

FINAL SUPERINTENDENT EVALUATION 2023
Dr. Karen Fischer Gray

1. MOST PROUD OF.

In December of 2022, before announcing my retirement, I read to the board and community list of accomplishments. [LAST FIVE YEARS OF ACCOMPLISHMENTS SUMMARIZED-Not Inclusive of all](#). What would I add to this list? I am not sure.

To summarize what I am most proud of, it would have to be the following:

The creation of a K-12 fully inclusive educational system for all students. This includes curriculum, instruction, assessment, student behavior and emotional supports, a much more comprehensive student support system through the creation of the Healthy and Equitable Schools initiative, and our work with Equity. In addition, our team has accomplished the upgrading and updating of most of our schools and grounds and about \$10 million dollars in facility development without a bond. We have sold property and bought property and are in excellent shape for the next bond. Our administration team at both the district and the building levels are strong and well trained. Our work with Professional Learning Teams is moving forward and our work as a K-12 AVID school district is secure. I am just proud of all we have accomplished as administrators, board members and staff. This district has become a known county and state leader (with a little touch nationally, too). I could not be more proud to have been blessed to serve the children and families of Lincoln County. What a satisfying way to go out on a long and distinguished career.

2. PAST YEAR CHANGES.

We all wish we could go back and make changes at certain points in our past lives and yet everything we go through has a further meaning for our future.

My answer is always going to be about my communication skills and some of the lack thereof. Without revealing any identifiable information, I had a recent situation where I would have waited to do certain things until certain other things were revealed but I also know that I don't have a crystal ball (at least not yet) in order to predict the future about how things might change from one time point to another. But if I could have changed that timing, I would. I would have had one on one conversations instead of avoiding them.

Sometimes I feel this year was filled with “no good deed goes unpunished” moments. I guess it’s inevitable. It won’t stop me from doing good deeds. But I would have been more silent, listened better and pulled back my ego more often. For me, it is always about communication and how I go wrong. Too bull headed and stubborn and it gets me into trouble. It also is part of what made me a good leader for change in my career.

As far as actions related to the school district and the work that we have done, I wouldn’t change a thing. We are thoughtful in our approach and decisions and try very hard to predict the unintended consequences of our actions. I am too old to believe that you can avoid them all unless you choose to do nothing and stand perfectly still. I am very happy with what we have done this year and proud of how hard everyone has worked together in collaboration to continue growing our educational systems and to do the right things for kids. The changes for me land with how I interact with people.

3. NEEDED IMPROVEMENTS.

The next era for LCSD under the leadership of Superintendent Tolan is to make deeper connections with every part of our education system-our school improvement system. It is crucial that we add nothing at this point. Accountability for fidelity to the work that we have set up and developed is the key for moving the education quality of our students forward. Rigorous academic programs are key along with strong systems of support for each student in a multi tiered approach. We know what to do. Now we need to keep doing it.

In the area of Educational Equity, the LCSD Equity Team will need to meet together in a spirit of collaboration to determine the next iteration of its work. We have a fully formed Equity Lens/Tool. The implementation of the tool with fidelity is what comes next. The Equity Lens needs to be fleshed out in schools. That is no small feat but if we ever hope to bring educational equity to all students, it starts with the district and must flow to the schools in order to be fully realized.

Another place we need to go next for improvements is in facilities management/grounds development and strategic planning for our next general obligation bond in 2026. Particularly, the Holly Farm will require attention and funding. It also needs a real long range strategic plan if we are to think about using it in our 2026 Bond Campaign.

The district must continue to pay BIG attention to school safety and cybersecurity.

Finally, the last area of further development is a comprehensive and connected student behavior support system that includes PBIS, Restorative Practice, Care Coordination,

mental health service partnerships and community justice collaboration. In nearly every meeting I was in this year with students and the community, the topic of the need for increased services for student mental health support came up. We have a wonderful foundation from which to grow in this area supported by excellent administrative and certified staff. It is supported with various funding streams. Continuing to develop how we put all of our programs together into one comprehensive, synergistic system of care will be paramount as we continue to reel from the global pandemic.

4. TRANSITION STEPS.

With regards the superintendent position transition, I began meeting weekly on Mondays at 2pm with Majalise soon after she was offered a contract. I have been collecting key topics to discuss with her. In addition, she has accompanied me to the LBLESD Superintendent's Council meetings and she has participated in each one. I am so impressed with her quiet observation during these meetings and how she has really been studying the superintendents during the meeting.

At the beginning of the May 23 first Budget Committee meeting, Majalise will be giving the Budget Message with me. At the June Board Meeting, my hope is that she will sit in the superintendent's chair in the last half of the meeting.

We have split the weekly Learning Support Team Meeting agendas into two parts: Current conversations and Future. I leave during the future portion so that the team and Majalise are unfettered by my presence. I am so opinionated that it is not helpful during the future planning section of the meeting.

Majalise has begun meeting with Eddie Symington, her new Admin Assistant, so that they can review how they both would like to work together beginning in July. Majalise have different organizational styles and so that will be a big factor in this transition. Majalise has also started including her replacement, Aaron Belloni, into meetings that make sense so that he can begin to get a feel of what his role will be next year. I hear that that is proceeding very well. In turn, Aaron has been transitioning his replacement at NMS, Principal Marty Perez, so we are all following a solid path of transition at this time.

My next topic of transition discussion will be Board Communication as it is probably one of the most crucial areas for positive transition and setting up a successful year next year and beyond. I am an expert in this area and can be of some help. I hope I can have a small contract with LCSD for next year in order to provide real time mentorship

and support for Majalise during the 2023-24 school year as she takes on this crucial new role as superintendent of LCSD.

5. STATUS REPORT BY DEPARTMENT.

2023-24 Business Office Goals

Rebuild and Strengthen the Department

1. Staff Professional Development & Team Building
 - a. 3 newer Business Office staff members - strengthen their knowledge and cross train on tasks to relieve workload from the Business Office Supervisor & Director
 - b. Business Office Supervisor - with a view toward a succession plan in 2-3 years
 - c. 4 new Principals & their Assistant Principals - budget processes & monitoring
 - d. Continue to support monthly Secretary training
2. Improve processes and the use of budgeting software options to reduce the workload on Business Office and Human Resources staff
3. Strengthen and expand the School Gardens Program and enhance Food Service Programs

2023-2024 Elementary Teaching and Learning Department Goals

1. HB3499: EL Grant
 - a. All staff PD: Culture, Objectives, Myths & Truths, Newcomers, Strategic instructional strategies, accountability measures
 - b. Parent involvement plan
2. Science of Reading
 - a. K-6 staff will watch "Right to Read" with reflection activities and PD around the science of reading to ensure strong understanding of the research around how children acquire reading skills and what teachers need to do to support ALL learners.
 - b. Continued refinement of the implementation of ECRI K2

- c. PD, coaching support from literacy TOSA, and monitoring for 3-6 explicit and systematic instruction for reading for all 3rd-6th teachers. Same expectations for instruction as K-2 teachers have had for 4 years until our data shows that we are at a normalized triangle in reading.
- 3. Continued math implementation
 - a. Beginning of the year PD for all new K-6 teachers
 - b. Continued PD for returning teachers
 - c. Implementation of iReady Math for 6th grade.
 - d. Continued coaching support from math TOSA
- 4. New Teacher Mentoring
 - a. Continued support of year one teachers with mentor support
 - b. Continued support with specialized PD days and evening sessions

Technology Department Goals for 2023-24 school year:

- Create and begin to implement a new 5-year strategic plan - EdTech, innovation, and student technology experience will be a big focus.
- Protect our district with multi-factor authentication on all staff accounts, increase our effort to educate staff cybersecurity safety and best practices.
- Increase efficiency in asset management for both students and staff in order to provide a seamless and manageable technology experience for all.
- Increase our capacity for delivering timely data to all stakeholders in regard to: student information, including assessments; hardware and software usage; and a slew of other data points.
- Provide an improved "beginning of school year" experience, including providing access to EdTech apps to new and returning teachers much earlier.

2023-24 Secondary Teaching and Learning Department Goals

1. Follow a collaborative process to adopt appropriate and accessible science materials 7-12th grade.
2. Evaluate the health and safety practices of our athletic programs.

3. Continue to implement PLCs across all content areas with a focus on standards based instruction, language acquisition strategies, and common formative assessments.

4. Identify and remove barriers that limit access to CTE programs across the district and in dual credit high school programs.

5. Complete Power Standards documents for all core content areas and pilot standards based grading in 7-12th grade courses.

2023-24 Human Resources Department Goals

1-grow our GYO program and track its successes and identify areas for improvement

2-refine and solidify walkthroughs for both building and district needs

3-connect classroom practices to evaluation and develop communication systems for teachers and admins that move teachers' work forward (work to eliminate fear in obs/eval)

4-grow supervisors in employment practices that support small and large scale systematic improvements

5-modernize payroll, time, and attendance and sync w tech to optimize internal and external processes

2023-24 Facilities and Maintenance Department Goals

F & M GOALS 2023/24

- Update all school maps and train school principals, VP's and custodians on location and hour to shut off:

- o Plumbing,

- o Electrical

- o HVAC

- o Fire Panel

- o Boilers

- o Unit Ventilators

- Update roof assessments - last done in 2017
- Develop a paint schedule and costs with a bond or without bond
 - o District is in need of a complete paint job. Need to hire full time painter. So far, we have had no application
- Develop a plan with budget for Holly Farm Property
- Assist in new long range facility study of district for 2026 bond