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October 7, 2026

Dr. Robbie Fletcher, Commissioner
Kentucky Department of Education
300 Sower Blvd., 5th Floor
Frankfort, KY 40601

Dear Robbie:

Pursuant to the terms of your employment contract, the Kentucky Board of Education (KBE) has completed your annual evaluation. The evaluation was verbally shared with you on October 7, 2026, at the regular KBE meeting held in Frankfort. This letter serves as the official written record of that discussion.

On behalf of the KBE, I am pleased to offer this appraisal of your performance as Commissioner of the Kentucky Department of Education. We take note of the abundant and extensive evidence provided in your self-reflection report regarding the established goals and competencies that frame this evaluation. We also solicited and received feedback on and evidence of your performance from members of the KBE. Clearly, you have been diligent, disciplined, and impactful in your performance.

Significant accomplishments of the past year include:

- **Serving as a strong ambassador for Kentucky's United We Learn vision.**
  As Commissioner, you consistently communicate and advance *United We Learn* as a central vision for Kentucky's education system. Evidence includes your statewide engagement with schools and districts, presentations and conversations with educators and leaders, and your leadership of initiatives such as the High School Transformation Network and the expansion of local accountability. Your work demonstrates a sustained effort to move the vision beyond a conceptual framework toward changes in teaching, learning, student agency, and school transformation across the commonwealth.
- **Building strong relationships and bringing diverse stakeholders together.**
  Board members consistently identified your ability to listen, build relationships, and bring people together as a significant strength. Such engagement extends across the General Assembly, Governor's administration, school districts, educators, higher education, education organizations, community partners, and national education leaders. Your

legislative engagement is particularly notable: your self-reflection documents 54 scheduled meetings with legislators, demonstrating a sustained and intentional effort to build understanding and support for Kentucky's education priorities.

- **Demonstrating effective legislative leadership.**
  You deserve specific commendation for your leadership in advancing HB 257 through the General Assembly in a single legislative session. The accomplishment reflects not simply the passage of legislation, but the extensive relationship-building, communication, preparation, and collaboration required to move a significant education policy initiative through the legislative process.
- **Maintaining a high level of transparency and communication with the Kentucky Board of Education.**
  You have established a consistent communication structure with Board members, including weekly Commissioner updates, weekly emails, bi-weekly meetings with Board leadership, work sessions, planning meetings, livestreams, and opportunities to engage KDE subject-matter experts. Board members specifically noted that you communicate both successes and challenges and provide context around complex issues. This practice has strengthened the Board's ability to understand and engage in its governance responsibilities.
- **Being an effective listener and creating opportunities for meaningful dialogue.**
  Board members described you as an effective listener who respects different perspectives and works to understand concerns before moving forward. Board members reported that you are responsive to their calls and emails and are proactive in notifying the Board of looming issues. Your willingness to engage in one-on-one and small-group conversations, answer questions directly, and bring subject-matter experts into discussions provides evidence of a leadership approach grounded in two-way communication rather than simply one-way dissemination of information.
- **Providing strong instructional and student-centered leadership.**
  You consistently keep students and the quality of their learning experiences at the center of statewide policy discussions. This is reflected in your emphasis on vibrant learning, student agency, local accountability, demonstrated competencies, literacy and numeracy, workforce readiness, and school transformation. It is also evident in your work with the Commissioner's Student Advisory Council and the way you engage with students when you conduct school and district visits, modeling what student-centered leadership looks like in practice. Your 2026–2027 goals further demonstrate this focus by connecting principal development and local accountability directly to vibrant learning and meaningful student outcomes.

- **Advocating effectively for Kentucky's schools and students.**
  You consistently center the needs of students, educators, and districts in discussions about state policy and investment. Your 2026–2027 priorities specifically identify full funding for school transportation and modernization of Kentucky's school facilities funding model. The goal also calls for communicating the relationship between these investments and student opportunity and achievement. Your advocacy for Kentucky's schools and students is further demonstrated by your support of innovation and school transformation. You have created space for schools and leaders to explore new approaches to teaching, learning, and school design. Your support for the High School Transformation Network, schools of innovation, and broader emphasis on vibrant learning and student agency demonstrates a willingness to move beyond traditional approaches and support communities as they develop new models of learning.
- **Advancing local accountability as a mechanism for school improvement.**
  Your work to advance HB 257, in collaboration with the Kentucky United We Learn (KUWL) Council, represents an intentional effort to expand local accountability across the Commonwealth while maintaining a connection to meaningful student outcomes. This forward-thinking innovation calls for increasing school and district participation, supporting communities in developing high-quality local indicators, and connecting those measures to student engagement, application of learning, community partnerships, and postsecondary readiness.
- **Demonstrating integrity, professionalism, and commitment to Kentucky.**
  Board members consistently described you as a man of character who is honest, approachable, respectful, and a person of integrity. Your visible engagement with Kentucky schools and communities, your *All in KY* message, your willingness to engage directly with stakeholders, and your work representing Kentucky nationally through the Council of Chief State School Officers provide evidence of a strong commitment to the Commonwealth and its public education system.

Your 2026-2027 Growth Goals include:

- **Goal 1: Strengthen Kentucky's Education Workforce Through a Statewide Talent Pipeline**
  Implement and continuously improve a statewide application and talent management system that streamlines access to employment opportunities for certified and classified staff, strengthens recruitment and retention efforts, and ensures every Kentucky school has access to a highly qualified workforce.

Goal 1: Strengthen Kentucky's Education Workforce Through a Statewide Talent Pipeline and Development of a Continuum of Growth and Support for Educators
Implement and continuously improve a statewide application and talent management system that streamlines access to employment opportunities for certified and classified staff, strengthens recruitment and retention efforts, ensures every Kentucky school has access to a highly qualified workforce, and supports the expansion of opportunities for educators to grow, lead, and remain connected to the classroom.

- **Goal 2: Build Leadership Capacity to Support High-Quality Teaching and Vibrant Learning**
  Lead the statewide implementation of the principal development program established through Senate Bill 4 to ensure new principals possess the instructional leadership skills necessary to improve student outcomes, support educators, and create vibrant learning environments for all students in every Kentucky school.
- **Goal 3: Advocate for Equitable Access Through Sustainable Investment in Students and Schools**
  Work with policymakers to secure funding that supports student success through full-funding of school transportation and modernization of Kentucky's school facilities funding model.
- **Goal 4: Scale Local Accountability and Vibrant Learning Across the Commonwealth**
  Expand the implementation of Kentucky's local accountability model by increasing the percentage of participating schools and districts and ensuring local measures are trustworthy and directly connected to vibrant learning experiences, community priorities, and meaningful student outcomes.
- **Goal 5: Sustain Effective Communication and Engagement with KBE Members**
  Building on the success of this goal in 2025–2026, continue providing timely updates, meaningful opportunities for input, and transparent communication with Kentucky Board of Education members, with a particular focus on supporting the onboarding and engagement of new Board members.

Conclusion:

On behalf of the KBE, we commend you for your strong and effective leadership of the Kentucky Department of Education. You have established yourself as a trusted ambassador for the Commonwealth's *United We Learn* vision and have built strong relationships across Kentucky and nationally in support of public education. Your leadership is characterized by transparency, integrity, responsiveness, thoughtful listening, and a consistent focus on students and schools. Your work with the General Assembly, particularly the successful

passage of HB 257 in a single legislative session, represents a significant accomplishment. Equally importantly, you have worked to translate Kentucky's vision for vibrant learning into practice through school visits, stakeholder engagement, innovation initiatives, and support for educators and district leaders. Going forward, we know you will seize every opportunity to build on these strengths by deepening implementation, demonstrating measurable impact, strengthening statewide coherence, and continuing to build the capacity of Kentucky's education system to deliver on the promise of *United We Learn*.

In summary, the board strongly supports your continued tenure as Commissioner and sincerely appreciates your outstanding leadership. We accept and endorse your 2026-2027 Growth Goals (attached) and offer our resolute support of your efforts to achieve those goals.

Yours truly,



Dr. Lu Young
Chair, Kentucky Board of Education

cc: Personnel File