dissenting perspectives.		
maintains effective working relationships with the Kentucky General Assembly, education associations, higher education, advocacy organizations and general public.		
networks productively with other chief state school officers to benefit from successful experiences in states with similar circumstances.		
influences and maintains an effective working relationship with the Congressional delegation and the U.S. Department of Education.		

Additional Thoughts on Symbolic Leadership:

2026-2027 Commissioner Evaluation



Cultural Leadership

Fosters an environment of teamwork and trust throughout the education system demonstrating the ability to lead the KDE into the future.

Competencies (The Commissioner...)	Evidence
provides leadership, policies, and examples to help assure that the education system demonstrates high standards of ethics, honesty, and integrity.	
practices principled and pragmatic leadership by demonstrating a commitment to students, staff members and school leaders with evidence that all work is student focused.	
communicates openly with the Kentucky Board of Education and works cooperatively with the members.	
develops and maintains mutually respectful partnerships with the Kentucky General Assembly and other educational agencies while implementing advisory processes to engage stakeholders in planning and decision making	
demonstrates trust in team leaders by delegating responsibly and supporting the need for continuous improvement through reasonable and appropriate measures of accountability.	

Additional Thoughts on Cultural Leadership:

2026-2027 Commissioner Evaluation



Educational Leadership

Establishes high expectations for educators and students.

Competencies (The Commissioner...)	Evidence
possesses a deep understanding of the art and science of teaching in the areas of literacy, numeracy and vibrant learning especially in support of historically underserved populations.	
ensures successful transition of learners across the entire education continuum.	
identifies traditional and non-traditional metrics for educational success/outcomes.	
maintains high standards for professional learning and practice.	
fosters supportive systems across the agency to respond and better meet the needs of schools, district and communities as they contribute to success of students	

Additional Thoughts on Educational Leadership:

2026-2027 Commissioner Evaluation



Human Leadership

Guides the expectations and development of quality employees.

Competencies (The Commissioner...)	Evidence
inspires and leads Kentucky Department of Education (KDE) staff to achieve agency's vision and goals.	
models the ideals of trust and respect for KDE staff and all educational stakeholders while maintaining a healthy balance in personal and work life.	
listens attentively to constituents and stakeholders and communicates regularly with them on a variety of issues, challenges and opportunities.	
delegates responsibilities to others in the agency who have demonstrated the ability and interests in the tasks.	
recruits, employs and retains quality staff members. Monitors the performance and productivity of all KDE staff through a systematic and effective performance evaluation system.	

Additional Thoughts on Human Leadership:

2026-2027 Commissioner Evaluation



Technical Leadership

Develops sound management techniques needed for the agency to operate efficiently and effectively.

Competencies (The Commissioner...)	Evidence
develops, in conjunction with the Kentucky Board of Education, a comprehensive strategic plan that guides the work of the KDE. Develops and maintains a system of policies for effective development of the agency's strategic plan.	
identifies data system(s) to monitor and assess the KDE's ability to meet identified goals and objectives.	
develops and maintains an organizational structure that outlines roles and responsibilities for all KDE staff.	
advocates for the financial needs of the KDE in order to accomplish the vision and goals of the agency. Maintains accurate tracking and reporting systems for state and federal grants.	
monitors the condition of the agency's physical structure and technology infrastructure to ensure efficient communication and information distribution.	

Additional Thoughts on Technical Leadership: