



Office of the Board of Education
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November 2019

Jason E. Glass, Ed.D.
Superintendent

Re: Superintendent Evaluation

Standard 1 Leadership and Vision

Overall Rating: High Performing

Your work on, and the successful passage of the 2018 Mill and Bond elections are concrete indicators of your positive leadership and effective communication. You have worked to provide Jeffco Public Schools with a compelling vision of what education should be in the future. The implementation of the Jeffco Generations Vision is understood in the organization and in the community and we are seeing evidence that it is beginning to impact the learning experience of our students. Your leadership and vision are certainly helping to create a positive climate for all staff members in the district. In addition to the impact the passage of the mill and bond will have on many aspects of the district, it is also an indicator of the confidence and trust that you have developed with Jeffco residents. Your work in this area is one of the highlights of your performance this past year.

Standard 2 Continuous Improvement

Overall Rating: High Performing

Your work to improve your leadership skills through setting personal goals, professional development, and participating in professional organizations is commendable and will enhance your performance in the future. Your public speaking is improving; and completing The Harvard University certificate for Advanced Educational leadership is certainly commendable. The district strategic plan is providing direction for continuous improvement and the deeper learning focus is the right direction for Jeffco. The district needs to develop more ways to measure student performance beyond simple test scores, while at the same time improving the district's CMAS growth scores. Finding this balance and working toward both of these goals remains a constant improvement challenge.

Standard 3 Communication and Collaboration

Overall Rating: High Performing

Communication continues to be a strength of your professional performance. You are effectively using electronic and social media to keep our organization and the community informed of issues and events in Jeffco. You have often used public media outlets to reach all citizens and staff. Our district is now benefitting from a restructured Communications office that has strengthened communication and is actively marketing good things the district is doing and the many successes of our students. The Communications office is functioning at a much higher level under your leadership. There is a need to continue marketing efforts and continually seek ways to strengthen community involvement and two-way communication with constituents and staff.

Standard 4 Policies and Governance

Overall Rating: High Performing

You have demonstrated a commitment to follow our policies and implement them in a fair and equitable manner. This approach has been good for the district. The policy governance discussions have helped the board and you work effectively together in a climate of mutual respect. Although there have been times when the Board of Education has stepped into the operational lane of the district and times when you have crossed into the policy lane, we have learned from those experiences and respectful communication between you and the

board has allowed us to resolve the questions and grow together. On occasion time constraints have caused us to make exceptions to policies. There is a need to plan ahead to avoid situations where this occurs. Overall your commitment to policy governance and the board's commitment to the same have served our organization well.

Standard 5 Instruction

Overall Rating: Professional

Your rating on this standard reflects the disappointing drop in the district's growth data on CMAS. Perhaps the effort to redesign the learning experiences for our students has created a disconnect between providing authentic tasks while still aligning instruction with the Colorado Academic Standards. The board is pleased that you have acknowledged this small decline and focused your leadership on developing a plan to correct this deficiency. Right now, Jeffco needs you to focus your many leadership skills on improving instruction across the entire district. The plan to align instruction with state standards, increase PLC time for teachers, and provide systemic supports for teachers is the result of you addressing this issue directly. As we move forward, you will need to identify challenges and provide the necessary supports to achieve better outcomes for all students. We are asking the entire district to synthesize instruction so that it elevates Generational Skills while providing content mastery for our students. While this goal is critical to our district, we remain optimistic that under your leadership we can attain the desired outcomes for all students.

Standard 6 Resource Management

Overall Rating: High Performing

Your leadership in this area has allowed the district to address a number of strategic improvements that are aligned with our strategic plan and reflect our core values. In spite of the long teacher negotiation process last year which extended our budget process, we were able to adopt a budget that maintains strong reserve funds and leaves us in a fiscally sound position as we face the future. It is important to prepare for the likelihood that we may see a decline in state funding for the coming year. Your leadership will be needed as we develop a process to prioritize possible budget reductions in the future. We commend you for supporting our Finance team's proposal to refinance some of our debt last winter. Although this successful refinancing did not result in more resources for the district, it did result in considerable savings for our taxpayers. In the coming year it will be necessary to examine system changes in transportation, food services, and facilities. Improvement in these areas will require careful resource management in order to implement the changes. Your effort to carefully manage the citizen approved bond funds and communicate with the public about the allocation of these funds has been significant. And, it has been well received by our constituents. Your leadership in the area of resource management allows the district to face future challenges with optimism.

Standard 7 Ethics

Overall Rating: Exceptional

Your commitment to high ethical standards continues to be a strength of your performance and it makes a tremendous difference in our community. The values that you model provide our entire organization with an example that is worthy of emulation. In your short time here, you have earned the trust of the vast majority of our community. This trust is built upon your honesty, integrity, and values. Your performance in this area is exemplary and the board is confident you will maintain your commitment in this area. It is simply a component of who you are.

Part II – Board Ends Statements

Ends 1

The district has taken a number of steps over the last year to advance the goals in Ends 1. These include work on the implementation of the strategic plan and other efforts to improve community and organizational engagement. The work to transform the task and provide students with expanded career pathways are examples of the fact that the district is working to realize Ends 1 goals. Much of the Generations Vision, strategic plan, and the tactics under the Readiness for Learning Strategy are designed to positively impact the goals in

Ends 1. These plans should continue into the future and be accelerated by the implementation of the Jeffco Learning Model. You need to continue to dedicate resources and support to our struggling schools.

Ends 2

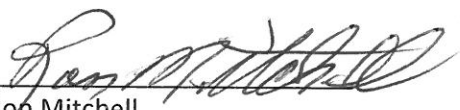
Much of the work in the strategic plan and the tactics in the Learning Strategy are designed to transform the student task and they directly impact Ends 2. Although our growth data is a concerning trend, the Jeffco Learning Model is a system-wide intervention to bolster growth scores. The district needs to continue to connect our students to their future and expand career pathways. We are optimistic that the work being done in the area of early childhood education will positively impact the goals stated in Board Ends 2. The information provided in stocktakes connects the board to the work being done to meet all of the Ends goals.

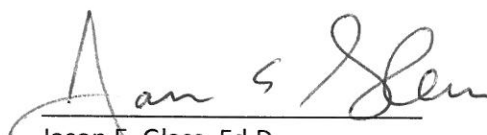
Ends 3

Your work to recruit quality teachers and administrators is a component of attaining this goal. Additionally, the emphasis on improving professional development for teachers and leaders will support the realization of this goal.

Recommendations:

1. Continue to improve the negotiation process with JCEA.
2. Increase authentic and collaborative engagement within the organization.
3. Work with the Board to develop an effective process for dealing with a possible budget deficit.
4. Identify additional ways to measure student success.


Ron Mitchell
Board President


Jason E. Glass, Ed.D.
Superintendent & Chief Learner