

Summative Performance Evaluation JCPs Superintendent Dr. Marty Pollio

On June 25, 2018, the Jefferson County Board of Education met in a closed executive session to conduct the performance evaluation of the Superintendent, Dr. Marty Pollio. After consultation with legal counsel, the Board decided to include Dr. Pollio's performance as acting superintendent in his annual evaluation. Therefore, this performance evaluation is effective from July 2, 2017, to June 26, 2018.

The following designations were used by Board members to rank the superintendent's performance in the seven leadership standards:

- 1) Exemplary: Exceeds standard
- 2) Accomplished: Meets standard
- 3) Developing: Makes growth towards meeting standard
- 4) Growth Required: Area(s) required to be addressed in the Professional Growth Plan

STANDARD #1: STRATEGIC LEADERSHIP RANKING — ACCOMPLISHED

The supt. creates conditions that result in strategically reimagining the district's vision, mission, and goals to ensure that every student who graduates from high school is globally competitive in postsecondary education and/or the workforce and is prepared for life in the 21st century. The supt. creates a community of inquiry that challenges the community to continuously repurpose itself by building on the district's core values and beliefs about the preferred future and then developing a vision.

The Board commends Dr. Pollio's commitment to fulfill the strategic vision set by the Board. In particular, the Board applauds the reorganization of central office and redirecting of funds to the classroom. The reorganization of central office is the most significant restructuring in many years, leading to investing more deeply in instructional priorities. He has also established collaborative working relationships with a broad range of stakeholders. He is extremely visible in the community and delivers a consistent message that the district is heading in a positive direction. He is forthright about the challenges facing the school district. The Board further commends Dr. Pollio's attention to reviewing the student assignment plan and redesigning the district's alternative schools. The Board is eager for the facilities plan, including new construction, to move forward. It is clear to the Board that the superintendent is a courageous, visionary, and strategic leader. As the work he has set in motion comes to fruition his ranking in this standard will easily move to exemplary.

STANDARD #2: INSTRUCTIONAL LEADERSHIP RANKING — ACCOMPLISHED

The supt. supports and builds a system committed to shared values and beliefs focused on teaching and learning where performance gaps are systematically eliminated over time and every student graduates from high school and is career ready.

The Board affirms that Dr. Pollio has proven himself to be committed to instructional leadership, as evidenced by setting high expectations and modeling excellence, delivering a consistent message of 100 percent compliance, operationalizing the concept of deeper learning through the digital backpack as part of the strategic direction set by the Board in *Vision 2020*, and ensuring that all students carry their academic progress and growth to each transition level. The Board highly commends Dr. Pollio for adding MAP and the Backpack of Success Skills, both of which monitor individual student progress, deepen learning initiatives, and improve instructional support for students, each of which the Board prioritized in *Vision 2020*. In addition, his initiative in starting a principal pipeline is developing an administrative leadership pool for the district.

STANDARD #3: CULTURAL LEADERSHIP RANKING — EXEMPLARY

The supt. understands and acts on the important role a system's culture has in the exemplary performance of all schools. He/she works to understand the people in the district and community as well as their history and traditions as they move forward to support and achieve district goals. The supt. must be able to improve the district culture, if needed, to align the work of adults with the district's goals of improving student learning and infusing the work with passion, meaning, and purpose.

Dr. Pollio clearly communicated at the outset that improving culture and climate was one of his top priorities and he is delivering on his promise. This is one of the primary reasons the Board hired Dr. Pollio. We are experiencing vast improvements in the district's culture over the last year, mostly due to Dr. Pollio's commitment to model the highest ethical standards, professional expectations and behaviors, and accountability. Under Dr. Pollio's leadership, the district has seen vast improvements in Comprehensive School Survey data, particularly in teacher satisfaction with central office and the superintendent as well as the management of district funds. In addition, he has greatly improved communication within the district and the community, including being accessible to and meeting with both critics and supporters. His ability to communicate a shared vision, develop equitable practice, and ensure accountability has created a climate that has yielded the passage of a racial equity policy and the Du Bois Academy, and made the district more accessible to the community by opening a satellite office in West Louisville. The urgency and success with which he was able to lead the development of a racial equity policy is a stellar example of his vision and commitment to developing an inclusive and equitable culture and climate in the district.

STANDARD #4: HUMAN RESOURCE LEADERSHIP RANKING — DEVELOPING

The supt. assures the district is a professional learning community with processes and systems in place that result in recruitment, induction, support, evaluation, development, and retention of a high performing, diverse staff. The supt. uses distributed leadership to support learning and teaching, plans professional development, and engages in district leadership succession planning.

The Board is clear that this is one of the biggest challenges that we face as a district. A long-term and systemic plan for change is necessary. Dr. Pollio has clearly identified Human Resources as a growth area and envisions vast improvements in this area. He has clearly communicated that he expects staff to correct existing problems and he has recently hired a professional with an excellent record of high performance to lead Human Resources. The Board is impressed with how forthcoming Dr. Pollio is about this difficult challenge and his commitment to addressing it. The Board commends Dr. Pollio's commitment to a Human Resources Department that provides excellent customer service to schools and applicants and improves minority recruitment and retention. We are heartened by the responsiveness and timeliness in which he implemented the recommendations made in the Council of Great City Schools review of our organizational structure.

STANDARD #5: MANAGERIAL LEADERSHIP RANKING — DEVELOPING

The supt. ensures that the district has processes and systems in place for budgeting, staffing, problem-solving, communicating expectations, and scheduling that organize the work of the district and give priority to student learning and safety. The supt. must solicit resources (both operating and capital), monitor their use, and assure the inclusion of all stakeholders in decisions about resources so as to meet the 21st century needs of the district.

Dr. Pollio has made steps to improve managerial efficiency as evidenced by his success in identifying resources to continue Early Childhood programs as well as retain JCPS staff. He has begun to streamline

and strengthen the budget process, he engages consistently with the finance committee, and he is in the process of making difficult decisions to align the budget with the strategic vision set by the Board by redirecting resources from central office to the classroom. In addition, we commend his swift action to implement several Corrective Action Plans, highlighting his deep commitment to compliance and transparency. The Board recognizes Dr. Pollio's significant managerial skills and we believe the ranking for this standard will move to accomplished or exemplary in the future.

STANDARD #6: COLLABORATIVE LEADERSHIP RANKING — ACCOMPLISHED

The supt., in concert with the local board of education, designs structures and processes that result in broad community engagement with support for and ownership of the district's vision. Acknowledging that strong schools build strong communities. The supt. proactively creates, with schools and district staff, opportunities for parents, community members, government leaders and business representatives to participate with their investments of resources, assistance, and goodwill.

Dr. Pollio recognizes the challenges of collaborative leadership and is accomplished in striking the right balance between listening to input and being decisive to move the district forward. His authenticity and commitment to doing the right thing for the district are evident and it fuels his collaborations. In his first year, he has already begun the process of building strong relationships inside JCPS and with legislators, government officials, and business leaders. The Board recognizes Dr. Pollio's vision for collaboration with the community, as evidenced by his commitment to the Louisville Promise, a city-wide initiative to improve student outcomes. In addition, instituting weekly meetings with chiefs and providing support for Academies of Louisville are further evidence of his ability to provide collaborative leadership.

STANDARD #7 INFLUENTIAL LEADERSHIP RANKING — ACCOMPLISHED

The supt. promotes the success of learning and teaching by understanding, responding to, and influencing the larger political, social, economic, legal, ethical, and cultural context. From this knowledge, the supt. works with the board of education to define mutual expectations, policies, and goals to ensure the academic success for all students.

Dr. Pollio is well respected among local and state leaders. The Board recognizes Dr. Pollio's courage and commitment to ensuring compliance with all federal, state, and local laws and regulations, a significant factor in the Board's decision to hire Dr. Pollio. He influences others to do better and we are accomplishing more because of his leadership. The Board wants to emphasize how impressed we are by his ability to move the racial equity policy forward so quickly.

OVERALL RANKING — ACCOMPLISHED

In summary, the Board is extremely confident in Dr. Pollio's ability to move the district forward. He has greatly improved internal culture and has harnessed support for public education during a divisive and turbulent political climate. He has shown leadership in addressing transition readiness and continues to work diligently with the Board to implement our strategic vision to increase student learning and improve JCPS. He is a strategic, visionary, passionate, and committed leader who inspires confidence in the district. We offer him our support and look forward to working closely with him during the following year as he implements and evaluates our shared vision for student success.

X _____ date _____

Diane Porter, Chairwoman
Jefferson County Board of Education

X _____ date _____

Martin A. Pollio, Ed.D., Superintendent
Jefferson County Public Schools