

**Summative Performance Evaluation of Dr. Marty Pollio
Superintendent, Jefferson County Public Schools
Jefferson County Board of Education
2018-2019 School Year**

On May 28, June 11 and June 25, 2019, the Jefferson County Board of Education met in a closed executive session to conduct preliminary and formative discussions of the performance evaluation of the Superintendent, Dr. Marty Pollio. The performance evaluation of the superintendent is governed by Board Policy 02.14 and utilizes performance indicators for each of the seven leadership standards.

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

- 1) **Exemplary:** Exceeds the standard
- 2) **Accomplished :** Meets the standard
- 3) **Developing:** Making progress toward meeting the standard
- 4) **Improvement Required:** Progress toward meeting the standard is unacceptable

STANDARD 1: STRATEGIC LEADERSHIP- The Superintendent leads the development and implementation of district vision, mission and goals while creating conditions to ensure that every student graduates high school with the knowledge and skills necessary to be successful in the 21st century.

Rating: **ACCOMPLISHED**

Comments and Evidence to support the Superintendent's performance for this standard:

As a result of Dr. Pollio's positive energy, enthusiasm and passion, he has been able to begin a transformational process within the district and throughout the community. Using Vision 2020 as a foundation, this work is guided by the Three Pillars of the Backpack of Success Skills, Racial Equity, and Culture and Climate. This has resulted in a clear mission and identity for the district, something that has been lacking. Dr. Pollio's continued emphasis and implementation of the Academies of Louisville will result in our students being better prepared for the 21st century workforce. Bold innovations like the Backpack are beginning to connect school improvement goals to student learning goals that will hopefully lead to a future where deeper learning is the norm within JCPS. Dr. Pollio's ability to articulate, connect, monitor and implement the Six Essential Systems are additional examples of continuous improvement strategies toward increasing student achievement. The State of the District luncheon and address is another great example of Dr. Pollio's efforts to engage the community by sharing the mission and vision, while at the same time identifying challenges such as the district's facility needs. While Dr. Pollio is accomplished in this area, the board notes that an area for growth is integration and connection of Vision 2020 into the daily work of the district. Immediate action is required to create and implement a viable plan to meet the needs of our students in alternative schools. Early childhood should remain an area of focus. Additional and continued focus on review of programs is required to ensure maximum effectiveness for student learning. Continued success in the area of strategic leadership will require additional stakeholder input and involvement.

STANDARD 2: INSTRUCTIONAL LEADERSHIP- The superintendent supports and builds a system to effectively use district resources and research-based best practices for curriculum, instruction and assessment in reducing achievement gaps and continuously improving teaching, learning and student achievement.

Rating: **ACCOMPLISHED**

Comments and Evidence to support the Superintendent's performance for this standard:

Dr. Pollio has demonstrated a strong commitment to creating systems that use data to monitor and improve academic performance across the district. Examples include the consistent use of monthly "Vital Sign" checks with all AIS school principals and school zones. Another innovation in the area of using technology in educational programming is the creation of an electronic student dashboard that allows students to have ownership of their progress and need for improvement based upon MAP scores and other indicators. We commend Dr. Pollio's leadership in providing teachers with a valuable tool like MAP that enables them to quickly identify and address student academic needs within the same academic year. We applaud Dr. Pollio's continued efforts nurturing the Academies of Louisville. Initiatives like the Backpack of Success Skills have the potential to transform instruction and lead to deeper learning. The board commends Dr. Pollio for his leadership in successfully implementing the Backpack at all JCPS schools within one year, a feat that many thought could not happen. While Dr. Pollio is accomplished in this area, the board notes that an area for growth includes more focus across the district upon recognizing, reducing and eventual elimination of the achievement gap(s) that exist among student demographic groups. Additionally, the board looks forward to the growth of the Backpack into an integrated system for the consistent delivery of deeper learning and instruction, including ensuring that the Backpack is responsive to the needs of students with diverse learning styles.

STANDARD 3: CULTURAL LEADERSHIP- The Superintendent understands the history, tradition and multicultural differences of the district. He empowers all stakeholders to help shape district culture and climate as they support efforts to improve teaching and learning for all.

Rating: **EXEMPLARY**

Comments and Evidence to support the Superintendent's performance for this standard:

Culture and Climate are one of the Three Pillars guiding JCPS. Dr. Pollio has shown great leadership in making clear that the mission of the district must include focus upon improving the environment for teaching and learning. Examples include his leadership in presenting a progressive Racial Equity Policy to the board and the requirement that all major district initiatives undergo a Racial Equity Analysis Protocol (REAP). For the second year, Dr. Pollio has participated with the district's delegation in the Kentuckiana Pride Parade, which is a significant gesture of acceptance and support for the district's LGBTQ students, staff and allies. The climate in the community has also been positively affected through Dr. Pollio's leadership in increasing communication (Fast Five, Weekly Wrap-Up, Board Update, JCPS Spotlight, etc.) and through events such as the State of the District Luncheon, the monthly community "Run with the Superintendent," and the Employee Scholarship Program. The Backpack is again another example of a strategy that has the potential to be responsive to the needs of our students with diverse learning styles, but that aspect must be ensured as this initiative matures. While Dr. Pollio exceeds the standard in this area, the board cautions that the necessary rate of change and improvement in the district, and Dr. Pollio's enthusiasm for same, can also lead to fatigue among district staff, including the superintendent.

STANDARD 4: HUMAN RESOURCE LEADERSHIP- The Superintendent leads the district in developing professional learning communities among a highly effective and diverse staff. He assists in planning professional development opportunities for all staff and develops and implements an effective staff performance evaluation system. The Superintendent provides technical advice to the Board to administer and negotiate labor contracts.

Rating: **DEVELOPING**

Comments and Evidence to support the Superintendent's performance for this standard:

Human resources are the cornerstone of a school district and essential to the delivery of a quality education to our students. Dr. Pollio is making progress toward meeting the standards in this area. The board continues to acknowledge that Dr. Pollio inherited numerous issues within this area and progress has been made over the past year, including the completion of hiring quality Cabinet members. However, issues of concern remain with how the recent reorganization plan was developed and communicated to staff and to the board. Compared to the relatively smooth rollout of the facilities plan, the reorganization plan was cumbersome, lacked coordination and was not effectively communicated to district staff, particularly staff affected by the plan. While the board acknowledges the difficulty with any type of organizational change, the district must be more thoughtful in how change is communicated and implemented. An area for growth includes better communication with the board and all stakeholders when changes affecting human resources are being considered. Efforts to recruit and retain a diverse staff across all levels should be continued. Expertise in the area of human resources needs to be continually honed to ensure consistent and effective leadership in this most important area.

STANDARD 5: MANAGERIAL LEADERSHIP- The Superintendent uses data analysis in budgeting, staffing and problem solving to make recommendations to the Board so they can effectively and efficiently allocate resources and establish support systems for all district stakeholders.

Rating: **ACCOMPLISHED**

Comments and Evidence to support the Superintendent's performance for this standard:

Dr. Pollio has demonstrated his accomplishment in this area through the development of the district facility plan and recent bond financing to support the plan. In addition, Dr. Pollio has led the creation of a continuity of operations plan (COOP) and continued sound financial management practices. Despite the complexities of a large urban school district, Dr. Pollio continues to be proactive in addressing problems that are identified. The Backpack and student dashboards incorporating MAP scores are examples of projects that have been coupled with robust technology to ensure success. We must also recognize Dr. Pollio's focus on ensuring that the Corrective Action Plan is implemented with fidelity across all departments. While Dr. Pollio meets the standard in this area, an area for growth includes ensuring items brought to the board for action are clearly supported with all facts and information needed by the board to make informed decisions.

STANDARD 6: COLLABORATIVE LEADERSHIP- The Superintendent maintains a positive relationship with Board members as they work together to establish community support for the district's goals through effective two-way communications with students, staff, parents, business representatives, government leaders, community members and the media.

Rating: **DEVELOPING**

Comments and Evidence to support the Superintendent's performance for this standard:

Dr. Pollio is making progress in this area. Dr. Pollio is viewed as a local, regional and state leader in education. We commend Dr. Pollio's thoughtfulness, professionalism and expertise during his appearances before the Kentucky Board of Education at every meeting for over a year. In addition, Dr. Pollio maintains a very positive relationship with the Commissioner and KDE officials. Dr. Pollio also showed effective collaboration with JCTA implementing incentive pay at AIS schools. Dr. Pollio continues to excel at telling the JCPS story to the community through the Three Pillars. The development of the Six Essential Systems is evidence of Dr. Pollio's effectiveness at implementing processes to improve student learning and teaching. Areas for improvement in this area include additional and consistent collaboration with all stakeholders and continuing to improve communication with the board. The board seeks to operate as an eight person team with the board and the superintendent working seamlessly together with the board's vision implemented via the superintendent. The board recognizes that the many expectations placed upon Dr. Pollio require him to act quickly and decisively. However, the speed at which the district is moving has led some to feel that less collaboration with stakeholders is occurring, and that leads to a top-down atmosphere that can stifle organizational cohesiveness and effectiveness. Having said that, we recognize and respect that Dr. Pollio listens to even the harshest critic. An "open-door" policy needs to be further embraced to improve culture, collaboration, and communication with all stakeholders.

STANDARD 7: INFLUENTIAL LEADERSHIP RANKING- The Superintendent uses his position in the district and community to work with local, state and federal officials to influence policies affecting the political, social, economic, legal, cultural and ethical governance of public education.

Rating: **ACCOMPLISHED**

Comments and Evidence to support the Superintendent's performance for this standard:

We commend Dr. Pollio for his efforts at changing the public perception of JCPS for the better. Dr. Pollio's bold leadership and passion has resulted in a renewed energy in the community in support of JCPS. Dr. Pollio is viewed as an education leader at the local, regional and state levels. An example includes Dr. Pollio's role as a leader among other superintendents at a press conference addressing legislation that would harm public education during the 2019 General Assembly. Dr. Pollio continues to focus on the development and dissemination of positive communication regarding JCPS, including the Fast Five, Weekly Wrap-Up, Board Update, JCPS Spotlight and other communication tools that are utilized by the community. Areas for growth include additional collaboration with city leaders and increasing input on state education policy through more frequent communication with members of the General Assembly.


Chairperson

Date: 25 June 2019


Superintendent

Date: 6/25/19

SUMMARY REPORT
Summative Performance Evaluation of Dr. Marty Pollio
Superintendent, Jefferson County Public Schools
Jefferson County Board of Education
2018-2019 School Year

Pursuant to KRS 156.557 (6) and Board Policy 02.14, the Jefferson County Board of Education has completed the annual summative performance evaluation of Superintendent Marty Pollio for the 2018-2019 school year. The past year has been a positive one for public education in our school district. Five board members have served on the board for at least one full year, and two board members have served for almost six months, thus having been able to observe and be a part of the successes achieved this year.

The evaluation focused on the seven standards of leadership performance: strategic, instructional, cultural, human resource, managerial, collaborative and influential. Each standard was evaluated based upon performance indicators approved by the board.

Superintendent Pollio received a rating of **exemplary** in the area of **cultural leadership**. In the standards of **strategic, instructional, managerial** and **influential leadership** the board rated Dr. Pollio's performance as **accomplished**. **Human resource** and **collaborative** leadership received a rating of **developing**.

The board will be working with Superintendent Pollio over the next several weeks to develop goals for our district for the 2019-2020 school year. We look forward to working together to continue making JCPS a better district for our students, staff and community.

Jefferson County Board of Education


Chairperson


Date

25 June 2019