

**Summative Performance Evaluation of Dr. Marty Pollio  
Superintendent, Jefferson County Public Schools  
Jefferson County Board of Education  
2019-2020 School Year**

On September 24, 2019 and February 11, 2020, the Jefferson County Board of Education (“Board”) met in closed executive session to conduct formative discussions of the performance evaluation of the Superintendent, Dr. Marty Pollio. On May 26, 2020, June 2, 2020, June 9, 2020, and June 16, 2020 the Board met in a closed executive session to conduct preliminary discussions of this summative performance evaluation of Dr. 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 21<sup>st</sup> century.

**Rating:** Exemplary

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

Dr. Pollio has developed a clear vision for the District and he has communicated it admirably to the Board, to faculty and staff, and to the community at large. Stakeholder input and involvement has increased. Dr. Pollio’s Three Pillars, Six Systems and PLC Framework well support his vision and are a testament to his strategic leadership ability. Dr. Pollio has assembled a team of amazing individuals behind him who have clear goals in mind for the academic achievement of students and the career development of educators and support personnel. In nearly everything he does, Dr. Pollio strives for coherence and consistency between the many different facets of Jefferson County Public Schools. This is no small task, as disparate factors come into play when proposing or evaluating particular initiatives and programs. Dr. Pollio consistently demonstrates an ability to hold many factors in mind simultaneously, checking how changing one affects the others, and quickly making necessary course corrections. Despite facing some headwinds, Dr. Pollio has kept a focus on building new facilities and expanding services for children throughout the District. He has boldly made the case for increasing revenue to address the District’s many financial needs. He has engaged the local business community to assist with development of the Academies of Louisville project. Finally, Dr. Pollio has made great strides in

his ability to efficiently inform and receive feedback from Board members and has better shared his vision to the community through the State of the District address and other improved public communication efforts.

**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:**

From the outset of his tenure, Dr. Pollio has made clear to everyone inside and outside of JCPS that current student outcomes are not acceptable. Student achievement, in all areas, must improve. It is evident that Dr. Pollio passionately believes that all children can and should excel in school and he expects those around him to share that vision. Dr. Pollio works hard to strike a balance between universal learning expectations while allowing flexibility in how schools, teachers, and students meet those expectations. To his credit, the Superintendent encourages rather than shies away from accountability for less than optimal results. Dr. Pollio strives to create coherence between the District-wide instructional vision, teacher professional development, and student learning demonstrations. Dr. Pollio's continuance on this path through the rapid NTI rollout due to COVID-19 was commendable. The growth of the Academies of Louisville has significantly increased college and career readiness and has helped garner support from the business community for the instructional vision of JCPS. This work should be expanded and improved upon so that a much higher percentage of JCPS students graduate with a career certification or a college readiness designation. The Board would like to see continued refinement of Professional Learning Communities within each school to support the instructional needs of students. The Board would also like to see increased ingenuity and creativity in the student instruction arena to close achievement gaps, improve results for students in alternative schools, and allow faculty and staff to work smarter instead of harder.

**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: Accomplished**

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

Our District is very diverse and Dr. Pollio supports providing appropriate learning opportunities and needed supports for ALL students. On several fronts, Dr. Pollio demonstrates his commitment to building an inclusive culture of success for all schools and students. Founding the Grace James Academy, expanding the W.E.B. DuBois Academy to include 6<sup>th</sup> to 12<sup>th</sup> grades, pushing for a

racial equity policy and plan, moving the Newcomer Academy to a centralized location, and hiring hundreds of ECE implementation coaches and mental health professionals are notable examples of concrete steps to ensure JCPS provides all children the best possible chance to succeed. Moreover, Dr. Pollio has brought much more diversity to upper levels of both District and school administration. His work to diversify JCPS teachers through the partnership with Simmons College and the Teacher Internship Program are also promising initiatives that will further advance an inclusive culture that meets the needs of all students. However, the Board would like to see increased and more creative efforts made to provide even more resources for the support and promotion of different cultures. A minority studies program should be developed to enhance the District's diversity, equity, and inclusion efforts. More work must be done to close academic achievement gaps and eliminate racial disparities in the issuance of discipline to students. Moreover, all students, including students of color, students with disabilities, and students who identify as LGBTQ, must feel at home and safe inside every JCPS classroom. Additional work is needed to achieve that result. Dr. Pollio's work to redesign JCPS's student assignment plan has been laudable, and the Board looks forward to it coming to fruition in the near term. Dr. Pollio should be congratulated for his creation of a staff scholarship program that provides college funds to students recognized for their determination to overcome various obstacles and succeed in school. Dr. Pollio started this fund last year, and for a second year, it raised over \$60,000 to award scholarships to deserving students.

**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: Accomplished**

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

Dr. Pollio excels at surrounding himself with talented individuals and his staff is highly capable, dedicated, and diverse. Dr. Pollio's efforts in reorganizing the human resources organizational chart were needed and should be applauded. There is now concrete evidence of systems for recruiting, retaining, and developing an adequate number of teachers and a more diverse workforce. This work must continue and expand aggressively so that JCPS becomes widely-known as an attractive District to potential educators and the number of open classrooms at the beginning of each year is significantly decreased. The Board remains concerned about recurring high vacancy levels in certain teaching positions throughout the District. Dr. Pollio also understands that effective school principals are perhaps the most influential factor in student outcomes and the principal pipeline he has developed is strong. Dr. Pollio understands that human resources are a vital element to public school District success and he routinely seeks to focus his attention on identifying and developing talent at all levels of the organization. Professional development opportunities have also grown under the leadership of Dr. Pollio.

**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: Exemplary**

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

Dr. Pollio has built an amazing staff which he manages effectively toward achieving his vision of success for the District. His management of that talented group to address the Corrective Action Plan has been intentional and intense. Dr. Pollio has led JCPS through the remediation of literally hundreds of deficiencies identified in the audit by the Kentucky Department of Education in 2016-17. This has been a Herculean task and the fact that JCPS anticipates a positive resolution of the audit and Corrective Action Plan in the next few months is a significant accomplishment. The administration's response to COVID-19 was nothing less than remarkable. JCPS essentially changed its primary business model overnight. The sheer scope of this sudden transition was almost as breathtaking as was the District's predominantly successful response. Certainly going forward further refinements to NTI will be necessary to increase access to that model of learning and make it more robust during periods that it is the primary vehicle for delivering education services, but Dr. Pollio and his team deserve every accolade thrown their way regarding NTI to this point. Serving a million meals from JCPS kitchens after schools closed due to COVID-19 in tandem with developing NTI was likewise a remarkable achievement. Dr. Pollio also skillfully made the case to the Board and to the public in general that many of the most intractable challenges facing JCPS — student assignment, student choice, student achievement, facilities upgrades, and educational equity, among others — are interrelated and cannot possibly be untangled and improved without additional resources. Dr. Pollio deserves accolades for tackling the real revenue and facilities challenges faced by JCPS. Under Dr. Pollio's leadership, JCPS is building more new schools than it has in many years and plans are in place (provided additional revenue is successfully secured) to build and renovate many more. Specifically, Dr. Pollio should be commended for the site selection and purchase of property at Echo Trail for the new east end middle school. Finally, the hiring of hundreds of mental health professionals and ECE implementation coaches displayed a significant shift to better support many of our most vulnerable students.

**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: Accomplished**

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

Dr. Pollio has been much more intentional this year about proactively informing Board members of major proposals, events, and risks well in advance. Dr. Pollio is highly accessible to Board members and his team acts as a well-oiled machine to quickly provide Board members with any information needed or requested that allows Board members to make more informed decisions. That said, the Board would like to see more and better program review in the future to ensure policies and programs are having the intended results or else resources can be shifted elsewhere. Dr. Pollio is also skilled at soliciting community input into the most important District initiatives — for instance, student assignment and the need for additional revenue — and his communications team excels at coordinating and managing community dialogue. He has shown an ability to act collaboratively with JCTA and all JCPS bargaining units to achieve common goals. He is very visible in the community and rarely (if ever) refuses to meet with anyone. Collaboration with JCPS business partners has increased under Dr. Pollio. Dr. Pollio consistently makes himself available to the media and community groups and he has been open to utilizing outside entities to bring their expertise into JCPS to help with the continued improvement of the District. Dr. Pollio should be cautious when using a “top down” management style internally. While disagreements amongst faculty and staff are inevitable, it is important that everyone feels like they are a valuable member of the JCPS team at all times and that each voice is heard and each opinion considered. This is vital for the District’s long term success as disappointment on one issue should not become a reason for disengagement on others.

**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: Exemplary**

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

Dr. Pollio has changed the image of JCPS for the better in rapidly becoming one of the most influential figures in our community and within the Commonwealth of Kentucky. Dr. Pollio has a reputation for genuinely caring about all children in JCPS and he has high expectations for his staff to meet the needs of every student. He clearly has the respect of numerous state legislators of both parties, of the Kentucky Department of Education, of the Kentucky Board of Education, of his peer superintendents, and of his staff. Dr. Pollio’s leadership has been critical in navigating the District’s improved relationships with KBE and KDE. Dr. Pollio’s tremendous progress on addressing all facets of the Corrective Action Plan has been a shining example of his influential leadership. Dr. Pollio has also leveraged his influence to successfully fend off creation of school voucher programs and charter schools and he is leading the charge to raise taxes locally to provide the increased funding so desperately needed by the District. Dr. Pollio should continue to have the confidence to lead from the front and push all schools to truly adopt his systems and tenets of

success and to encourage parents and the community at large to do their part in driving higher student achievement as well.

**Compensation:** Dr. Pollio's contract allows the Board, at its discretion, to annually consider an increase in his salary and/or a lump sum payment if his performance in a given year would merit such consideration. The Board is presently very pleased with Dr. Pollio and his performance over the past school year. In such situations, normally the Board would award a percentage raise and/or lump sum payment. However, in light of mounting financial pressures faced by the District, and the added financial difficulties brought on by the COVID-19 pandemic, the Board regrettably is unable to award a raise or lump sum payment to Dr. Pollio at this time.

While the Board appreciates his obvious commitment to putting in the long hours to achieve better results, Dr. Pollio is cautioned to take sufficient time for himself and appropriately prioritize those tasks which do and do not require his personal attention to avoid unhealthy fatigue and potential burnout. The Board thanks Dr. Pollio for an excellent year and looks forward to an even more successful 2020-2021 for Dr. Pollio and the District at large.

**SUMMARY REPORT**  
**Summative Performance Evaluation of Dr. Marty Pollio**  
**Superintendent, Jefferson County Public Schools**  
**Jefferson County Board of Education**  
**2019-2020 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 2019- 2020 school year. The past year has been a positive one for public education in our school District.

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 areas of **Strategic, Managerial, and Influential Leadership**. He was rated **Accomplished** in the areas of **Human Resource, Instructional, Cultural, and Collaborative Leadership**.

The Board will be working with Superintendent Pollio over the next several weeks to develop goals for our District for the 2020-2021 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

Jane Porter  
 Chairperson

23 June 2020  
 Date

Marty Pollio  
 Martin A. Pollio, Ed.D., Superintendent

6/23/20  
 Date